

BROKEN BOW

Comprehensive Plan



JEO CONSULTING GROUP INC
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1

Introduction BROKEN BOW

[section 1.1]

CITY OVERVIEW

Location

Broken Bow is located in central Custer County, just 10 miles southeast of the geographic center of the State of Nebraska. The community is bisected by the Burlington Northern Santa Fe Rail line and Mud Creek, both running east-west through the center of the community. Highways 2/92 and 21 form a junction in Broken Bow.

History

In 1879 only a few people lived near the center of Custer County; Jesse Garringer and the Hewitt, Lewis, Graham and Raymond families. The families wanted a post office so Hewitt was appointed postmaster. The name "Broken Bow" was submitted based on a broken bow found nearby and was accepted. The Post Office officially opened on November 4, 1879. Early in 1882 the Gandy brothers came from their ranch on the Middle Loup River. Jesse Gandy bought Garringer's land and things began happening. He platted a town. A public well was dug and in June, R.H. Miller published the first "Custer County Republican," the newspaper that today provides our best window on the early years.

With the Gandys and Millers pushing, the town quickly took shape. More people arrived, building homes and businesses, and by fall this "upstart-of-a-town" challenged Westerville for the county seat and won!

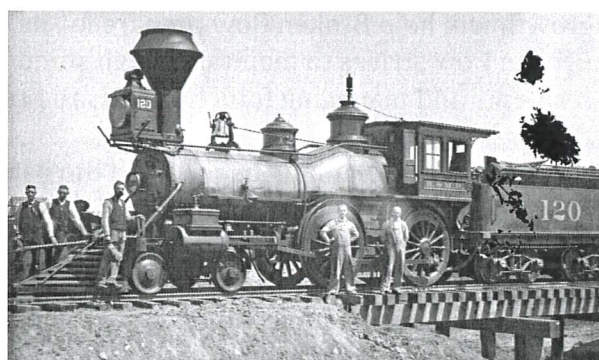
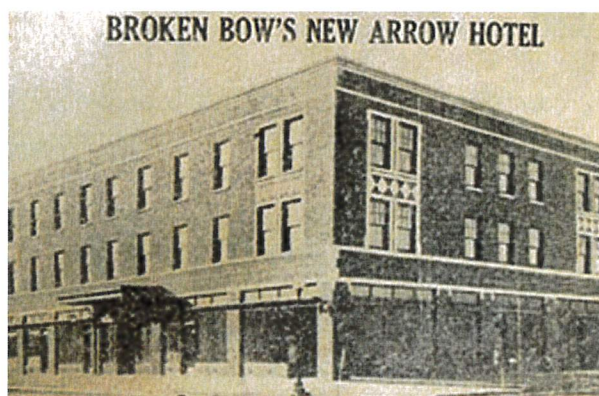
By the spring of 1884, Broken Bow was incorporated. Four years later, the village petitioned to become a second class city. Seven additions were annexed, and the population became 1,600.

A bridge was built across "Muddy Creek" in 1883 and wooden sidewalks were constructed around the square in 1885. By 1910 cement sidewalks were in place, and the summer of 1921 saw seven miles of brick paving laid. In 1910 and again in 1933 the streets were renumbered and renamed.

A less-than-great, privately-owned water works started in 1888. The city bought the plant in 1904 and made improvements to keep pace with the growth of the town. A volunteer fire company organized in 1889 and is still very active.

The first park was the town square. Sod was broken in 1885 and trees were planted on Arbor Day of 1886. Band concerts were held weekly, and the park is still the site of evening entertainment most Thursday nights in the summer. The 75th Anniversary of Broken Bow was held in 1955 and the 100th centennial celebration in 1980. The 1980 census listed 4,200 residents.

The year 2009 marked the 130th celebration of Broken Bow.



Historic photographs of Broken Bow, Nebraska.

[section 1.2]

GOVERNMENTAL AND JURISDICTIONAL ORGANIZATION

The Broken Bow City Council, which consists of elected officials, performs the governmental functions of the City. The City Council consists of four members and the Mayor. The form of government in Broken Bow is known as a strong mayor concept. This concept has the Mayor as the chief elected official and the Mayor only votes on issues when there is a tie amongst the City Council.

The planning and zoning jurisdiction of Broken Bow, pursuant to Neb. Rev. Stat. § 17-1001 (Reissue 1997), includes all of the incorporated portion of the City, including the established one-mile extraterritorial jurisdiction as allowed under Nebraska law.

[section 1.3]

THE COMPREHENSIVE PLAN

The Broken Bow Comprehensive Plan is a legal document that addresses the community's land use and is designed to promote orderly growth and development. This document's purpose is to "promote health, safety, morals, and the general welfare of the community". The Comprehensive Plan presents data from multiple sources, such as public input, stakeholder meetings, and the United States Census Bureau to provide policy guidelines for elected officials to make informed decisions.

A comprehensive plan acts as a tool to develop a road map, or blueprint, that guides the community through change as it occurs over time.

The Broken Bow Comprehensive Plan aims to provide guidelines for the locations of any future development within the planning jurisdiction of the City. This update will assist in evaluating the impacts of development and encourage appropriate land utilization throughout the City's extraterritorial jurisdiction.

The Comprehensive Plan helps the city address private sector interests. Planned and orderly growth will help Broken Bow prepare for its own management of resources. The City of Broken Bow strives to maintain a high standard of living and quality of life when serving its residents and managing future growth and resources.

Comprehensive planning begins with the data collection phase. The Profile Chapter depicts historical and current data that represents demographic information from the American Community Survey estimates and bicentennial Census from the United States Census Bureau. Additional data is collected from city staff, state and county agencies, stakeholder input, and field data collection. Analysis of data provides the basis for developing forecasts for future land-use demands in the city.

The second phase, Envision, of the planning process is the development of general goals and potential projects based on the issues facing the city, and prioritized by public input. These are practical guidelines for improving existing conditions and guiding future growth. The Comprehensive Plan is a vision presented with text, graphics, tables, and maps that represent the desires of the city moving forward.

The Comprehensive Plan contains recommendations that, when implemented, will be of value to the City of Broken Bow and its residents. The Achieve Chapter contains a broad range of development policies required to implement the vision of the Comprehensive Plan. Followed by the Implementation Chapter, the last two chapters will be the blueprint designed to identify, assess, and develop actions and policies necessary to realize the community's vision.

[section 1.4]

THE PLANNING PROCESS

The Broken Bow Comprehensive Plan was prepared under the direction of the Comprehensive Plan Advisory Committee. The advisory committee was composed of members of city staff, the planning commission, community stakeholders, and residents. This committee helped guide and prioritize the recommendations of this Comprehensive Plan. Ultimately, the plan will have been reviewed and recommended for approval by the Planning Commission and adopted by the City Council.

A general recommendation is that the Broken Bow Comprehensive Plan is based on a vision and recommendations with an approximate 20-year planning horizon. However, the rate of Broken Bow's growth may necessitate an annual review and an approximate 5-year window for an update. Updating the Comprehensive Plan will allow the city to incorporate ideas and developments that were not known at the time of the present planning process.



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2

Profile BROKEN BOW

[section 2.1]

INTRODUCTION

Profile Broken Bow is the foundation of the community's effort to achieve its physical, social, and economic goals. The Profile Chapter includes data regarding Broken Bow's demographics, housing, local economy, public facilities, energy usage, environmental conditions, existing land use, and transportation infrastructure.

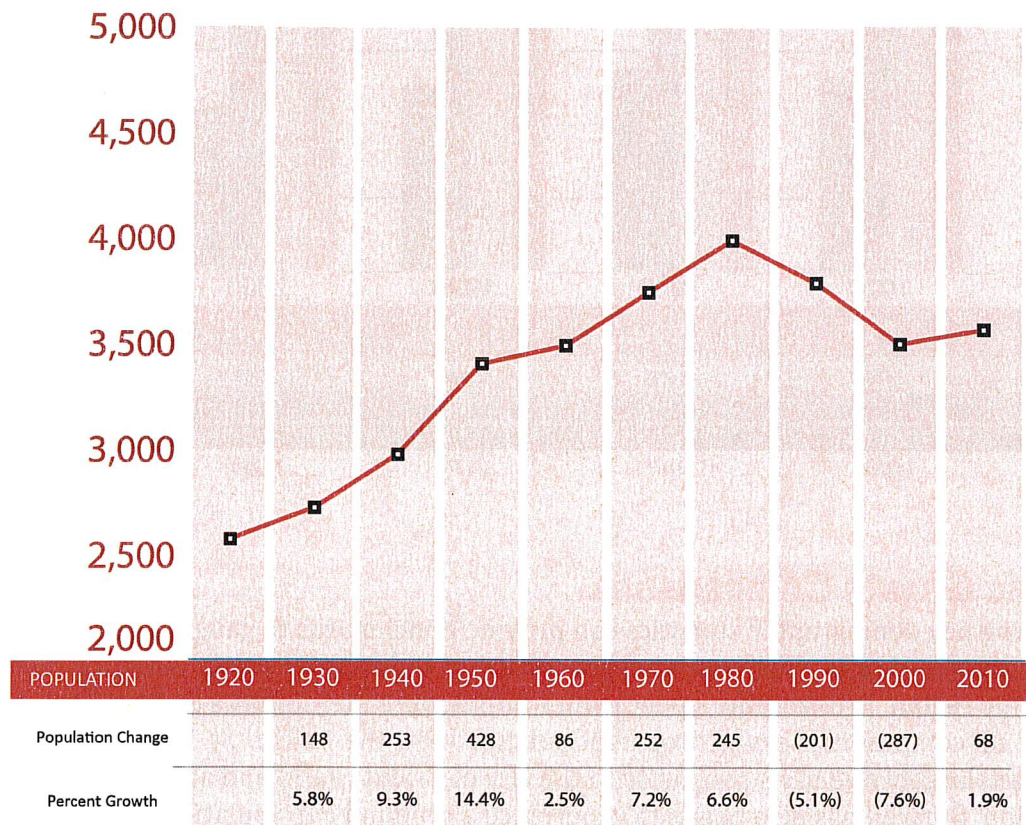


[section 2.2]

POPULATION PROFILE

The Population Profile examines previous trends that have affected Broken Bow's development. The city's population is influenced by multiple factors. These factors include its historical growth trend, age structure, migration patterns, and race characteristics. The current composition of a community also affects its growth potential. Population is heavily influenced by housing and economic opportunities. Population growth is necessitated by a growing local economy and matching housing opportunities.

Figure 1: Broken Bow Historic Population



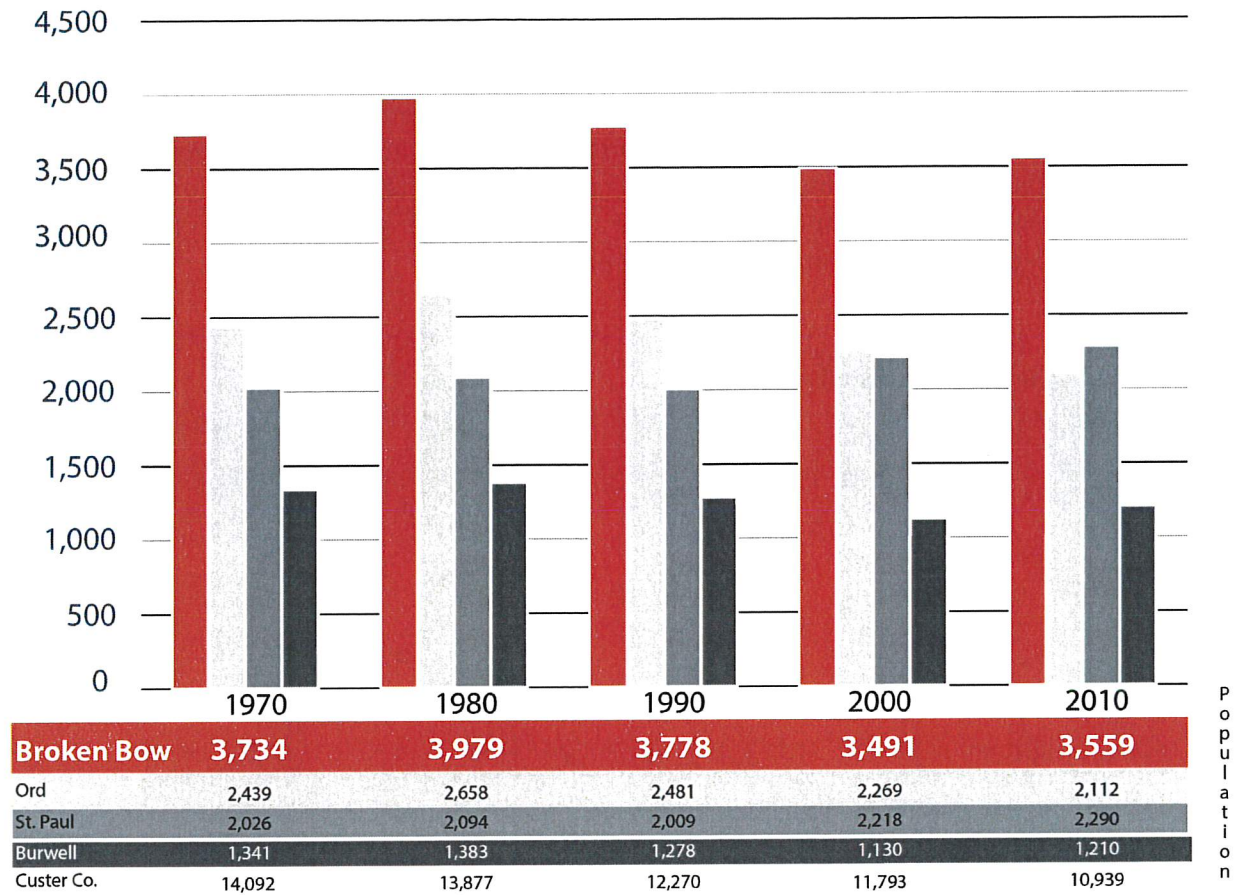
Source: 2010 U.S. Census

Historic Population

Population trends are a glimpse into the historic growth and development of a community. Growth rates are often reflective of a community's success or struggle over the course of a decade. Broken Bow is a community that had experienced steady growth throughout most of the 20th century. However, after the 1980's the city has rapidly lost population, over 20% over the 30-year period.

The 1980's also corresponded with the U.S. Farm Financial Crisis, which crippled many rural communities throughout the Midwest. A significant loss of family farms decimated small community populations and corresponding jobs. Communities had to restructure economically to provide the jobs needed to sustain population growth.

Figure 2: Broken Bow Historic Growth Comparisons

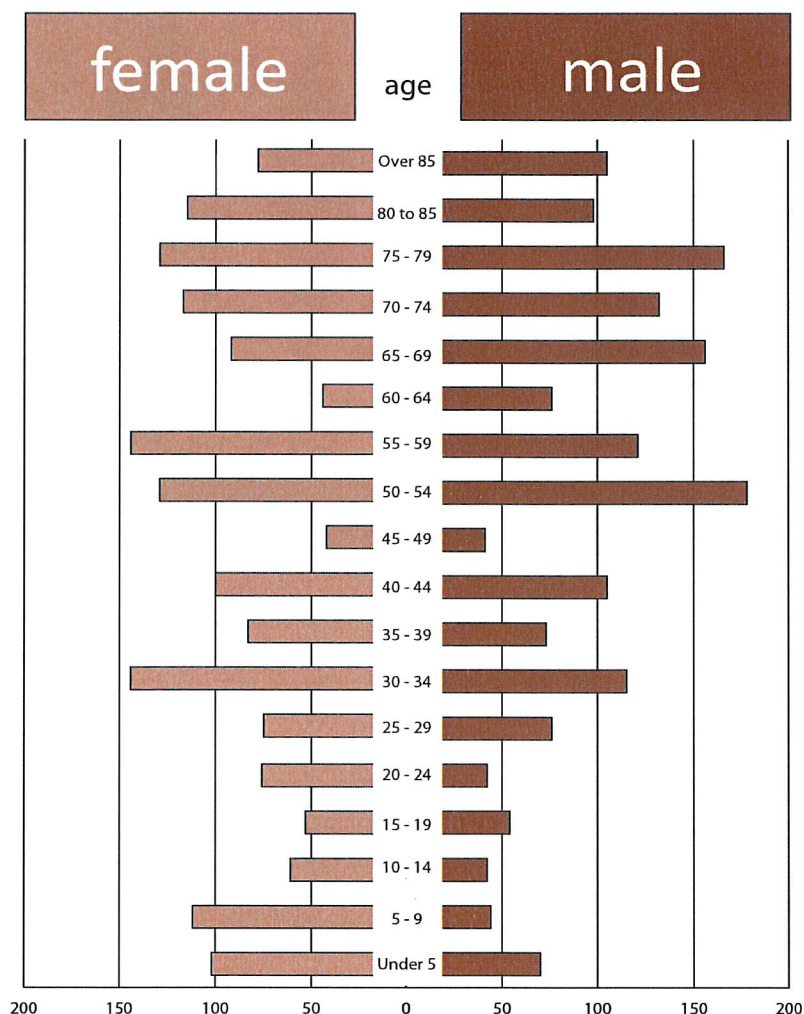


Source: 2010 US Census

Historic Growth Comparisons

Comparing key demographic statistics can provide benchmarks to gauge relative success over the course of time. Peer communities consist of the approximately the same size and geographic region. Broken Bow's peer communities were identified as St. Paul, Ord, and Burwell. All communities saw a drop in population after the 1980's. St. Paul's population has rebounded largely due to its proximity to the city of Grand Island and attracting a commuting population. Burwell has also begun to experience a rebound in population, seeing growth in between 2000 and 2010. Custer County's relative growth is also identified in the figure. The loss in County population can largely be attributed to the loss of agriculture jobs, an issue rural counties face throughout the Midwest.

Figure 3: Broken Bow Age Cohort



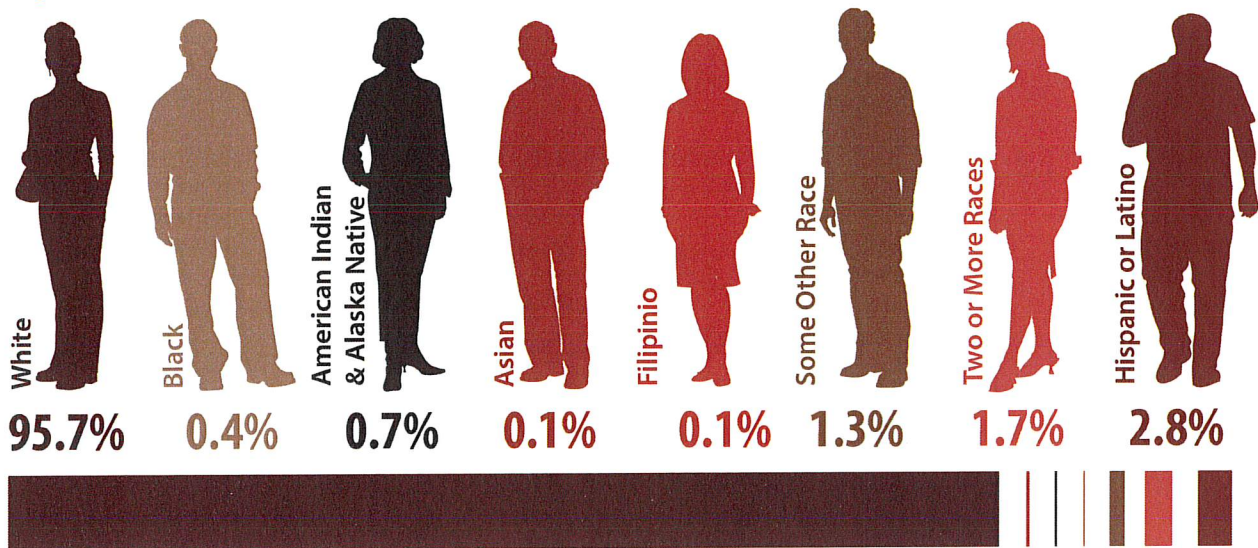
Source: 2012-2016 American Community Survey.

Age Cohort

An age cohort pyramid is a depiction of the distribution of population by age and gender. The shape of the pyramid can be a good indicator of the community's ability to increase population via natural growth. When a majority of the population lies towards the bottom of the pyramid, the community has a good base from which to grow. In the case of Broken Bow, the majority of the population lies towards the top of the pyramid, meaning the community is older by population. However, Broken Bow does have good representation of population in the 30-34 age group. This is an important age group for the community to retain and develop. This is the population that is entering the workforce and likely to soon be starting families.

An important takeaway from the graphic is the prevalence of the population aged between 50 and 64. This population is important to consider with respect to the community's workforce. This is the population most likely to be leaving the workforce within the next 10-15 years. It is important to plan for, and begin implementing efforts to attract a younger population to fulfill those vacated positions. Similarly, the oldest segments of the population are well-represented in Broken Bow. This is another important population to plan for as elderly residents have very specialized needs of their community. These needs are characterized by specific needs for housing, transportation, medical needs, and ADA accessibility throughout the community.

Figure 4: Broken Bow Race Characteristics



2010 Population (US Census)
3,559

Race Characteristics

Broken Bow is a fairly uniform community in terms of racial and ethnic diversity. The 2010 Census reports that 95.7% of the community's population was white. This number has dropped nearly 4 percentage points since the 2000 Census, but still remains an overwhelming majority of the makeup of Broken Bow's population. No other reported racial category makes up more than one percent via the 2010 Census.

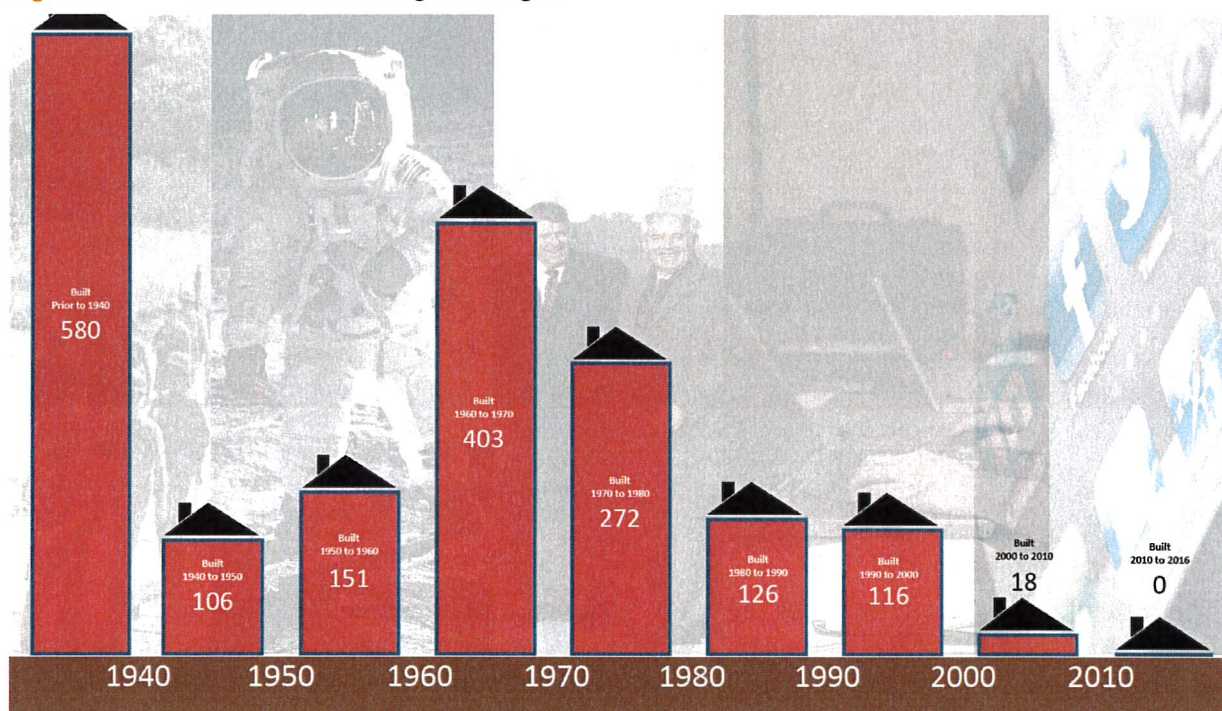
The Hispanic or Latino ethnic population increased slightly, from 0.8% of the population in 2000, to 2.8% of the population in 2010. Differing from race, ethnicity is reported as a function of cultural background and not genetic makeup.

[section 2.3]

HOUSING PROFILE

Housing is a key component to future growth and opportunities available within and around communities. A community seeking to grow must continually invest in its housing stock to ensure that an adequate supply is available to meet market demands for housing types, amenities, and price points.

Figure 5: Broken Bow Housing Stock Ages

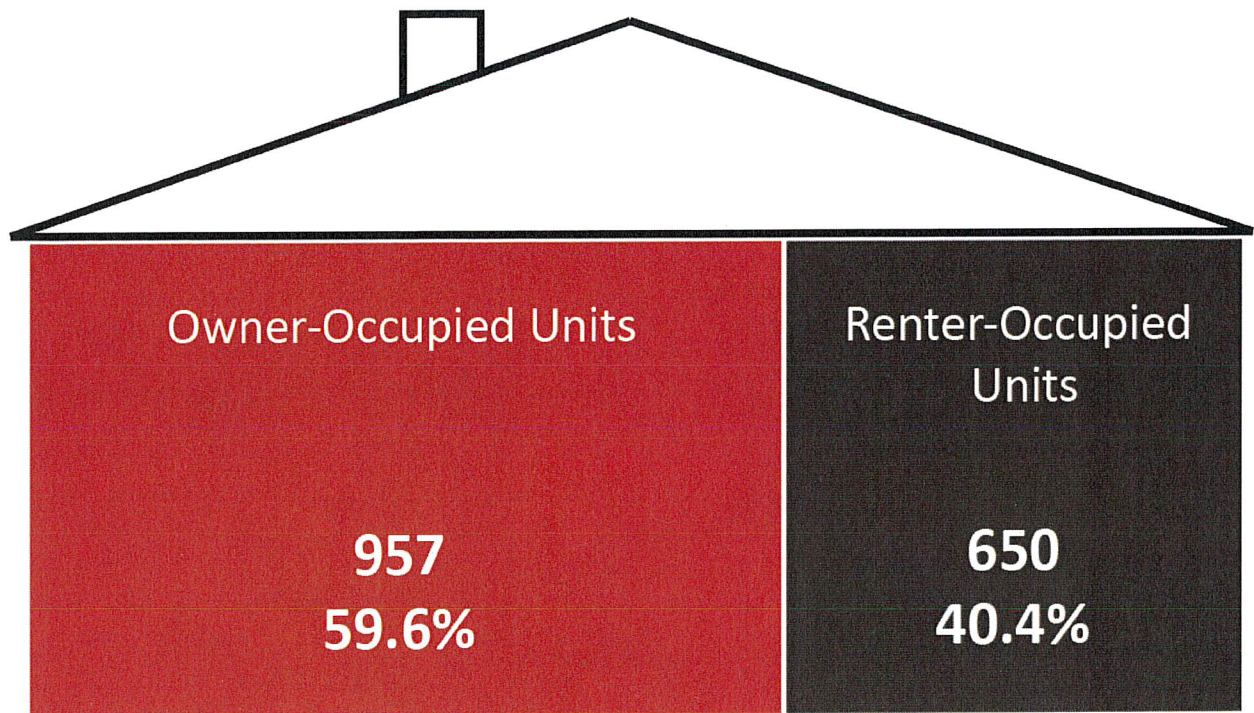


Source: 2012-2016 American Community Survey.

Housing Stock Ages

Mirroring Broken Bow's historic population growth patterns is the development of its housing stock. The snapshot of the housing stock reports that the majority of its housing units were built prior to 1940. An older housing stock often requires a higher level of maintenance and investment to reflect modern housing demands. The 1960's were the most productive decade since 1940. Housing development in this decade coincides with the aging of the baby boomer demographic entering the housing market. However, following the population decline of the 1980's the combined housing production in every decade since hasn't yet reached that level.

Figure 6: Broken Bow Occupancy Tenure

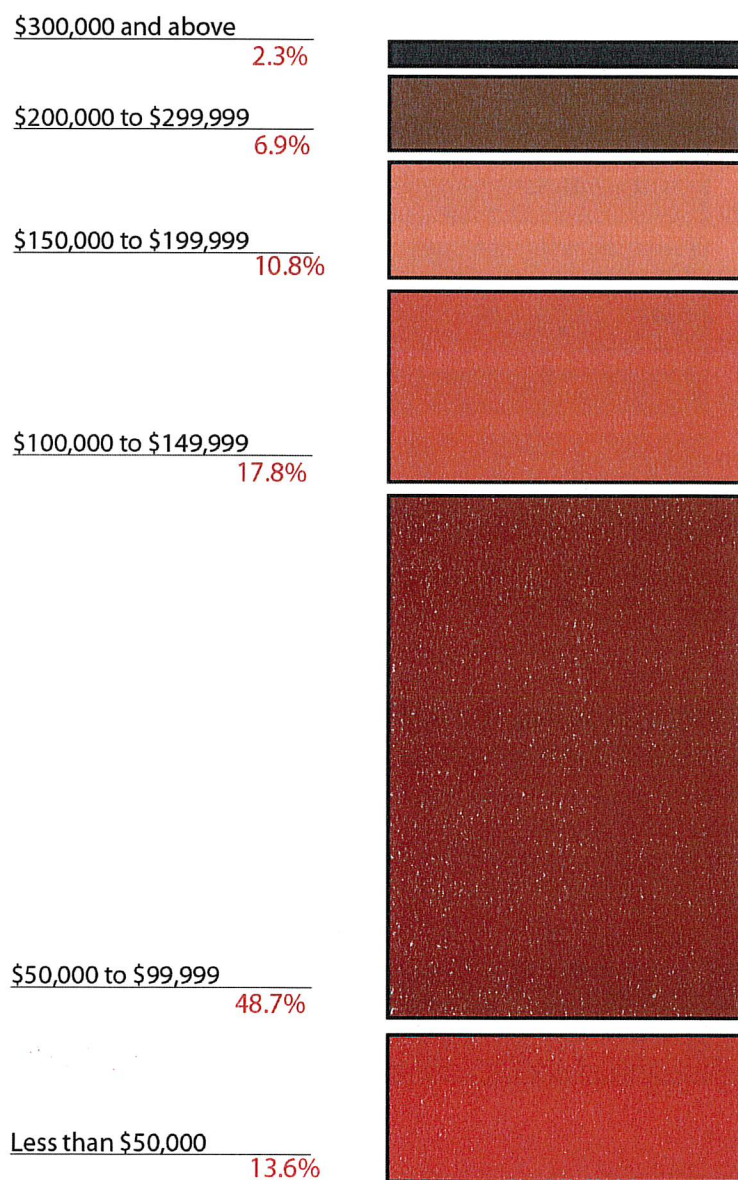


Source: 2012-2016 American Community Survey.

Occupancy Tenure

The ratio of owner-occupied units to renter-occupied units reflects the utilization of households throughout the community. The nearly two-thirds of occupied households being owner-occupied represents a nearly ideal ratio of ownership to renter opportunities. Broken Bow can work to increase the homeownership rate while still having ample opportunity for renters.

Figure 7: Broken Bow Owner Occupied Unit Value



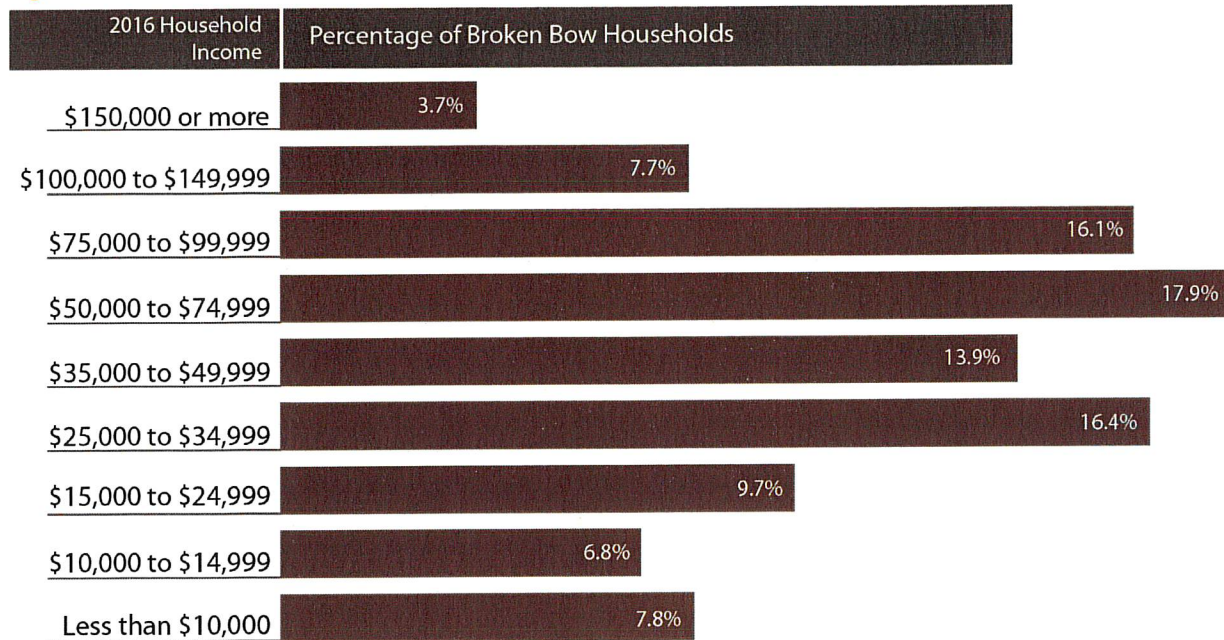
2012-2016 American Community Survey 5-Year Estimates

Source: 2012-2016 American Community Survey.

Owner Occupied Unit Value

Figure 7 depicts the estimated distribution of owner-occupied home reported values in the 2016 American Community Survey. Nearly 50% of the housing stock has a reported value in between \$50,000 and \$99,999. 13.6% of units are valued at less than \$50,000 while 37.8% of units are valued over \$100,000. The estimated median value of housing units with a mortgage for the state of Nebraska in 2016 was \$137,300. This number is well above the reported median value in Broken Bow of \$86,700. New housing investments along with programming to improve the existing housing stock will help raise the home values in Broken Bow while providing more housing options for new and existing residents.

Figure 8: Broken Bow Household Income



Income Source	Percentage of Broken Bow Households	Mean Income
Earnings	80.2%	\$69,435
Social Security	38.9%	\$13,264
Retirement Income	10.2%	\$25,063

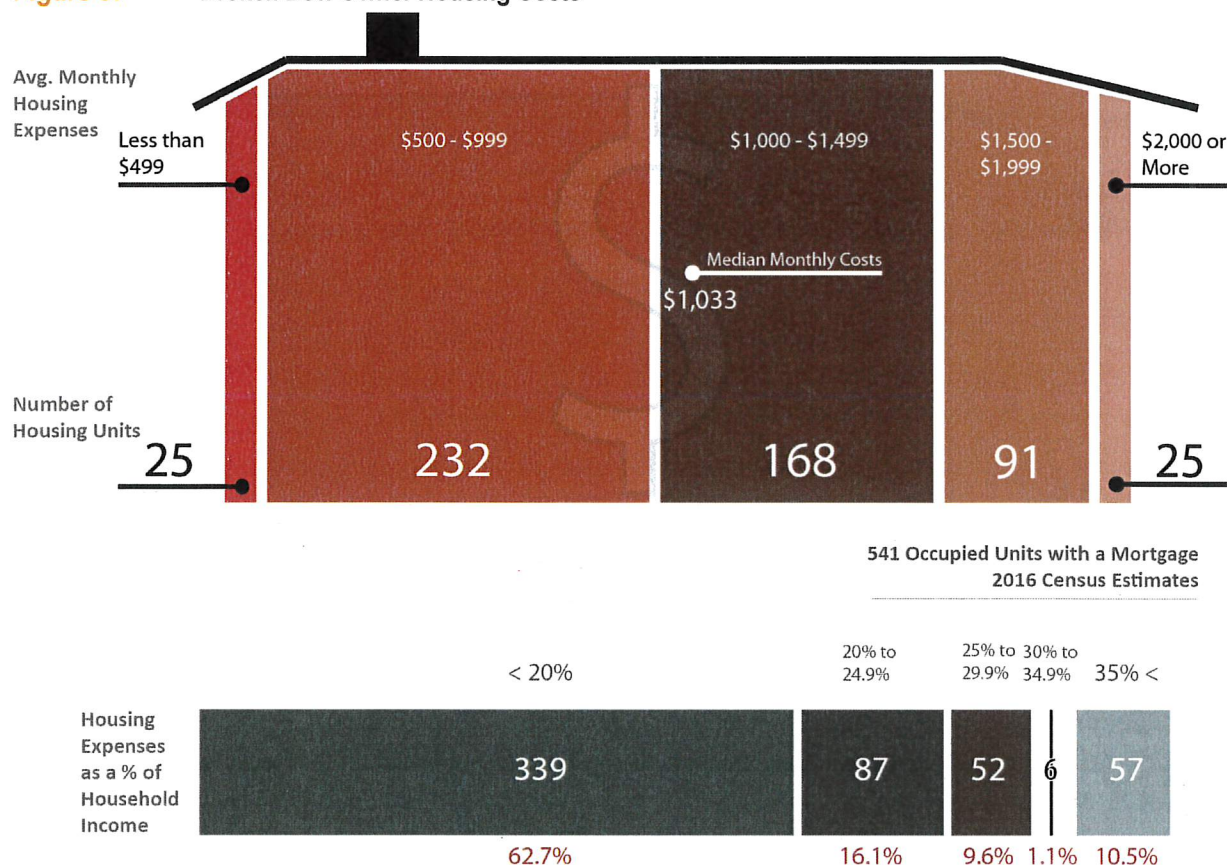
MEDIAN HOUSEHOLD INCOME	\$43,156
MEDIAN FAMILY INCOME	\$58,977

Source: 2012-2016 American Community Survey.

2016 Household Income

Comparing home values with household income levels offers a good indication of the overall economic quality of life in a community. The distribution of Broken Bow's population into income levels as well as the source of income for households is depicted in Figure 8. The median household income of \$43,156 is supported with a wide distribution of household incomes at various levels. At a combined 49.1%, the number of resident's whose income is derived at whole, or partially by social security and retirement income is an indication of a relatively high level of retirees and senior citizens in the community. These fixed income earners are largely reflected in the lowest income brackets, from less than \$10,000 up to \$24,999 in annual income. The ability to combine Social Security and Retirement Income sources is the cause for the total percentage of households deriving income being above 100%.

Figure 9: Broken Bow Owner Housing Costs



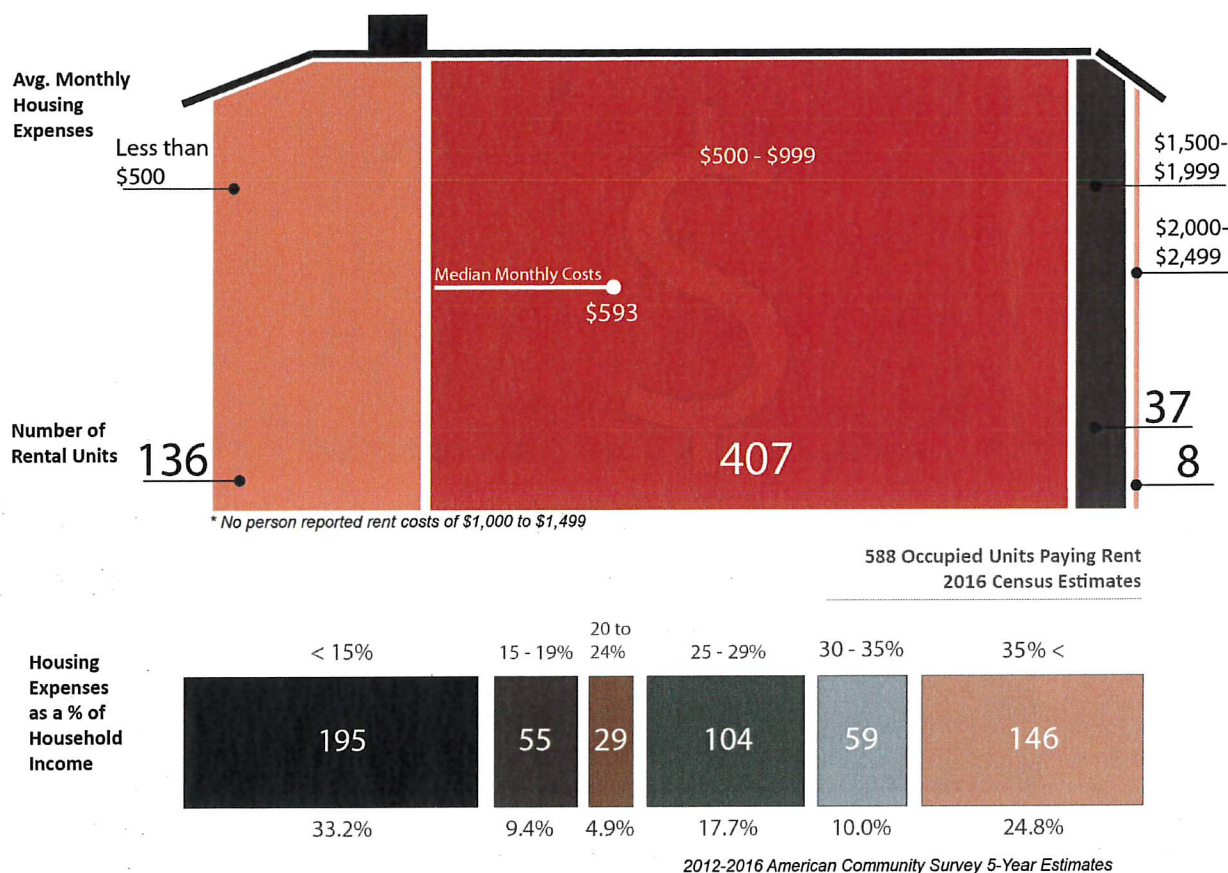
Source: 2012-2016 American Community Survey.

Owner Housing Costs

The relationship between income and housing is further explored in Figures 9 and 10. The U.S. Census defines that monthly housing costs as the total cost of owning or renting a home; mortgage (rent), taxes, insurance, and utility costs. A monthly housing cost in excess of 35% of household median income is considered to be a burden to that household.

Of owners, the median monthly cost of ownership was \$1,033 in 2016. Nearly 63% or 339 Broken Bow residents pay less than 20% of their household income on housing costs. A low housing cost provides additional discretionary income that can be applied towards savings, additional investment in the home, or in the local economy. Having such a high percentage of households well below the burden level is a positive economic indicator for the community. This number suggest a number of households are living “below their means” and would have the ability to upgrade housing if provided the option.

Figure 10: Broken Bow Renter Housing Costs



Source: 2012-2016 American Community Survey.

Renter Housing Costs

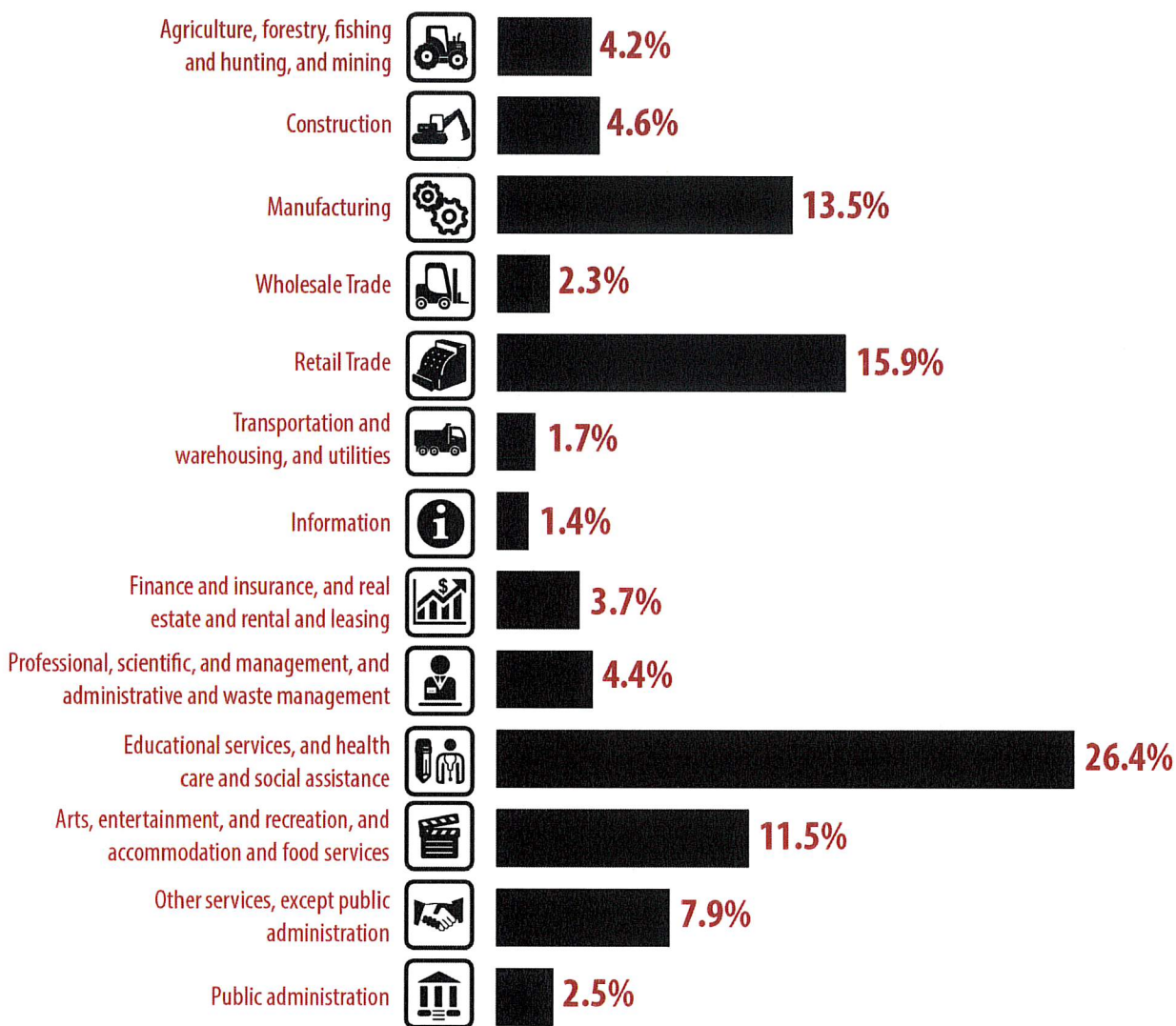
The monthly housing cost of renters paints a different picture in Broken Bow. Over a third of renting households pay over 30% of their household income in housing expenses. Ideally, rental households in a community should be committing much less of their income on housing expenses. There are many benefits for home ownership including accumulation of wealth via an appreciable asset. High homeownership rates also provide stability to residential neighborhoods. In order to make the transition from renting to home ownership, residents must accumulate savings. Such a high ratio of housing expenses compare to household income make the savings process very difficult. Quality and affordable rental opportunities can be a large asset for a community. On average, the reported median monthly housing costs for renters' was \$593 in 2016.

[section 2.4]

ECONOMIC PROFILE

The Economic Profile is an analysis and reflection of the local job and workforce markets. It provides information regarding the employment trends of Broken Bow residents as well as the market for retail sales within corporate limits.

Figure 11: Broken Bow Employment Industry



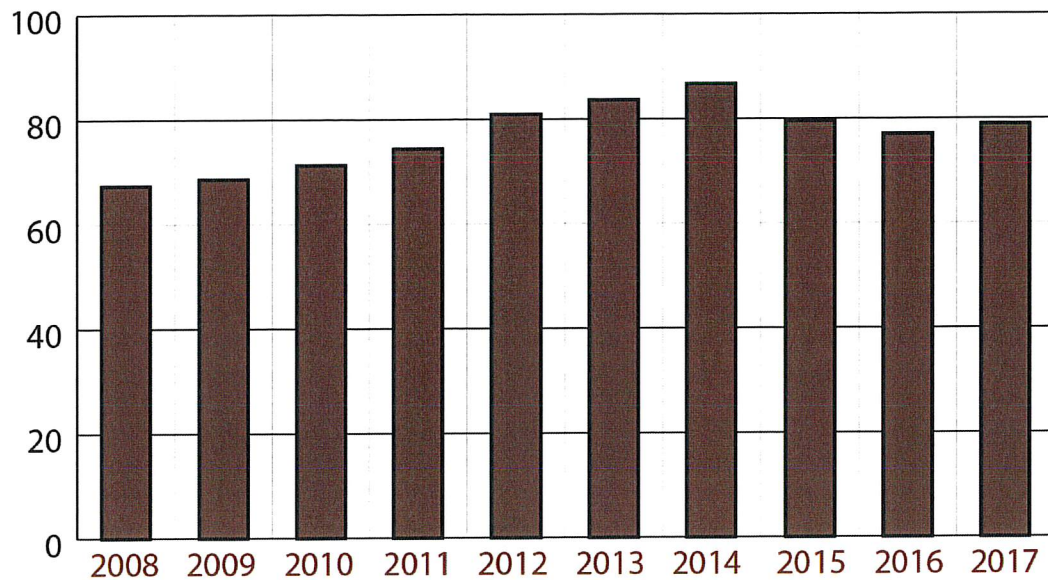
Source: 2012-2016 American Community Survey.

Employment Industry

Like most rural communities, the largest employment sector shown in Broken Bow is in Educational services, health care and social assistance. An independent school district and the presence of the Jennie Melham Memorial Hospital provides a major employment draw to the community. Beyond this sector, employment is distributed throughout the sectors identified by U.S. Census. Becton Dickinson & Co. is a medical technology manufacturer that provides many local jobs in that sector.

Figure 12: Broken Bow Taxable Sales

(Millions)

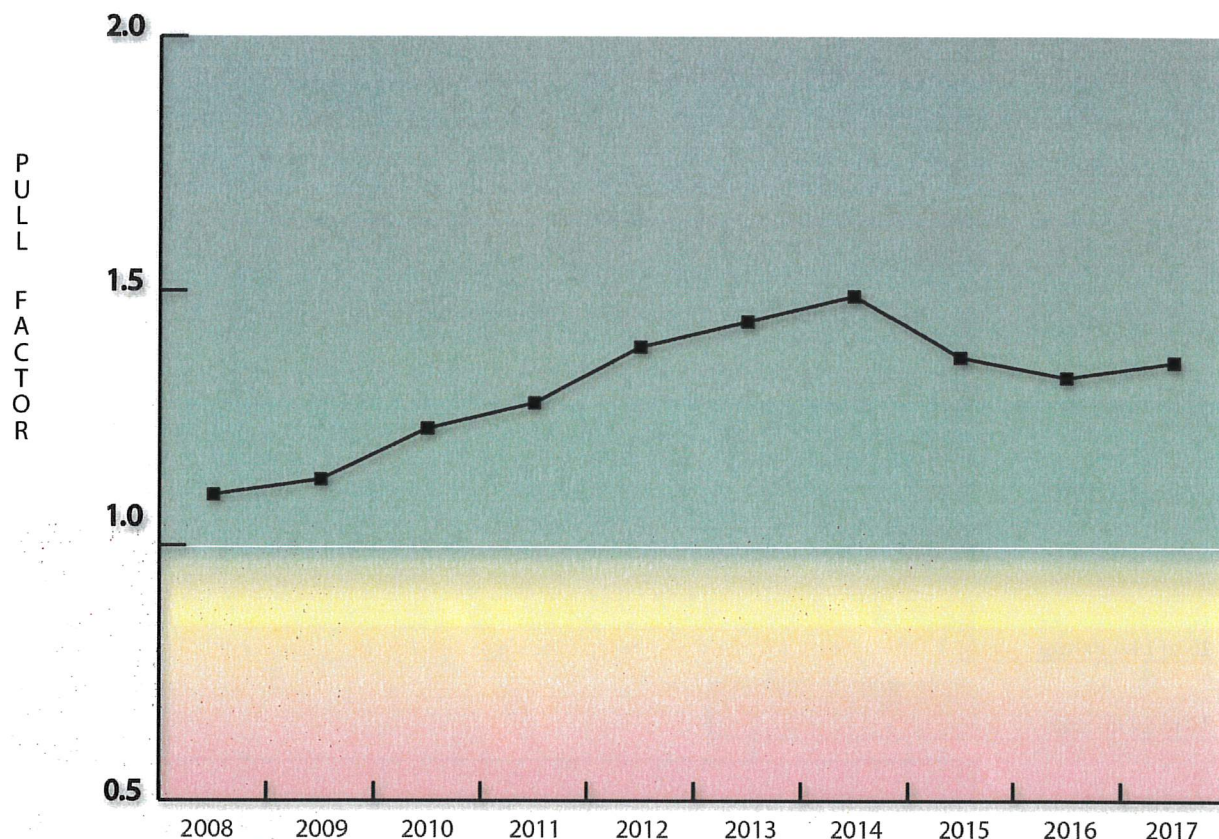


City Net Taxable Sales (In Millions)	\$67.4	\$68.6	\$71.4	\$74.4	\$80.9	\$83.6	\$86.7	\$79.5	\$77.0	\$78.9
% Increase Taxable Sales	5.54%	1.69%	4.12%	4.24%	8.65%	3.36%	3.79%	-8.4%	-3.1%	2.5%
City Sales Tax Per Capita	\$19,315	\$19,640	\$20,059	\$20,910	\$22,718	\$23,482	\$24,373	\$22,328	\$21,630	\$22,167

Taxable Sales

As a city, Broken Bow has experienced steady growth in taxable sales from 2008 to 2014. During that time, Broken Bow's net taxable sales increased 30%. The national rate of inflation (Consumer Price Index) increased 21.2% during the same ten year period. The city sales tax per capita has also seen relatively steady increase over the same time period, indicating a productive workforce and economy.

Figure 13: Broken Bow Pull Factor



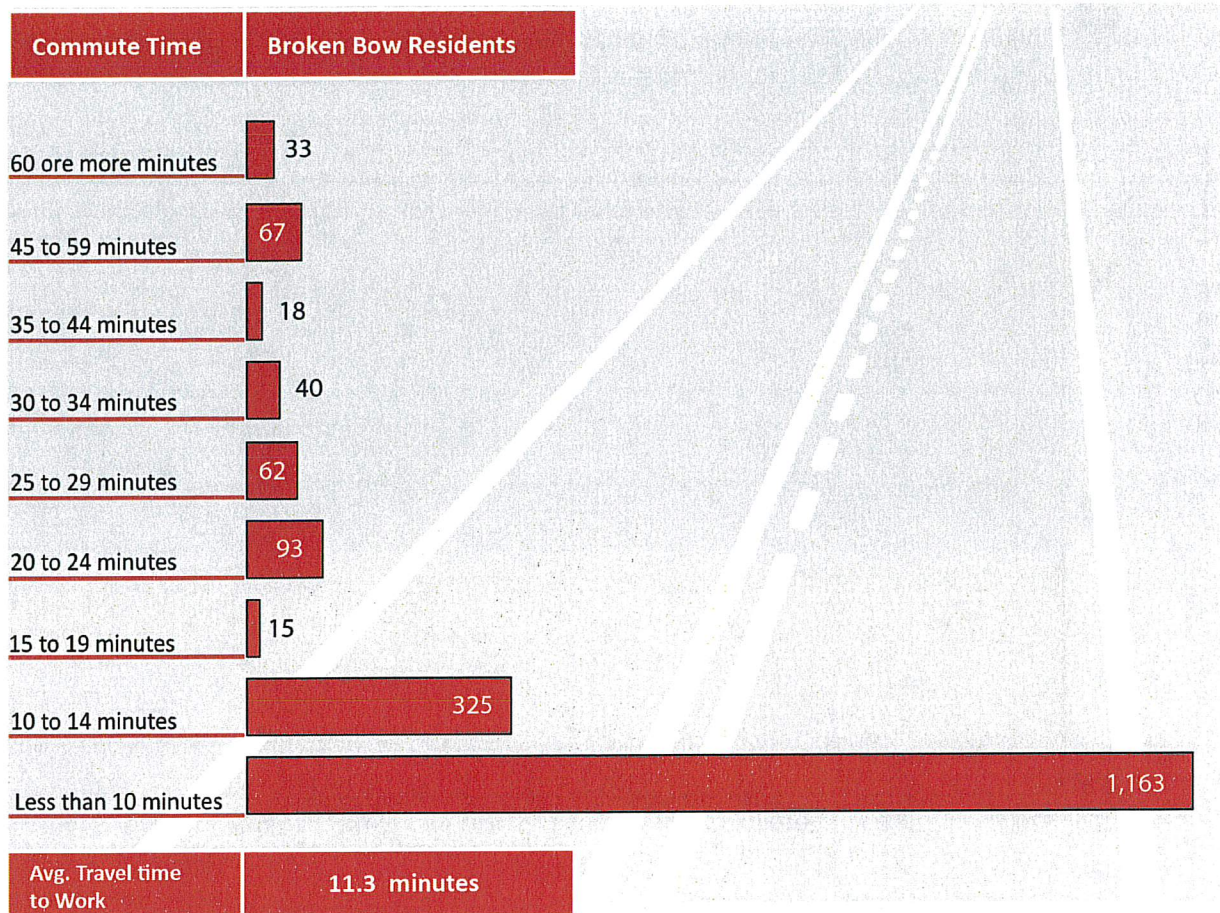
Pull Factor

A city's pull factor is a measure of the amount of dollars being spent within the city compared to being spent outside of the city – whether by residents or visitors of that particular city. The pull factor is a measure of the share of the overall market a city captures compared to other opportunities in the region. A pull factor of 1.0 means an equal amount is being spent within the city than compared to outside of city limits. A pull factor greater than 1.0, or positive pull, indicates that more dollars are being spent within the city than outside of it. A pull factor of less than 1.0, or a negative pull, indicates a leakage of dollars being spent in the city.

The trend line indicated in Figure 13 is a measure of Broken Bow's pull factor over the most recent reported decade. During the period from 2008 to 2014, Broken Bow experience a growing and high level of pull factor. A dip in dollars being spent within the city was felt in 2015 to 2016 but grew in 2017. This number has steadily hovered around a 1.3 pull factor for the community.

Broken Bow can continue to maintain a high retention of taxable sales by continuing to retain local business from Broken Bow residents as well as provide unique retail options to attract outside shoppers into the community.

Figure 14: Broken Bow Commuting



Commute Times

An analysis of the commuting trends of Broken Bow residents provides a snapshot of the employment locations for the local workforce. The vast majority of residents have less than a 14 minute commute, with most having less than a 10 minute daily commute. These short commute times is an indication that Broken Bow residents work locally.

Having a large daytime population of resident workers and inbound commuters is a positive indication for the local retail market. As the County Seat and the largest community in the region, Broken Bow is a retail destination, indicated by its positive pull factor and increasing taxable sales.

[section 2.5]

PUBLIC FACILITIES

Government entities provide a number of services for residents of Broken Bow. The people, buildings, equipment, and land utilized in the process of providing these services are referred to as public facilities.

Public facilities represent a wide range of buildings, utilities, and services that are provided and maintained by the different levels of government. These facilities are provided to ensure the safety, well-being, and enjoyment of the residents of Broken Bow. Facilities and services provide residents with social, cultural, educational, and recreational opportunities, as well as law enforcement and emergency response services designed to meet the public need. It is important for all levels of government to anticipate the future demand for their services if they are to sustain high levels of service.

This section sets to evaluate the ability of the city to meet existing and future demand while determining the level of services that will need to be provided. The analyses of existing facilities as well as future demand for services are contained in this section. Alternatively, in some instances, there are a number of services not provided by the local or state governments but are provided by non-governmental entities. These private, or non-profit organizations are equally important providers of services to the community and therefore should not be overlooked.

Community Facilities

The Community Facilities component of the Broken Bow Comprehensive Plan reviews present capacities of all public and private facilities and services. This section evaluates the current demands and accepted standards to determine whether capacity is adequate, as well as determine what level of service is required to meet future demands within the planning period. Finally, recommended improvements for community facilities and services that are not adequate for present or future needs are provided.

The Community Facilities for Broken Bow are divided into the following categories:

- Parks and Recreation Facilities
- Educational Facilities
- Fire and Police Protection
- City Buildings
- Communication Facilities
- Public Utilities
- Heath Facilities

Parks and Recreation Facilities

Broken Bow is home to several dedicated parks. The existing park system is distributed throughout the community and well connected to residential areas. The four dedicated parks and descriptions of their amenities are provided below:¹

Tomhawk Park

Located one block north of the intersection of Highway 2 and 15th Street on the west side of Broken Bow. The park's offerings include:

- Picnic shelters
- Ball fields
- Tennis courts
- Playground
- RV Hook-ups
- Showers
- Restrooms
- RV dump station

Melham Park

Situated right off 5th Street north of Memorial Drive, Melham Park offers a wide variety of planned and passive space for recreation. The amenities of Melham Park include:

- Heated swimming pool
- Stocked 5-acre lake
- Ball fields
- Soccer fields
- Picnic shelter
- Bicycle path
- Restrooms
- Walking trail

North Side Park

North Side Park is located four blocks north of Memorial Drive on 10th Street, adjacent to the North Park School. The park contains a playground and picnic area.

City Square Park

Found in the heart of downtown Broken Bow, City Square Park is home to Tom Butler Memorial Bandstand. The park also contains playground equipment and picnic tables.

Indian Hills Park

Located at 17th and North 'L' Street, Indian Hills Park largely consists of open space and dated baseball fencing and backstops.

South Park

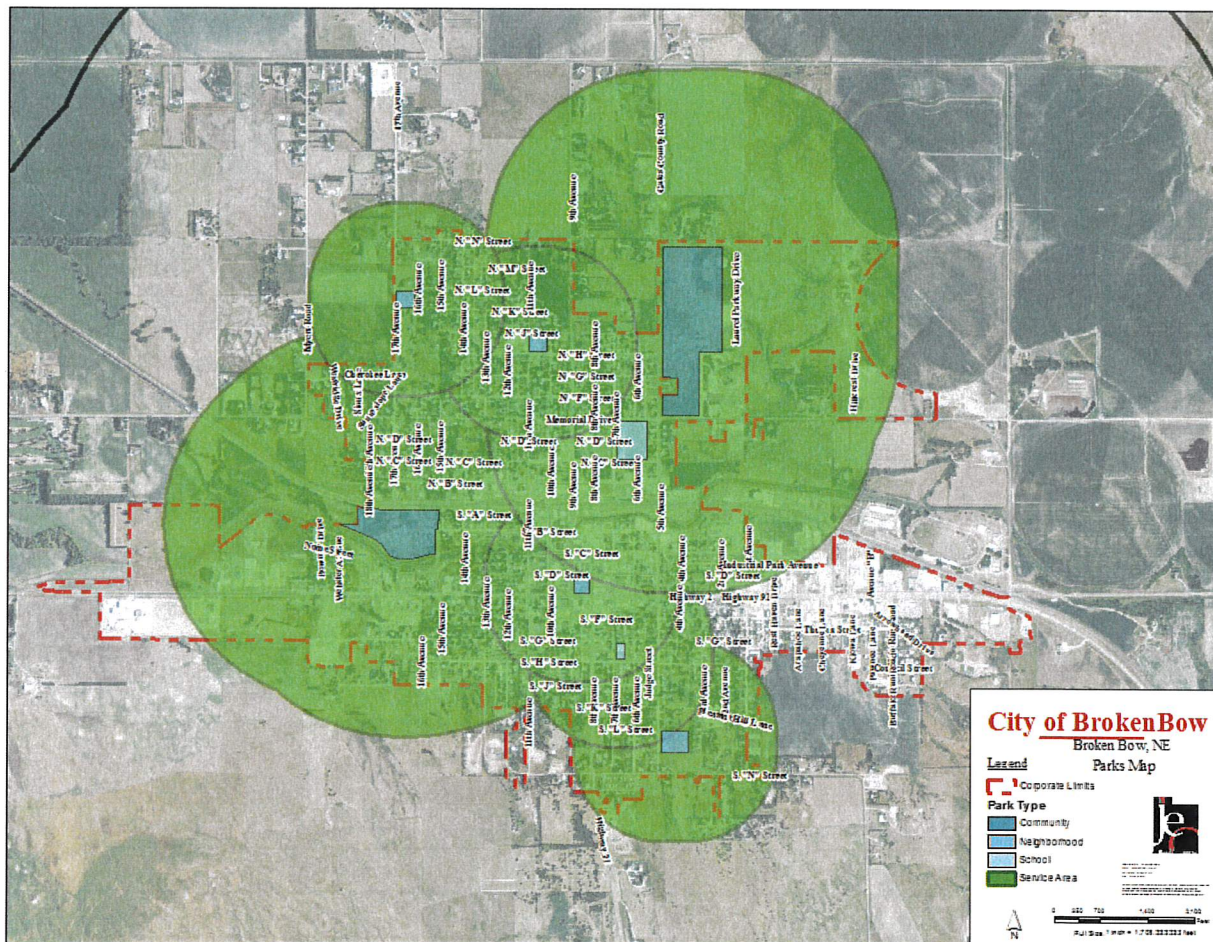
South Park is located along S. 5th Street, between South 'K' and 'N' Streets. The park consists of a baseball diamond and open space.

¹www.brokenbow-ne.com/recreation

School Parks

When accessible to the public, park features found on school property can also serve recreation needs for the public. The high school athletic fields as well as Custer Elementary School have facilities accessible to the public when not in use by the school system.

Map 1: Broken Bow Parks Map



Trails

Regional Attractions, Parks and Recreation Opportunities

There are several other recreation opportunities available to Broken Bow residents and visitors in the Broken Bow region.

- Custer County Fairgrounds – Eastern Broken Bow
- Custer County Museum – 445 S. 9th Avenue, Broken Bow, NE
- Wild Rose Art Gallery – 932 S. E Street, Broken Bow, NE
- Sandhills Journey Scenic Byways Interpretive Center – East Highway 92
- OneBox Gun Club Shooting Range

Educational Facilities

Education is an extremely important component to the quality of life and livability of a community. A local school system's ability to grow along with a community is imperative to community development. The capacity, funding, and quality of a school system must all be taken into consideration when looking to attract and retain families in a community.

Early Childhood Programs

Broken Bow Public Schools offers the New Discoveries. Located at 727 South 6th Avenue, the New Discoveries program offers early education opportunities for Broken Bow residents. There were 99 students enrolled in Pre-Kindergarten programs in the 2017-2018 school year.

In collaboration with Central Nebraska Community Services, Inc., Central Plains Center for Services, and Broken Bow Public Schools, the Sixpence Early Education Program provides early learning opportunities for at-risk children utilizing the Parents as Teachers curriculum. The program is designed to serve children prenatally through age 3 for a minimum of 18-24 months. Broken Bow Sixpence is a home-based program.

Public Schools

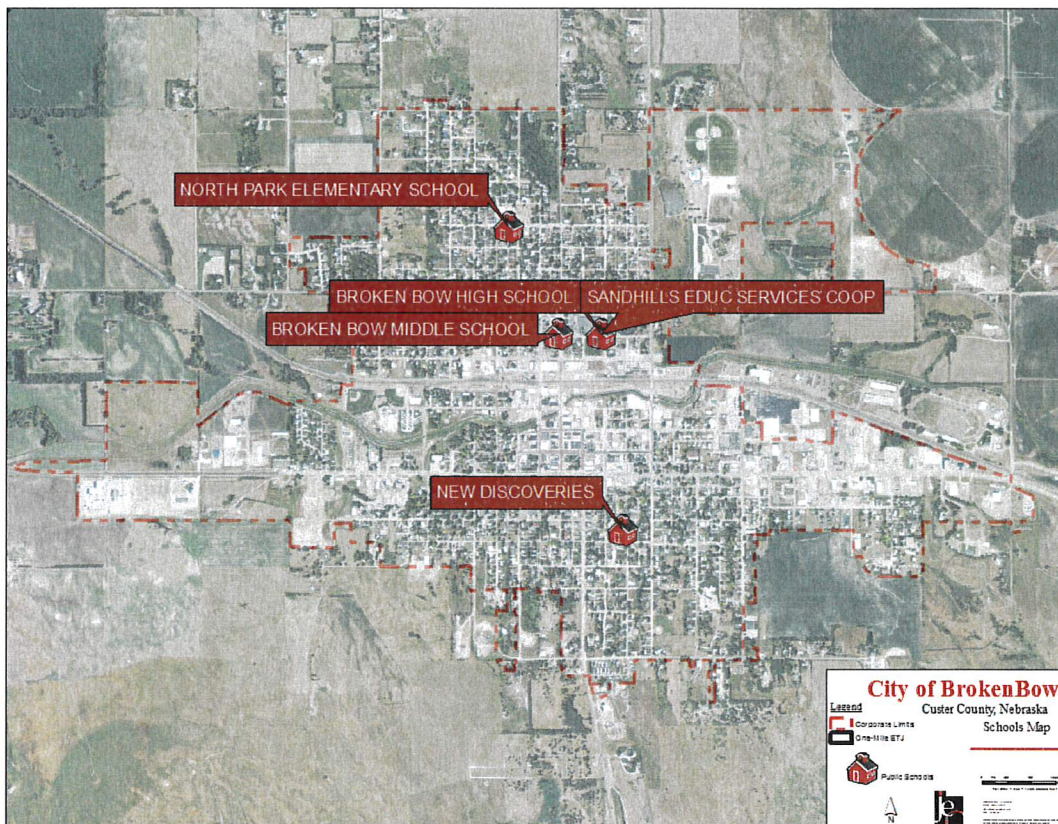
The Broken Bow Public School System is a PK-12 educational system with over 800 students and approximately 80 certified faculty members. Headquartered at Broken Bow High School, 323 North 7th Street, the system is composed of five education facilities.

Table 1: Broken Bow Public School Enrollment

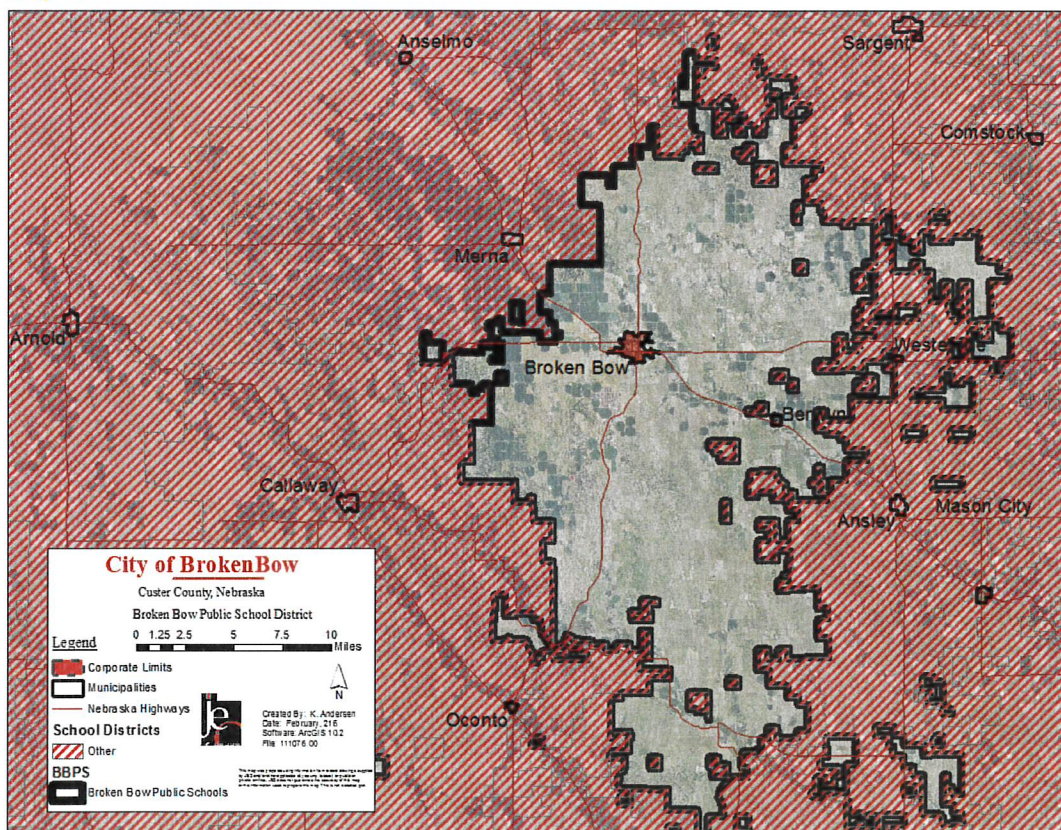
School	Grade Levels	Enrollment (2017-2018)
Broken Bow High School	9 - 12	231
Broken Bow Middle School	6 - 8	186
North Park Elementary	K - 5	345
Sandhills Coop	PK	32
New Discoveries	PK	67
Total		861

Source: Nebraska Department of Education

Map 2: Broken Bow Schools



Map 3: Broken Bow School District



Fire and Police Protection

Fire and Rescue

The Broken Bow Volunteer Fire Department is located at 116 South 11th Avenue. The equipment utilized for Fire and Rescue includes six trucks, one County Mutual Aid truck, two pumpers, and three grass rigs. A new station is in development at the southwest portion of the community.

Law Enforcement

The Broken Bow Police Department provides law enforcement and emergency service in the community. The department currently consists of six full-time officers and one full-time police secretary.

The department operates the Broken Bow Animal Shelter, which houses stray dogs found within the city limits. Broken Bow officers also participate in the Drug Abuse Resistance Education program in partnership with Broken Bow Public Schools.

The Broken Bow Police Department shares offices with the Custer County Sheriff's Department 116 S. 11th Ave. This site is also the location of the Custer County Jail. The Broken Bow Police Department has a mutual aid agreement with the Custer County Sheriff.

City Buildings

City Offices

The Broken Bow city offices are located in the Broken Bow Municipal Building at 314 S. 10th Street. The mayor's office, city administrator, city clerk, city treasurer, utility office, and council chambers are located at this site. A large auditorium with full kitchen is available for rent to the general public.

Communication Facilities

Post Office

The U.S. Post Office of Broken Bow is located at 741 'D' Street.

Public Utilities

The ability for the Broken Bow community to thrive and grow is contingent on its ability to adequately serve both its existing and forecasted population. This section will inventory the public utilities and their condition to provide the basis for analysis of required investment necessary to facilitate community growth.

Water System²

The existing municipal water system includes nine potable wells and one elevated tower. The current system has a total pumping capacity of 2 million gallons per day and storage capacity of 1 million gallons. Seasonal peak demands can reach 4 million gallons per day.

²<https://www.locationone.com/loislogin/nebraska/>

Sanitary Sewer System²

The sanitary sewer treatment system consists of a Sequencing Batch Reactor (SBR) Mechanical Wastewater Treatment Plant, located about one mile southeast of the city. The average daily demand equates to 750,000 gallons per day with a peak demand of 1.2 million gallons per day.

Electrical Distribution System²

The municipal electric system of Broken Bow has a generation capacity of 82 MW and serves customers in city limits. Primarily east of Broken Bow, Custer Public Power District is the rural electric provider. Peak demands of the municipal system exceeds 158,000 kW.

A substation will be required to facilitate community growth to the west of current Broken Bow city limits.

Natural Gas Distribution System³

Broken Bow is served with natural gas by Black Hills Energy. A 6 inch main line services various distribution lines ranging from 2 to 4 inch mains at 23 P.S.I.

³Broken Bow Chamber of Commerce

Health Facilities

Hospital

Jennie M. Melham Memorial Medical Center, located at 145 Memorial Drive, is a full-service hospital with more than 200 professional support staff. Staff support includes 11 clinical practitioners of general family practice and specializations. Medical facilities and services include:⁴

- 25-Bed Critical Access Hospital
- 24-Hour Emergency Room
- 12-Unit Assisted Living Center
- 20-Independent Living Apartments
- Intensive Care
- Labor and Delivery
- Inpatient and Outpatient Surgery
- Home Health Care
- Hospice Care
- Laboratory, Radiology, and Pharmacy
- Rehabilitation and Therapy

Assisted Living

Liberty Square Apartments

Liberty Square Apartments is a 20-unit building within the Melham Medical Center Campus. Liberty Square offers a month-to-month lease for long or short term independent stays. Adjacent to Melham Memorial Park, walking and recreation options are within walking distance.²

Independence Hall

Independence Hall is located within the Melham Medical Center Campus and provides assisted living with full-service medical administration and care. The facility consists of 12 units and provides all meals and living accommodations for residents.²

Brookstone View

Brookstone View is located within the Melham Medical Center Campus and provides rehabilitation and long-term care. The 60-bed facility replaces the former Heritage Hall, which will be renovated for use as a specialty clinic.

Off Broadway Apartments

Off Broadway Apartments, 403 South 1st Avenue, provides seniors age 55 and older a continuum of care ranging from independent to moderate assisted living services. Providing meals, medical administration, activity programming, and transportation services, Off Broadway Apartments provides a living option for area seniors.

Broken Bow Care and Rehabilitation Center

Broken Bow Care and Rehabilitation is an in-patient rehabilitation center with services ranging from skilled nursing and therapy to specialized elderly care. Located at 224 East South 'East' Street the center also coordinates patient services with providers for specialized and hospice care.

⁴www.melham.org

Quality Senior Villages

Quality Senior Villages provides specialized care living services for individuals suffering from Alzheimer's and dementia. Located at 715 Arapahoe Lane, the center offers 12 resident rooms with a living room, activity room, and dining room. A staff of nine provides nursing care, dietary, and activity services for residents.

Pharmacies

Local pharmacy options in Broken Bow include:

- Varney Health Mart Pharmacy – 744 S. 'E' Street
- Holcomb Pharmacy – 540 S. 8th Avenue
- Shopko Pharmacy – 2353 S. 'E' Street
- Melham Medical Center Pharmacy – 145 Memorial Drive

Dental

Dental services in Broken Bow include:

- Solomon Family Dentistry, P.C. – 2021 S. 'E' Street, #5
- Clark Dental Clinic – 310 S. 9th Avenue
- Simmons RR, DDS – 924 S. 1st Avenue

Physical Therapy

Physical therapy offices in Broken Bow include:

- Pearson Physical Therapy – 2021 S. 'E' Street, #1
- McMeen Physical Therapy, P.C. – 325 S. 1st Avenue
- Melham Medical Center – 145 Memorial Drive

Chiropractic

Chiropractic options in Broken Bow include:

- Nebraskaland Chiropractic – 932 S. 'E' Street, #2
- Broken Bow Chiropractic Center, P.C. – 312 S. 9th Avenue
- Backbone of Healthcare – 606 S. 9th Avenue

[section 2.6]

EXISTING LAND USE

The purpose of examining the current land use of a community is to establish an understanding of the previous growth and development of the community while analyzing the compatibility with adjacent land uses. Existing land uses are defined by how a specific parcel of land is being utilized, and does not take into account future land use or current land ownership.

Existing Land Use Categories

The number and type of land uses found in a community is constantly evolving to meet the demands of local residents and the regional economy. The success and sustainability of a community is directly influenced by the manner in which available land is utilized and incorporated into the city.

Typically older Midwest communities are characterized by a fixed pattern of land use influenced by the consistency of their rural settings and abundant availability of relative economical land. Broken Bow's development has been, and will increasingly be, impacted by the existence of key transportation corridors that converge on the city. Historically, Broken Bow had developed along the railroad corridor running east-west through the community. The development of the federal highway system further compounded this development pattern as Highway 92/2 developed parallel to the railroad.

The opportunities that result from these external forces can create impacts upon the community and its residents and will significantly impact how and where Broken Bow grows in the future. Based on community priorities, the city must balance community growth outward on the periphery with infill development and redevelopment. Creating a vibrant, walkable community, especially downtown, was established as a high priority from citizen stakeholders.

Residential - Single Family

A parcel of land with a residential structure occupied by one household, such as a traditional home on its own lot, surrounded by yards on all sides

Residential - Multi-Family

A parcel of land containing a structure being utilized by two or more households within a same structure

Commercial

A parcel of land containing a commercial business use which may sell a good or a service

Industrial

A parcel of land containing a commercial use involved in manufacturing, packing, storage, or assembly of products

Public/Quasi-Public

A parcel of land owned, maintained, or controlled by a federal, state, or local governmental entity, which may be available for public use. The parcel may contain a use that is generally under the control of a private, religious, or non-profit entity that provides a social benefit to the community as a whole

Agricultural

A parcel of land that is not intended for development and is currently used for low intensity agricultural uses such as farming, grazing, or animal confinement

Vacant/Environmental

A parcel of land that is undeveloped, whether by intention or environmentally restricted by hydrology, terrain, or lack of access

Parks and Recreation

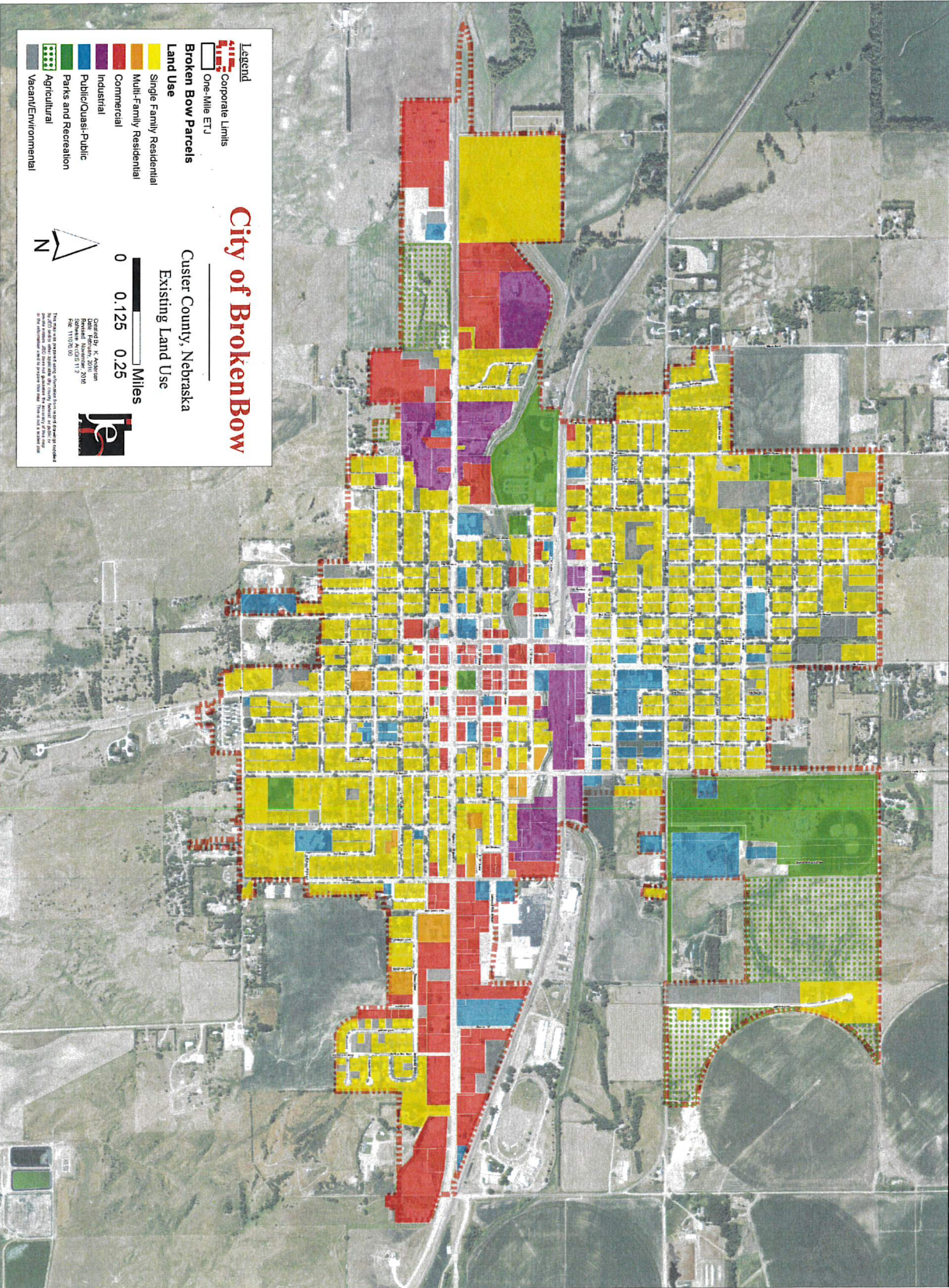
A parcel of land containing public or private land available for recreational, educational, cultural, or aesthetic use

Existing Land Use Analysis

Single-family residential land uses dominate the Broken Bow land use. The commercial corridor along Highway 92/2 provides a high level of accessibility to vehicular traffic while maintaining a level of proximity to the balance of the community. Downtown Broken Bow's central location provides a high level of connectivity to the community at large, with civic and commercial uses present. Park spaces are well-distributed throughout the community, though more modern amenities and infrastructure are located in the northern parts of the community. It is recommended that park improvements be considered in southern Broken Bow to improve service to the area.

Land uses are well-connected with transportation infrastructure through a series of highway arterials and local collectors, providing service to key civic and employment centers. Development will naturally occur along these corridors, provided appropriate investment into the extension of transportation and utility infrastructure, and continued maintenance.

Map 4: Broken Bow Existing Land Use



[section 2.7]

ENVIRONMENTAL CONDITIONS

Wellhead Protection Areas

The Nebraska Department of Environmental Quality (NDEQ) regulates groundwater quality and quantity. The NDEQ helps assist local municipalities with protecting their drinking water supply with the development of the Nebraska Wellhead Protection (WHP) Program. In 1998, the Nebraska Legislature passed LB 1161 (Neb. Rev. Stat. §46-01501 to 16-1509) authorizing the Wellhead Protection Area Act.

Wellhead protection areas were delineated with community safety in mind. Both subdivision and municipal wells serve its populations and pose a larger threat to public safety if contaminated. The ultimate goal of the WHP Program is to protect land and groundwater surrounding public drinking water supply wells from contamination.

The Wellhead Protection Program provides the following in accordance with federal laws:

1. Duties of the governmental entities and utility districts
2. Determines protection area
3. Identifies contamination sources
4. Develops a containment source management program
5. Develops an alternative drinking water plan
6. Reviews contaminated sources in future wellhead areas
7. Public participation and involvement

The approaches of the Nebraska Wellhead Protection Program are to:

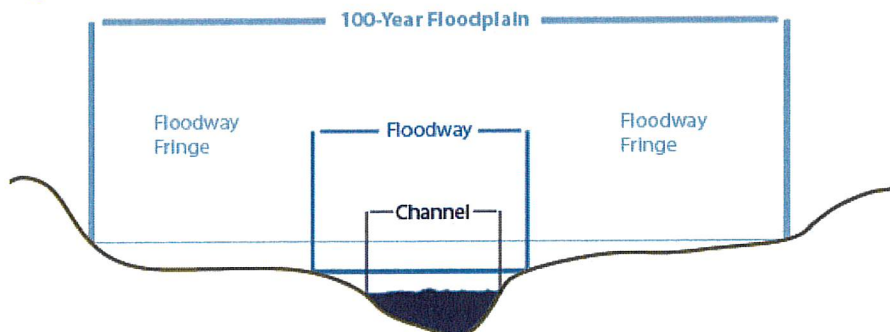
1. Prevent the location of new contamination sources in wellhead protection areas through planning
2. Minimize the hazard of existing contamination sources through management.
3. Provide early warning of existing contamination through groundwater monitoring.

The wellhead projection area is a defined region with restrictive land use regulations to prevent potential contaminants from locating in the sensitive area. The boundaries are delineated by a time of travel cylindrical displacement calculation. The boundary is mapped by NDEQ so communities can apply zoning regulations to the district.

100-Year Floodplain

The City of Broken Bow's floodplain derives mainly from the Mud Creek basin bisecting the community from the west to the east. A floodplain includes the floodway, a one percent annual chance of flooding event, and a 0.2 percent annual chance of flooding event. Through the Federal Emergency Management Agency's (FEMA) Flood Hazard Mapping Program (FHMP), and the Risk Mapping Assessment and Planning (MAP), FEMA identifies flood hazards, assesses flood risks, and partners with states and communities to provide accurate flood hazard and risk data to guide them to mitigation actions.

Figure 15: Broken Bow Floodplain Diagram



Floodway

As FEMA defines, a floodway is not only the existing water channel but also "other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevations more than a designated height. Communities must regulate development in these floodways to ensure that there are no increases in upstream flood elevations."

1% Annual Chance of Flooding

The one percent chance of annual flooding is commonly known as the "100-year floodplain". This describes an area where a one percent chance of flooding may occur annually within the boundary. This area is mapped by categories 1%-A and 1%AE. Both are considered within the 100-year floodplain. 1%-AE areas are considered to be more precise, including base flood elevations (BFE's), whereas 1%-A areas are determined using approximate methodologies.

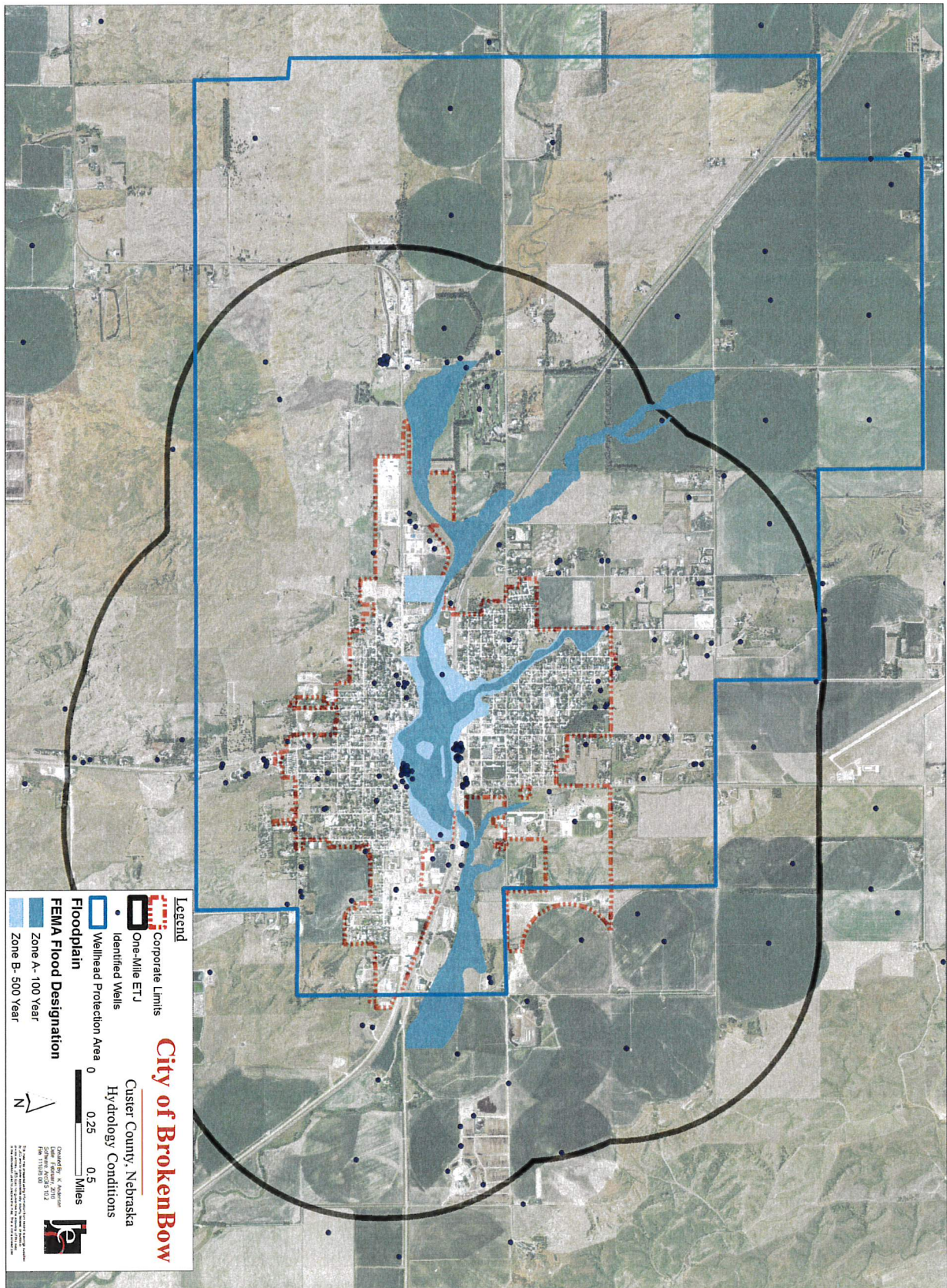
0.2% Annual Chance of Flooding

Two-tenths of one-percent chance of annual flooding is commonly known as the "500-year floodplain". In these areas there lies a two-tenths of one-percent chance of flooding in any given year.

Floodplain Map

A floodplain map is a fluid document. The areas indicated are often updated as FEMA updates their studies. Amendments to hazard areas may not be represented on this map. Property owners within or near floodplain boundaries have options. Owners may submit a Letter of Map Change if they believe their property has been inadvertently mapped in Special Flood Hazard Areas. Property owners near the boundaries should verify that their property is not within a special flood hazard area when developing or selling property to avoid infringing upon the hazardous zones or affecting nearby properties.

Map 5: Broken Bow Environmental Conditions



[section 2.8]

ENERGY ELEMENT

Introduction

Energy plays a crucial role in nearly every aspect of our lives. Energy is required to grow the food we eat, make the things we buy, transport people and goods, and heat and cool our homes. Local communities should engage in energy planning because they have a profound impact on what energy sources are consumed and how energy is used. Local governments influence energy through land use policy, transportation policy, building codes, zoning ordinances, public projects, and education and outreach. By planning for energy, Broken Bow can save money, have a more resilient economy, conserve natural resources, and be better prepared for the future.

Acknowledgements

The City of Broken Bow
The Nebraska Energy Office
National Renewable Energy Laboratories (NREL)
U.S. Department of Energy (DOE)
Eastern Interconnection States' Planning Council (EISPC)
AWS Truepower
American Wind Energy Association
The U.S. Environmental Protection Agency
Nebraska Public Power District (NPPD)
U.S. Energy Information Administration (EIA)
International Renewable Energy Agency

Nebraska Energy Policy Overview

Nebraska Legislation LB997

In 2010, Nebraska Legislators passed LB 997, which requires all municipalities and counties, with the exception of villages, to adopt an energy element into their comprehensive plan. Energy elements are required to have the following components:

- Energy infrastructure and energy use by sector
- Utilization of renewable energy sources
- Energy conservation measures that benefit the community

The following energy element is included within Broken Bow's Comprehensive Plan in order to fulfill the requirement of LB 997.

Nebraska Energy Plan

The 2011 Nebraska Energy Plan outlines 14 strategies for the state to consider in meeting the following objectives:

1. Ensure access to affordable and reliable energy for Nebraskans to use responsibly
2. Advance implementation and innovation of renewable energy in the state
3. Reduce petroleum consumption in Nebraska's transportation sector

These strategies include:

- Continue support of Nebraska's unique public power system
- Increase opportunities for demand-side energy management and energy efficiencies
- Maximize the investment in Nebraska's coal plants
- Expand Nebraska's nuclear power generation capacity
- Increase opportunities for industrial and municipal waste-to-energy projects
- Optimize the use of Nebraska's water resources for hydroelectric power generation
- Improve municipal water and wastewater management strategies and water quality
- Continue building Nebraska's wind energy through public-private partnerships
- Increase opportunities for methane recovery from agricultural and community biomass resources
- Increase opportunities for woody biomass in Nebraska
- Support distributed generation of renewable technologies
- Increase the amount of ethanol produced, blended and delivered across Nebraska and to markets outside the state
- Increase development and use of other alternative fuels
- Diversify and expand opportunities for renewable diesel in Nebraska

Nebraska Energy Code

Under §§81-1608 to 81-1616, the State of Nebraska has adopted the International Energy Conservation Code as the Nebraska Energy Code. Any community or county may adopt and enforce the Nebraska Energy Code or an equivalent energy code. The purpose of the Code, under §81-1608, is to ensure that newly built houses or buildings meet uniform energy efficiency standards. The statute finds that:

there is a need to adopt the International Energy Conservation Code in order (1) to ensure that a minimum energy efficiency standard is maintained throughout the state, (2) to harmonize and clarify energy building code statutory references, (3) to ensure compliance with the National Energy Policy Act of 1992, (4) to increase energy savings for all Nebraska consumers, especially low-income Nebraskans, (5) to reduce the cost of state programs that provide assistance to low-income Nebraskans, (6) to reduce the amount of money expended to import energy, (7) to reduce the growth of energy consumption, (8) to lessen the need for new power plants, and (9) to provide training for local code officials and residential and commercial builders who implement the International Energy Conservation Code.

Nebraska Legislation LB 436 - Net Metering

The Nebraska Legislature passed LB 436, which allows for net metering. Net metering is the process in which a citizen has the opportunity to generate their own energy, and can send excess energy onto the grid. The utility company purchases the excess energy from the customer through credits. Net metering was found to be in the public interest because it encourages customer-owned renewable energy sources. Net metering can stimulate economic growth, encourage diversification of the energy resources used, and maintain the low-cost, reliable electric service for the State of Nebraska.

Solar and Wind Easements and Local Option Rights Laws

Nebraska's easement provisions allow property owners to create binding solar and wind easements in order to protect and maintain proper access to sunlight and wind. Counties and municipalities are allowed to develop zoning regulations, ordinances, or development plans that protect access to solar and wind energy resources. Local governing bodies may also grant zoning variances to solar and wind energy systems that would be restricted under existing regulations, so long as the variance is not substantially detrimental to the public good.

For summaries of additional programs, incentives and policies in Nebraska visit the Database of State Incentives for Renewables & Efficiency (DSIRE) website: <http://www.dsireusa.org/>

Energy Infrastructure

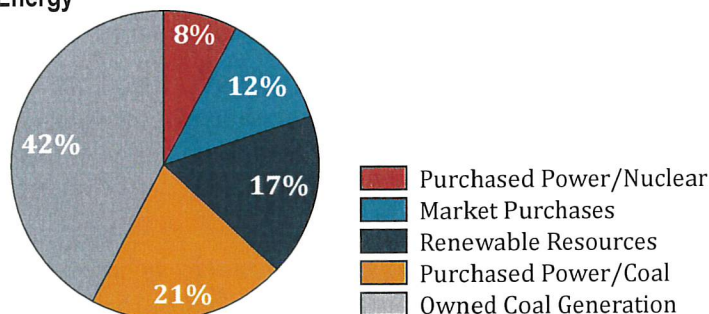
Utility Providers

Electricity

-Owned and operated by the City

The electrical system in Broken Bow is owned and operated by the city. The city buys electricity wholesale from the Municipal Energy Agency of Nebraska (MEAN). Figure 16 shows the energy sources than MEAN uses to generate electricity.

Figure 16: MEAN's Sources of Energy



Natural Gas

-Operated by Black Hills Energy

Natural gas service is supplied by Black Hills Energy. There are 2", 3", and 4" gas mains serving the city with a 6" main feeding into the city. The P.S.I throughout the city is 23 pounds. As seen in the table below, the majority of homes within Broken Bow (56.7%) use natural gas to heat their homes.

Table 2: House Heating Fuel

House Heating Fuel	Units	Percent
Utility gas	909	56.7%
Bottled, tank, or LP gas	32	1.9%
Electricity	644	40.1%
Other fuel	19	1.1%

Source: American Community Survey 2014 Estimates

Liquid Petroleum Gas (LP)

-Trotter Service

Liquid petroleum gas is available for all residential, commercial, and industrial uses.

Power Generation

The city owns an 8.2 MW natural gas/petroleum power plant that leased to MEAN. The plant is on standby for peak loads. The plant receives credit or payment from MEAN to keep the plant operational and ready in the event of high electricity demand.

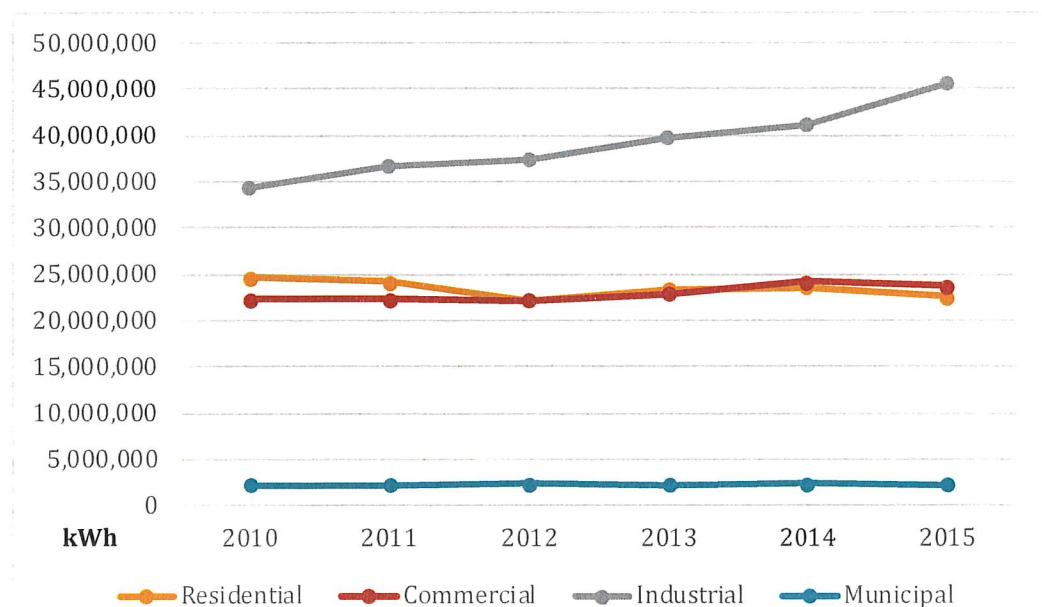
Energy Consumption

Broken Bow, like many other cities in Nebraska, has experienced an increase the amount of electricity used in the past five years. Table 3 shows that the city consumed 12.7% more electricity in 2015 than it did in 2010. This is mainly due to the increase in industrial consumption (32.9%) during that period. Electricity use in the residential sector has decreased 8.3% from 2010 to 2015. As electrical rates are based off of peak use, Broken Bow and its residents should continue energy efficiency efforts to reduce peak consumption and save money on utility bills.

Table 3: Broken Bow Electricity Consumption in kWh by Sector

Sector	2010	2015	Percent Change
Residential	24,621,572	22,567,942	-8.3%
Commercial	22,341,876	23,738,992	6.3%
Industrial	34,345,794	45,655,361	32.9%
Municipal	2,279,290	2,226,848	-2.3%
Total	83,588,532	94,189,143	12.7%

Figure 17: Broken Bow Electricity Consumption in kWh by Sector, 2010-2015



Nebraska Energy Policy Overview

Benchmarking

Although benchmarking does not reduce energy consumption itself, it can lead to energy savings. Benchmarking a home, business, or government building allows the owner to see how their building compares to similar buildings across the U.S., track progress as energy improvements are made, and provides the opportunity to have the building certified by organizations such as the U.S. Green Building Council.

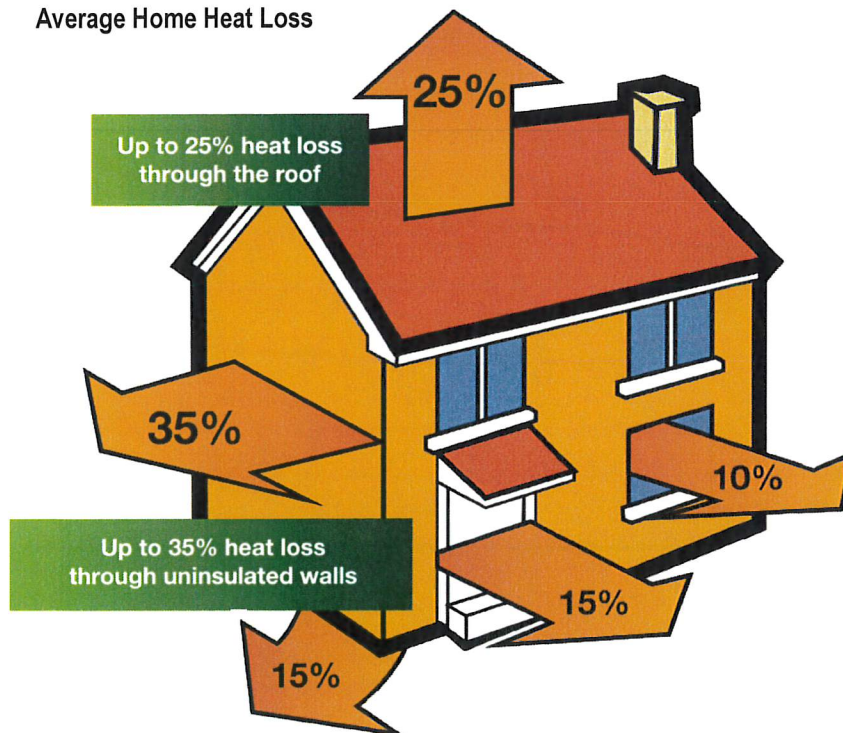


Building Efficiency

The U.S. Energy Information Administration's most recent residential energy consumption survey reported on important trends in home efficiency. The survey indicates that, on average, U.S. homes built in 2000 and later consume only 2% more energy than homes built prior to 2000, despite the houses being 30% larger. According to the latest American Community Survey (ACS), approximately 75% of houses in Broken Bow were built before 1970. 40% of the houses were built before 1940. These homes are an opportunity for Broken Bow to significantly reduce its energy use. Improvements in insulation, windows, appliances and lighting can help older homes to be significantly more energy efficient and save the homeowner in energy costs. Figure 18 shows the common places houses lose heat. Up to 60% of heat loss is through the roof and uninsulated walls.

There are a number of programs and incentives available for homeowners and businesses that want to improve their energy efficiency. These programs and incentives are described in the education and funding sections below.

Figure 18: Average Home Heat Loss



Transportation

Efforts should be made to conserve energy in transportation to mitigate the high costs and energy consumed. Figure 19 shows the amount of energy consumed, and subsequent money spent on energy in Nebraska during 2013. Even though transportation accounted for approximately 22% of the state's total consumption in 2013, Nebraska spent more money on transportation than residential, commercial and industrial energy uses combined.

Strategies to reduce energy use for transportation include: invest in trails, sidewalks, and multi-modal transportation infrastructure, encourage carpooling, and encourage local economic development to increase local jobs. Investing in active transportation infrastructure can also lead to a healthier community and can improve the quality of life.

Landscaping

Figure 19: Nebraska Energy Consumption and Costs by Sector, 2013

Residential	Commercial	Industrial	Transportation	TOTAL
ENERGY				
163.8	140.4	372.5	195.1	871.8
18.8%	16.1%	42.7%	22.4%	100%
COSTS				
1,577.5	1,090.8	2,227.6	5,397.9	10,293.8
15.3%	10.6%	21.6%	52.4%	100%

A well-designed landscape not only improves the aesthetic of a home or business, but can also reduce water use and lower energy bills. According to the Nebraska Energy Office, a well-designed landscape saves enough energy to pay for itself in less than eight years. For example, when planted in the right spot, trees can provide shade from the sun in the summer and block the cold wind in the winter. The Department of Energy's website has information regarding landscaping for energy efficiency: <http://energy.gov/public-services/homes/landscaping>.



Broken Bow has been a Tree City USA for 40 years. Tree City USA communities cut energy consumption by planting and maintaining a sustainable urban forest. A healthy urban forest can also reduce the heat island effect within the city.

Recycling

Recycling preserves energy by reducing the energy needed to extract raw materials. For example, using recycled aluminum scrap to make aluminum cans uses 95% less energy than making aluminum cans from raw materials (EIA). Recycling also reduces the amount of solid waste dumped in landfills, which saves the city money in tipping fees and allows landfills to stay open longer. Broken Bow should continue to encourage and support recycling efforts.



Opportunities for Renewable Energy

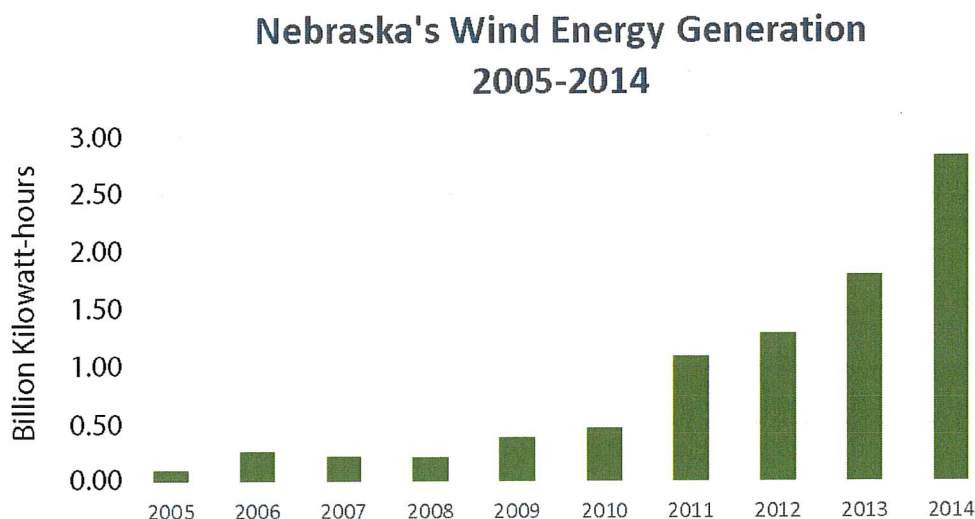
Renewable Energy Sources

Nebraska is the only state in the U.S. that runs on 100% public power. Since they are not seeking profits, public power districts have been able to maintain some of the lowest electricity prices in the nation. However, the low cost of energy is one of the reasons that Nebraska has not fully taken advantage of its renewable energy potential. Unlike places such as California, where electricity prices are high, renewable energy systems have historically not been economical for Nebraska. Below is a summary of potential renewable energy options for Broken Bow.

Wind

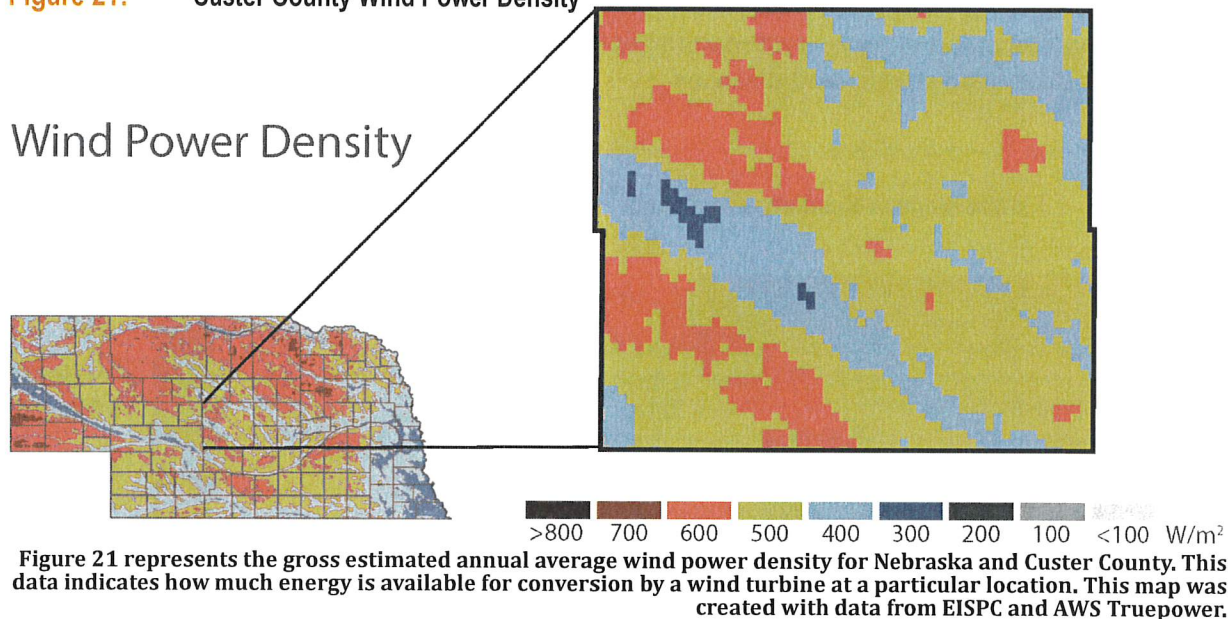
According to the American Wind Energy Association, Nebraska has one of the best wind resources in the United States; 92% of Nebraska has adequate wind speeds for a utility scale wind farm. Nebraska ranks 3rd in the U.S. in gigawatt hour (GWh) wind generation potential, but has been slow in utilizing this resource compared to other states. Nebraska currently ranks 20th in total MW installed with 890 MW. According to the National Renewable Energy Laboratory, Nebraska's wind potential at 80 meters hub height is 917,999 MW. Wind Power is capable of meeting more than 118 times the state's current electricity needs. Nebraska has continued to increase wind energy generation since 2008 and this trend will likely continue in the future.

Figure 20: Nebraska's Wind Energy Generation



As seen in Figure 21, Broken Bow and the surrounding areas in Custer County have some of the greatest wind resources in the state, with wind power densities ranging from 300 to 600 watts per square meter.

Figure 21: Custer County Wind Power Density



North and east of Broken Bow are two large wind farms that produce enough electricity to power 55,000 homes. The output from the 50-turbine 80 MW Broken Bow I Wind Farm is shared by Nebraska Public Power District (NPPD), Omaha Public Power District (OPPD), Lincoln Electric System, and the City of Grand Island. NPPD has committed to purchasing the output from the 43-turbine 75 MW Broken Bow II Wind Farm and plans to sell 45 MW to OPPD.



Solid Biomass

A solid biomass system, or gasifier, can use waste wood, tree debris, or crop residues as fuel to produce heat and electricity. As seen in Figure 22, Custer County has one of the largest supplies of solid biomass resources in the state. As concerns regarding tree ailments such as the Scotch Pine Beetle and Emerald Ash Borer there will likely be plenty of tree waste in the coming years. A small biomass system and generator would be able to utilize the excess tree debris left over from storms and diseases.

Figure 22: Solid Biomass Resources by County

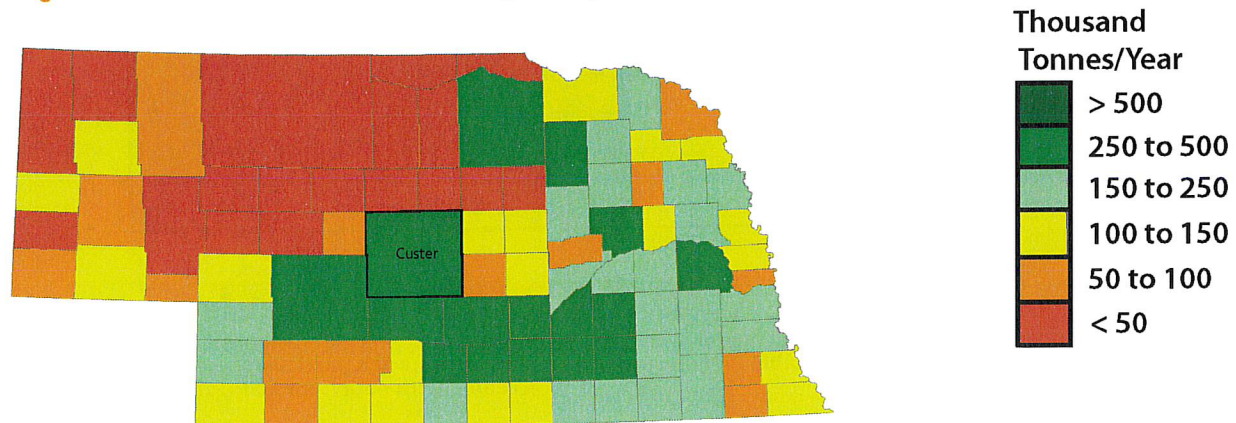


Figure 22 illustrates the solid biomass resources in the state by county. The analysis includes the following feedstock categories: crop residues, forest and primary mill residues, secondary mill residues, and urban wood waste. This map was created using data from NREL.

Methane Capture

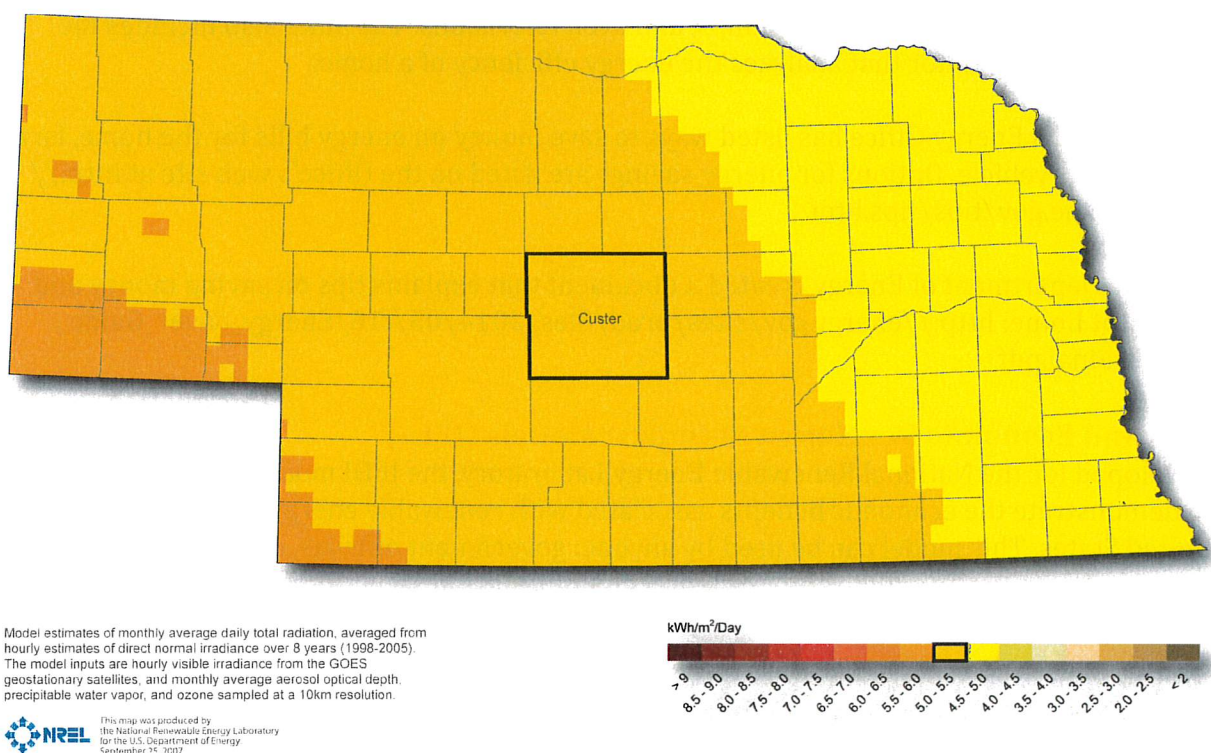
There is the potential for livestock operations outside of Broken Bow to capture methane from livestock manure. In a typical anaerobic digester system, manure from the operation is fed to an in-ground concrete tank with an insulated flexible cover. The digester system generates methane as it stirs and heats the waste. This methane is then captured and used to generate energy similarly to natural gas. Capturing methane from livestock manure has a number of benefits including: odor reduction, electricity production, preventing the release of methane into the atmosphere, creating nutrient-rich fluid as a by-product for fertilizing agricultural lands, and producing compressed natural gas to fuel truck and farm tractors.

Solar Power

According to the National Renewable Energy Laboratory, Nebraska is ranked 13th in solar energy potential. As seen in Figure 23, Broken Bow and the rest of Custer County have an average solar radiation of 5.0 – 5.5 kilowatt hours per square meter per day. Currently, solar technologies are marginally used in Nebraska because it historically has been difficult for solar technologies to compete with the state's low electric rates.

According to the International Renewable Energy Agency, the cost of solar photovoltaic (PV) panels decreased 80% from 2009 to 2013. As the cost of solar panels continues to decrease, solar will be increasingly utilized at an individual home or business scale to help supplement electrical needs. Broken Bow should prepare for future private investments in renewable energy systems, such as solar panels, by establishing zoning regulations and ordinances that will guide these systems into desired locations and uses. The city should also establish a permitting process that does not discourage private investment in renewable systems.

Figure 23: Global Solar Radiation at Latitude Tilt - Annual
Global Solar Radiation at Latitude Tilt - Annual



Geothermal

The type of geothermal application that is most practical and economical for the residents of Broken Bow is the use of geothermal heat pumps. Closed loop systems move fluids through continuous pipeline loops that are buried underground at depths where the temperature does not fluctuate much. Heat picked up by the circulating fluid is delivered to a building through a traditional duct system. Geothermal heat pumps discharge waste heat into the ground in the summer months and extract heat from the ground in the winter months.

Geothermal heat pumps are becoming a popular method of heating and cooling buildings, especially among large institutions such as schools and government buildings. For example, as of 2013, 82% of Lincoln Public Schools' buildings have a geothermal HVAC system. Heat pumps use much less energy than traditional heating and cooling systems. This translates into energy and money savings while also reducing air pollution.

Education

Broken Bow will not be able to achieve its energy goals without the help of its citizens. The city should continue to utilize the city website to inform residents of current city efforts and energy efficiency opportunities. Broken Bow should continue to educate the public on the benefits of energy efficiency and the most feasible renewable energy systems. The resources in the following subsections can be used by Broken Bow to raise awareness regarding energy efficiency and renewable energy systems.

Energy Saving Tips

NPPD has a link to the HomeEnergySuite on its website (<http://www.nppd.com/save-energy/homeenergysuite/>). Within the suite is energy information, energy saving tips, and special purpose calculators. These calculators compare the costs of systems relating to heating, irrigation, lighting, heat pumps, and even televisions. The Suite also includes the HomeEnergyCalculator that analyzes the energy efficiency of a home.

The Nebraska Energy Office has listed ways to save money on energy bills for the home, farm, business, or vehicle. Options for energy savings are listed on the Office's web site at <http://www.neo.ne.gov/tips/tips.htm>.

The U.S. Department of Energy created a document that explains tips on saving money and energy at home: http://energy.gov/sites/prod/files/2014/05/f16/Energy_Saver_Guide_PhaseI_Final.pdf

Jobs and Economic Development Impact Models (JEDI)

Developed for the National Renewable Energy Laboratory, the JEDI models were created to demonstrate the economic benefits associated with renewable energy systems in the United States. This model can be used by anyone: government officials, decision makers, and citizens. The model is simple, the user enters in information about the project and it will generate economic impact data such as jobs, local sales tax revenue etc.

Funding

Although energy efficiency upgrades and some renewable energy applications will save money over time, the initial costs can be burdensome. Below are some incentives, programs, and resources that Broken Bow can use to help with the initial costs of energy efficiency and renewable energy.

Financial Incentives

There are a number of federal and state incentives for renewable energy production and energy efficiency. These include loan programs, rebates, and tax credits or exemptions. For summaries of programs, incentives, and policies in Nebraska visit the Database of State Incentives for Renewables & Efficiency (DSIRE) website: <http://www.dsireusa.org/>.

Grants

There are many state, federal, and non-profit agencies that distribute funding for energy projects. In 2010, the city was awarded \$151,664 through the Energy Efficiency and Conservation Block Grant (EECBG) program. This grant allowed the city to replace 550 streetlights with LED lights. The LED lights use approximately 70% less electricity than traditional streetlights and last 10 to 12 times as long. The utility estimates the LED lighting will save more than \$18,000 annually in electricity costs. Broken Bow should continue to explore grant opportunities to help fund energy conservation or renewable energy projects.

Energy Assistance Programs

Residents wanting help paying their utility bills can visit this website with links to many programs in Nebraska: <http://nebraskaenergyassistance.com/assistance/>

The Weatherization Assistance Program helps lower income families save on their utility bills by making their homes more energy efficient. The Nebraska Energy Office administers the federally-funded program. This website describes the program and how to apply: <http://www.neo.ne.gov/wx/wxindex.htm>

3

Envision BROKEN BOW

- 3.1 Introduction
- 3.2 Focus Group Meetings
- 3.3 Town Hall Meetings

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3

Envision BROKEN BOW

[section 3.1]

INTRODUCTION

The Envision portion of the planning process creates a “wish list” of items identified within the public input process. The development of a comprehensive plan is an on-going process of goal setting and problem solving. The desired results will encourage and enhance economic opportunities and quality of life. The planning process focuses on ways of solving existing issues within the community and providing a management tool enabling citizens to achieve their vision for the future.



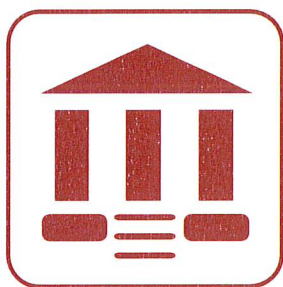
Successful plans involve the community to represent their needs and vision for the future. The over-arching goal of the Envision Broken Bow process is to provide a variety of opportunities for the public to become involved in the decision making and prioritization process. Community members are well-informed and have intimate knowledge to make the most of Broken Bow’s potential.

The Envision Broken Bow public participation process consisted of a series of focus group meetings and two separate town hall meetings. Traditional, face-to-face meetings were complemented by the Aiming Broken Bow mySidewalk site. The mySidewalk platform is an online town hall forum, allowing for participation from the public throughout the planning process.

[section 3.2]

FOCUS GROUP MEETINGS

A series of focus group meetings were conducted to discuss select topics of interest to the community. These meetings involved select stakeholders involved professionally or personally in the fields of; housing, economic and business development, city services, faith leaders, parks and recreation, young professionals, and a youth/student focus group.



City Staff Focus Group Meeting

A focus group consisting of city staff targets input regarding community utilities and infrastructure. This group is an important source of information as the community looks to define its goals for growth and services. In order to ensure successful growth while maintaining a high level of service to its residents, a community must evaluate its utility capacity. This evaluation should include the condition of current infrastructure, level of service, and potential investment requirements in the future.

Community Assets

- People
- Family Friendly Amenities
 - Small town
 - School system
 - Safety

Weaknesses

- Lack of available workforce
- Lack of housing
 - Lack of quality rentals
 - Poor maintenance
- Turnover in city leadership
- Air quality
- Lack of retail
 - Selection
 - Price
 - Family restaurants
- Taxes
- Age of public infrastructure
- Lack of high-paying jobs

Community Needs

- Fire Hall
 - Emergency vehicles
 - Ambulance
 - Engine

- Police station
 - Communication system
- Utility extensions
- Library Remodel

Magic Wand

- Move railroad out of town
- Eliminate odor
- Electric substation west of town
- Truck bypass
- Annexation of County Industrial Area
- Trails connecting city parks
- Viaduct over train tracks
 - 15th Street
 - 7th Street, or
 - 8th Street
- Playground equipment upgrades
- Splash pad
- Removal of brick streets
- More police officers
- 4-way stop signs on downtown square
- Coordination and cost-sharing with county for public services



Chamber of Commerce and Economic Development

The Chamber of Commerce and Economic Development Focus Group was aimed at garnering input from the local business community as well as the staff and stakeholders of the Custer County Economic Development Corporation. The goal for this focus group was to get a sense of the opportunities and barriers for business growth and success in Broken Bow.

Community Strengths

- People
 - Service-oriented
 - Charitable
- Melham Memorial Hospital
- Aquatic Center
- Athletic Facilities
- One Box Pheasant Hunt
- One Box Convention Center
- Area Geography
 - Scenic
 - Economic Independence
 - Connectivity

- Tiffany Theater
- Safety
- Small-town atmosphere
- Existing Industry

Economic Development Assets

- Local private investment
- Custer County Economic Development Corporation
- Technology infrastructure
- Low cost of doing business
- City Leadership

Community Weaknesses

- Housing
- Workforce Availability
 - Skilled labor
 - Labor Recruitment (young professionals)
 - Part-time help

Barriers to Economic Development

- Lack of available land and buildings
- Lack of speculative construction
- Lack of publicly controlled land for economic development
- No local funding for economic development
 - LB840
- Blighted areas
- Building space/capacity for retail warehousing and display

Needed Businesses

- Diverse retail
 - Clothing
 - Home goods
- Additional (weekend) business hours
- Youth entertainment and activities
- Technology-based business
 - Computer programming
- Family restaurants
- Sporting goods to support hunting economy



Parks and Recreation

Local park facilities and recreation programming provide a fantastic community asset that directly contributes to the quality of life of local families. A focus group consisting of Broken Bow Parks and Recreation staff, board members, recreation organizations, and citizens was aimed at finding the strengths, weaknesses, and opportunities for Broken Bow's Parks and Recreation system.

Community Assets

- People
 - Welcoming community
 - Volunteerism
 - Charitable
 - Positive
 - Work ethic
- Park Facilities
 - Ample quantity
 - Available equipment and amenities
 - Aquatic center

Community Recreation Assets

- Volunteer-ran youth sports
- School track access
- Street and park lighting

Community Recreation Needs

- Trails
- Public Restrooms in parks
- Recreation programming
 - Coordination of events
 - New events and tourism opportunities
- Marketing and promotion efforts
- Youth activities
 - Club athletics
- Environmentally friendly features
- Year-long activities
- Comprehensive wellness center

Community Weaknesses

- Housing availability
 - Rental availability
- Lack of speculative development
- Lack of high-wage jobs
- Instability in agriculture economy
 - High wage demands from workforce

- Lack of family restaurants
- Community connectivity and accessibility
 - Railroad crossings

Magic Wand

- Comprehensive trail system
- Indoor recreation center with swimming pool
- Splash pad
- Dog park
- Public restrooms
 - City square
 - Indian Hills Park
- New/Expanded library



Housing Focus Group

The housing focus group consisted of community stakeholders, property owners, and professionals in the housing field; realtors, developers, and builders. The aim of this discussion was to pinpoint the market needs and opportunities addressing housing development in the Broken Bow area.

Community Strengths

- Available local jobs
- Quality of life
 - Safety and low crime rate
 - Family-friendly
 - School system
 - Parks
 - Melham Memorial Hospital
 - Regional recreation opportunities
 - Lakes
 - Golf
 - Outdoors
- Regional connectivity
 - Access to Kearney

Community Weaknesses

- Regional location
 - Distance from amenities
- Recreation for young adults
 - Year-round activity
 - Community Welcome-ness
- Affordable turn-key housing (move-in ready)
 - 2+ bedroom

- Available labor-pool
- Available construction contractors
 - Barrier to housing development and price

Housing Market Needs

- Starter homes at \$100,000
- Affordable 2+ bedroom 2 bathroom
- Available serviced land
 - Small acreage
- Condominiums
- Elderly housing

Barriers to Housing Development

- Land prices
- Available construction and sub-contractors
- Access to building supplies
- Existing housing covenants



Broken Bow High School Student Focus Group

The Student Council of Broken Bow High School was assembled for a lunch meeting to discuss their views of Broken Bow. A student group provides a very unique perspective of the community due to their vested interests in education and recreation but also as they begin to make plans for after graduation. Many students will pursue further education while others enter the workforce. Input from this group was aimed at gathering their perspective to either stay in the Broken Bow area for these opportunities or pursue opportunities elsewhere. If leaving, input revolves around the circumstances in which they would return.

Community Strengths

- Movie theater
- Rural lifestyle
- Community Safety
- Custer County Fairgrounds
- Friendly community
- Community size – small community atmosphere with plenty of amenities
- Local restaurant choice

Community Weaknesses

- Lack of railroad overpass
- Shopping and retail options
- Lack of entertainment

Desired Developments

- YMCA or recreation center
 - Indoor pool
- Ice cream/yogurt shop
- Sit-down restaurants
- Fine arts facility
- Sporting goods retailer

Career/Education Opportunities

- Local career or education opportunities need to be marketed better
- “There are no non-agricultural long-term career opportunities”
- Would like to see more career fairs or school career days
- Large-scale employers needed
 - More skilled manufacturing
 - White collar jobs needed
 - Business
 - Finance
 - Engineering
- More local post-secondary education opportunities needed

High School Comments

- More spring sports needed
- Need to upgrade facilities
- “Broken Bow High School has a lot of school spirit and pride”

Magic Wand

- Another major employer
- Re-purpose Alco store for fun center or recreation center
- A public gathering space
- Better parks and trail system
- Historic preservation efforts downtown
- Upper story housing reuse
- More housing availability
- Cleanup of dilapidated housing
- More retail, but no Walmart
 - “Don’t change the character of the town”
- “The civic engagement of high schoolers (youth) is improving, but needs to be better.”
- There is a need to better connect and market local job opportunities to the school system. By tying in the skills required for local positions to the curriculum, students would be better prepared and more willing to enter the local job market.
- Expand the Custer County Capable Program
- Escalate the Youth Leadership Custer County Program.



Young Professionals Focus Group

Young professionals are a coveted demographic in a community looking to grow. Their contributions to the local economy as well as their potential to start families add significant impacts to a community's sustainability. Seeking the input of young professionals within a community is paramount to discovering its local opportunities and constraints.

Community Assets

- People of Broken Bow
- Park system
- Community history and traditions
- Civic leadership
- Local industry and employers
 - "large industry unique compared to similar size cities"
- Schools
- Melham Memorial Hospital and local medical facilities

Community Weaknesses

- Retention of young adults
- Marketing of local job opportunities for skilled and educated workers
- "The lack of daytime childcare options is hindering economic development"
 - Pre-school and early education options needed
- Need faster progression on the update and modernization of school facilities

Issues for New Broken Bow Residents

- Housing availability
 - Entry level workforce housing and second, "upgrade" homes needed
- Local rents are too high
- Social events and entertainment for young adults (single professionals) are needed

Community Wants/Needs

- Unified school campus (K-12)
- Yard waste collection
- Recycling program
- Looped trail system
- Fine arts/performance facility
- Community branding and themed arts programming
 - "Lincoln's light bulb theme"
- "Antelope Valley-type" development along Mud Creek
- Adult recreation leagues
 - Volleyball
 - Softball
 - Etc.
- Restaurant options

[section 3.3]



TOWN HALL MEETING

A series of town hall meetings were held on November 9, 2016 and May 3, 2016. These broad public meetings were designed to discuss citizens' vision for Broken Bow's future. This input was aimed to guide the direction and recommendations of the Comprehensive Plan.

A series of broad-based questions were then posed to the audience to gauge their vision of Broken Bow currently, and their desires for the future of the community. First, attendees were asked to discuss what they feel are the community's greatest assets. By recognizing the perceived assets, or strengths of the community, leaders can derive the public's priorities and act to protect and enhance those amenities. Assets were listed as:

- Small town atmosphere
 - Sense of belonging
 - Welcoming – easy to assimilate
- Strong social services
- Location
 - Highway access
 - Regional center of Central Nebraska
- People
 - Independent
 - Friendly
- Railroad access
- Progressive mindset
 - New, young, and passionate civic leadership
 - Not afraid to try new things
 - Big picture thinkers
- Melham Memorial Hospital
- Local radio station
- Community college
- Broken Bow Public Library
- Local Airport
- Manufacturing economy and employers
- Judicial Center
- Broken Bow Public Schools
- Parks

Town hall attendees were then asked to discuss the current weaknesses of the community. By identifying weaknesses the public is voicing their opinion on what they'd like to see improved in the community's future. Civic leaders are then able to identify and prioritize projects, initiatives, and policies that aim to address and improve the perceived weaknesses. Discussed weaknesses included:

- Housing
 - Quantity
 - Quality
 - Affordability

- Aging infrastructure
- Highway traffic
- Railroad crossings
 - Lack of viaduct
 - Hindrance to emergency response
- Lack of activities for young adults
- Vacant lots on community fringe
- Lack of commercial retail
- Lack of hike/bike trails
- Workforce availability
- Air quality and odor
- Lack of streetscape
 - Downtown
 - Entrance corridors

With housing being one of the top mentions as a community weakness, the participating public was asked for input on the local housing market. The general consensus on the greatest housing needs lie in both affordable housing (less than \$150,000 in price) to high-end homes (above \$250,000). An affordable home was described as following;

- 3 bedroom
- 1.5 bathrooms
- Approximately 1,200 square feet
- 2 car garage
- 9,600 square foot lot

Next, to build on the identified community weaknesses, the public was asked to consider solutions for overcoming these weaknesses and opportunities the community can exploit. Among the answers were:

- Remove dilapidated housing
- Implement rental and property maintenance codes
 - Must include public education on existing regulations and opportunities for assistance
- Expand the services of the Capable Custer County and Grow Custer County Programs
- Ensure that local decisions (City Council Action) are based on a long term cost benefit analysis
- Increased utilization of Tax Increment Financing for community priorities
- Workforce housing development
- Investments in internet and communication technology infrastructure
- Public utility investments and extensions
- Business start-up opportunities and entrepreneurship programming

Once solutions were discussed, the audience was challenged to think of the potential barriers for community growth and civic success, including housing development, economic development, and quality of life improvements. Potential barriers include:

- Funding
- Local air quality
- Fire Station
- Regional resistance to annexation
- Lack of LB 840 and economic development financing mechanisms
- Stagnant community mindset
- Regional impacts of struggling communities surrounding Broken Bow
- Lack of appropriate zoning regulations in recent past
- Housing Condition

Finally, the remainder of the town hall meetings were dedicated towards discussion of what Broken Bow residents would like to see implemented in their community. These are important ideas in terms of shaping the community's future in a manner that suits the needs and desires of public. First, the participants were asked about general community wants.

General community wants include:

- Maintain the sense of community found in Broken Bow
- Family dining opportunities
 - Steak House
 - Chain restaurants
- A centralized clearinghouse advertising and marketing local job opportunities
- Commercial retail diversity

The community was then asked what their "Magic Wand" wishes for the community were. A magic wand wish excludes financing and other implementation barriers from the question. In other words, if you can change anything in your community, what would it be?

- Connecting the park system with hike/bike trails
- Improve the air quality and remove the odor
- Chain restaurant
- Indoor Swimming Pool
- Ice Cream Shop
- Young, educated workforce
- Viaduct over railroad tracks
- Splashpad
- Faster Internet and Cable communication service
- Comprehensive Indoor Recreation Center
 - Athletic courts
 - Swimming Pool
 - Walking Track
- Public Restrooms in the downtown square
- Completed library renovations
- Home goods store
- Walmart Hometown Store
- Improved local business hours

4

Achieve BROKEN BOW

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4

Achieve BROKEN BOW

[section 4.1]

INTRODUCTION

The proposed direction of Broken Bow's future development is outlined in the Achieve Chapter. The recommendations of this chapter is a result of the data analyzed in the Profile Chapter, ideas generated from the public in the Envision Chapter, and refined by the advisory committee and city leadership. The results focus on maintaining Broken Bow's quality of life and maximizing the community's potential for growth.

This Chapter focuses on the opportunities for growth both inside and outside of Broken Bow's existing corporate limits. Redevelopment projects within the corporate limits should include increased density to promote a compact, connected, and walkable community. Any growth of the corporate limits should seek to maximize public investment. As the community grows, public infrastructure and facilities must grow along with it. The capacity for growth in these areas are detailed in the Profile Chapter.

[section 4.2]

POPULATION PROJECTIONS

A community's ability to sustain population growth is determined by its ability to provide suitable jobs, housing, and quality of life opportunities. By analyzing recent trends, a city may project future changes in population, contingent on its ability to provide those opportunities. There are a number of alternatives to project population change. All are based on analyzing recent trends and the application of these trends on the current population.

Once a range of future population projections are created, a community can set a desired growth rate based on its capacity to provide quality services to new and existing populations. Community goals and policies are then established that will facilitate the desired rate and conditions of growth.

Age Cohort Survival Projections

A cohort survival projection utilizes birth, death, and migration rates associated to each five-year cohort utilizing Census, economic, and Center for Disease Control data. Custer County natural death and fertility rate trends for the five-year period of 2010-2014 were utilized to gauge natural population growth for Broken Bow. Migration data from Census and the 2015 Custer County Economic and Demographic Trends Report were utilized to provide migration trends for age cohorts to complement natural growth data.

Figure 24: Broken Bow Projected Population

Projected Population

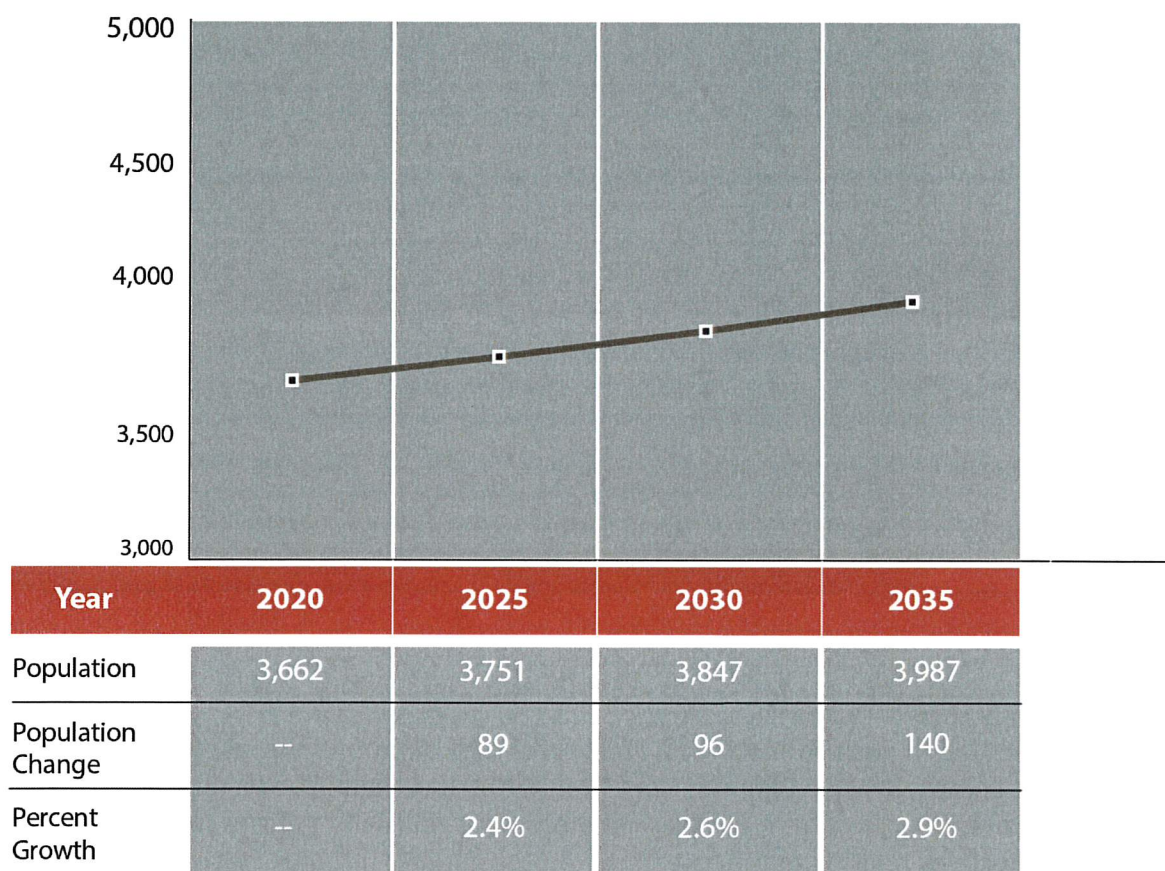
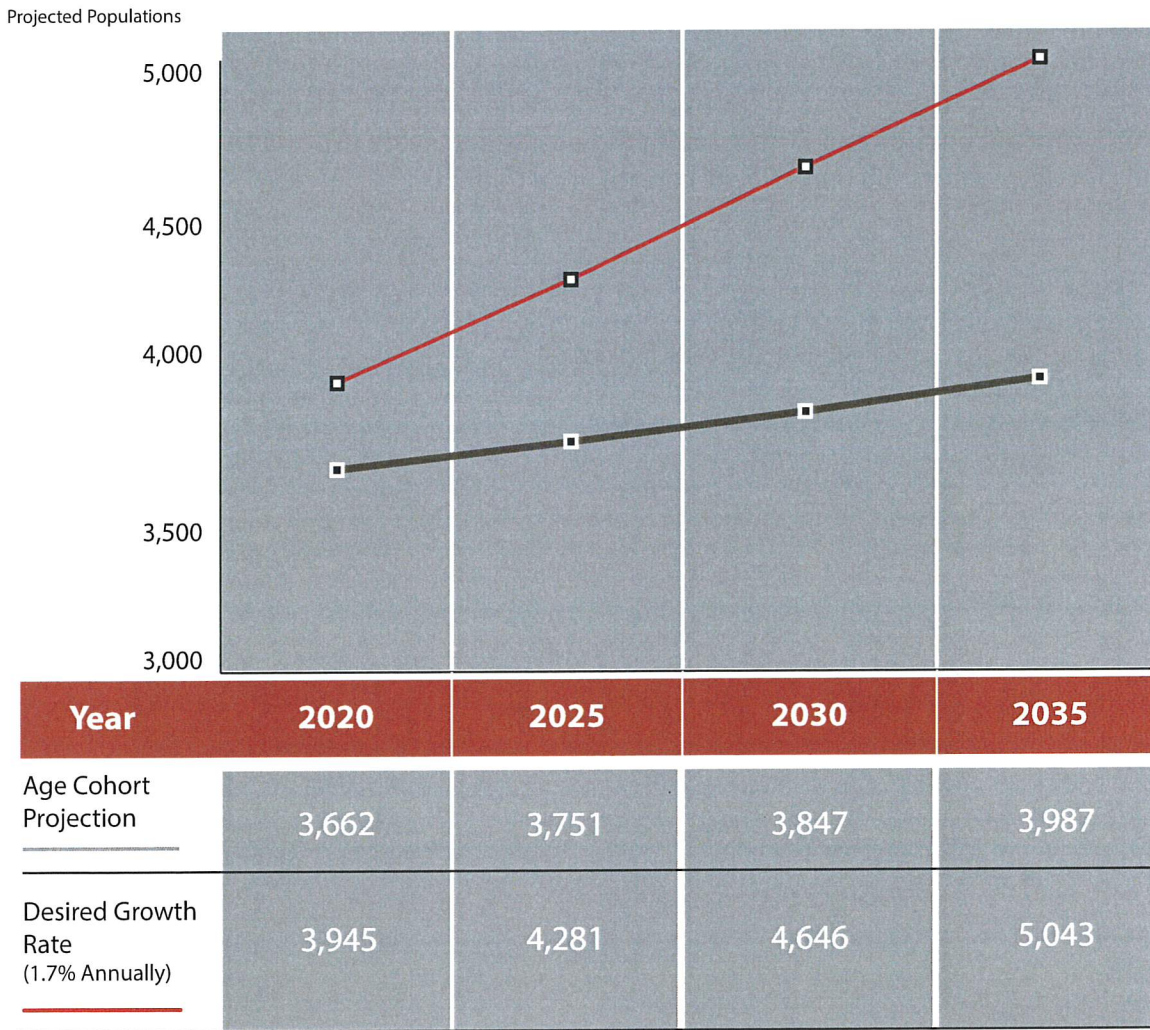


Figure 25: Population Projection Comparison



Desired Growth Rate

Utilizing population projections and an analysis of the community's capacity to sustain growth, the Comprehensive Plan Advisory Committee has established a desired growth rate. This will be the basis for a number of community goals and policies introduced in this chapter. Objectives relating to the investment in community infrastructure and facilities will be based on the community's ability to serve the desired population growth without sacrificing service to existing residents and business.

Broken Bow's desired growth rate equates to 1.7% annually, with goal of achieving 5,000 in population by the year 2035, or the approximate 20-year planning horizon of this Comprehensive Plan. These respective growth rates are compared in Figure 25.

[section 4.3]

HOUSING PROJECTIONS

The projected housing demand is based on the community's desired growth rate established in this chapter. Based on historic trends of housing tenure and persons per household, the number of units required to house population growth can be established. This is the approximate number of net housing units that should be developed to house the desired population growth rate over the planning period of 20 years.

Figure 26: Broken Bow Housing Projections

	2010*	2020	2025	2030	2035
Owner Population	2,217	2,282	2,337	2,397	2,465
Renter Population	1,342	1,381	1,414	1,450	1,492
Owner Units	981	988	1,012	1,037	1,067
Renter Units	594	690	707	725	746

* 2010 Decennial Census

Housing Redevelopment Strategies

New housing opportunities do not always have to be solely a result of new construction. By investing in its existing housing stock, Broken Bow can provide new housing options without the costly expansion of infrastructure and utilities. This kind of density also keeps a community connected and walkable. By balancing the housing distribution of new population growth between new and existing structures, the community can help preserve its historic urban core.

There are a number of strategies Broken Bow can utilize to directly or indirectly invest in its existing housing stock. The best course of action is to identify and remove any potential barriers towards infill or redevelopment opportunities.

Zoning

Zoning regulations are designed to guide development and mitigate any adverse effects new developments may have on adjacent uses. Usually in a reactive manner, regulations are continually added to prevent certain uses or development styles. Often, these regulations can become too restrictive and often are unable to distinguish differences between modern housing development trends versus historic development trends.

For example, during the Envision public participation and stakeholder meetings, the inflexibility of zoning was cited as one barrier for housing investment within Broken Bow's core. Developed early on in the city's history, residential lots were smaller, typically less than 7,000 square feet. By comparison, modern development trends indicate that lot sizes for new residential homes are 10,000 square feet and larger. Broken Bow's current zoning regulations allocate two residential zoning districts for permanent structures.

The R-1 Residential Single Family District comprises the largest zoned area for residential uses. The R-2 Residential Single and Multifamily District is primarily utilized adjacent to downtown. By increasing the area of R-2 zoning, the city can accommodate more density by allowing by-right multi-family units, accessory dwellings, and smaller lots. These uses represent the potential for infill development, redevelopment, or additions to existing housing.

Investment

Creating a community land bank was discussed as a housing redevelopment strategy. While municipal land banks are not allowed by state statute for cities of less than the Metropolitan Class, Broken Bow can rely on community partners for a similar process. The process involves a practice of acquiring property and through sale, transfer, or direct development, redeveloping into a desired use. Affordable, or workforce housing has been established as a community priority. Land banking is a strategy that either directly develop, or lower the cost of development, for the private sector.

Housing Development Strategies

Completed in 2015, the Indian Hills Meadows housing project represents an ideal model for new housing development in Broken Bow. The 12-unit owner occupied housing subdivision was constructed with the assistance of Tax Increment Financing (TIF) and is supported by Custer County Economic Development Corporation's New Housing Fund for down-payment assistance. By utilizing TIF to lower development costs and providing down-payment assistance, community stakeholders effectively lowered the cost of housing to affordable price points for Broken Bow's workforce.

[section 4.4]

FUTURE LAND USE

The future land use plan represents the guidance and protection of existing land uses and maintaining coordination for future growth. Adherence to the future land use plan will avoid conflicts between incompatible land uses and ensure the manageable growth and development of the community. The following updates to the land use categories and map represent the intended development pattern and should be the basis for future infrastructure investment for Broken Bow.

Future land use categories are generalized descriptions of future development and uses. Future land uses are not intended to replicate the underlying zoning districts but should share similar qualities. Future land use maps depict the interaction between various land uses and how they complement one another as the city's growth plan.

Zoning districts build upon these land uses by focusing on the more specific elements of land use such as building footprints, intensity of use, accessory uses, signage, etc.

The future land use is a representation of the community's desired growth patterns. The future land use plan is intended to be a living document. As the community grows, or characteristics change over time, the future land use plan should be adapted to reflect the best use and dedication of land throughout Broken Bow's jurisdiction.

The criteria established in the Plan reflect the following:

- The current use of land within and around the community
- The desired types of growth, including location of growth
- Physical characteristics, as well as strengths and constraints of future growth
- Current population and economic trends affecting the community

The future land use designations are based upon Broken Bow's current land uses within the desired intentions of the community. Future land use plans apply a best-use strategy that includes natural and man-made limitations. A simple example is identifying the floodplain boundaries and using this land with low impact uses, like agricultural, open space, or park designations.

There are nine general land use categories used to define different use types, characteristics, and densities. These categories have been chosen to reflect the basic use and intensity to which land in the city and its jurisdiction is proposed to be developed. While the categories define land uses, they are intended to do so in a very general way; these land use categories are the basis for the zoning districts, but they are not the same as zoning districts. Any number of zoning districts may be appropriate in a single land use category.

The Future Land Use Categories Include:

- Agricultural
- Commercial
- Industrial
- Parks and Recreation
- Public/Quasi-Public
- Railroad
- Residential – Multi-Family
- Residential – Single Family
- Residential – Mobile Home

Agricultural

The Agricultural land use is intended to accommodate continued agricultural uses while allowing for residential acreages with lower intensity land uses. This designation is applied to determine that the land is best suited as productive farmland and less than ideal locations for city infrastructure and improvements. As current conditions provide, these less demanding land uses are best served by individual septic and water. Characteristics of the Agricultural category include:

- Location of Agricultural land is found surrounding the outer limits of contiguous urban land use and typically less accessible to the transportation network. These areas may be near the transportation network but have additional financial difficulties being supplied with city services
- Accessory buildings are at a larger scale than in residential districts.
- Uses within this area include agricultural uses (with the exception of livestock feeding operations), wineries, single-family residential, parks and recreation, open space, and associated accessory uses.

Commercial

Commercial uses may vary widely in their intensity of use and impact, varying from low intensity offices, to more intensive uses such as gas stations, restaurants, grocery stores, or automobile sales/repair. Parking lots are usually shared by adjacent uses. Areas designated as general commercial in the land use plan may not be appropriate for every commercial zoning district. The appropriateness of a commercial district for a particular piece of property will depend on a review of all the elements of the Comprehensive Plan. Characteristics of the Commercial category include:

- Located throughout town, the intensity of particular uses suited to the character of the surrounding area
- Larger, more intense commercial developments located nearer to major streets
- Neighborhoods should be served by small-scale commercial developments, providing uses that serve the convenience and daily needs of nearby citizens
- Commercial businesses of all types and sizes should design at the pedestrian scale. Commercial areas shall be connected to residential neighborhoods by sidewalks and/or community trails

- The design and exterior surface treatments should reinforce existing development patterns. In newly developing areas design themes should strengthen the overall image of the development consistent with the character of Broken Bow.
- Landscaping, berms, fences, and setbacks should be used to visually screen and buffer commercial uses from residential uses, however should also provide opportunity for connectivity with adjacent residential areas

Industrial

The Industrial land use area focuses on the light to heavy industrial designation. Location is important, as proximity to major streets and highways can help ensure heavy traffic avoids residential areas and prominent pedestrian activity centers. Careful consideration shall be given before designation of any industrial uses so as not to encroach upon, or conflict with, less intensive uses, or detract from important new corridors.

The Industrial land use area is intended to accommodate smaller, less intensive to heavily intensive industrial uses. Characteristics of the Industrial designation include:

- Locations that cater to the specific needs of the user, providing a level of water, sewer, and electrical capacity, proximity to major transportation routes, and lot sizes necessary to accommodate initial development and potential future expansions
- Significant landscaping and buffering should be used to screen industrial uses from view of adjacent, non-industrial land uses as well as transportation and view corridors
- The design and exterior surface treatments should reinforce existing development patterns of neighboring improved areas. In newly developing areas, design themes should strengthen the overall image of the development consistent with the character of Broken Bow.
- Strict control over signage, landscaping, and design is necessary for site design to provide adequate buffer from adjacent land uses and transportation corridors
- Uses within this areas include warehousing, distribution, manufacturing, assembly, production companies, employment centers, self-storage facilities, etc.

Parks and Recreation

The Parks and Recreation land use area accommodates those undeveloped properties that are intended to benefit the public by remaining undeveloped as opens space or parks. However, many of the areas identified tend to be already developed within uses specific to this category. The reason for this is that speculation with respect to future public and quasi-public uses can artificially inflate the underlying land value to the detriment of the city finances and community residents.

In addition, not all existing or proposed parks, recreation, and open space land uses are identified by way of Parks and Recreation Land Use designation since these uses are typically allowed outright or by conditional use in varying residential and commercial zoning districts. Characteristics of the Parks and Recreation category include:

- Locations that are dispersed throughout the community for easy access, or are important and appropriate to the function served
- Uses within this area include parks, passive and active recreation areas, athletic fields, trails and natural areas, as well as drainage and flood control structures such as detention or retention facilities, drainage swales, and floodplain areas.
- All zoning districts may apply

Public/Quasi-Public

The Public/Quasi-Public land use areas are intended to provide easy, convenient access for common activities of residents. However, the areas identified on the map tend to be already developed within uses specific to this category. The reason for this is that speculation with respect to future public and quasi-public uses can artificially inflate the underlying land value to the detriment of the city finances and community residents. In addition, not all existing or proposed public and/or quasi-public land uses are identified by way of Public/Quasi-Public Land Use designation since these uses are typically allowed outright or by conditional use in varying residential and commercial zoning districts. Characteristics of this category include:

- Locations dispersed throughout the community, near activity centers and major streets
- Locations that provide an opportunity to share facilities between uses, such as library, park community center, or post office
- Uses within this are include public facilities, municipal properties, hospitals, and schools
- Structures should model appropriate architectural design elements, high quality construction techniques, and appropriate materials and finishes
- All zoning districts may apply

Residential

Single Family Residential

The Single Family Residential land use area is intended for modern suburban scale residential development densities. This category is intended for residential growth on the periphery of the community; connected to, rather than adjacent to arterial transportation corridors.

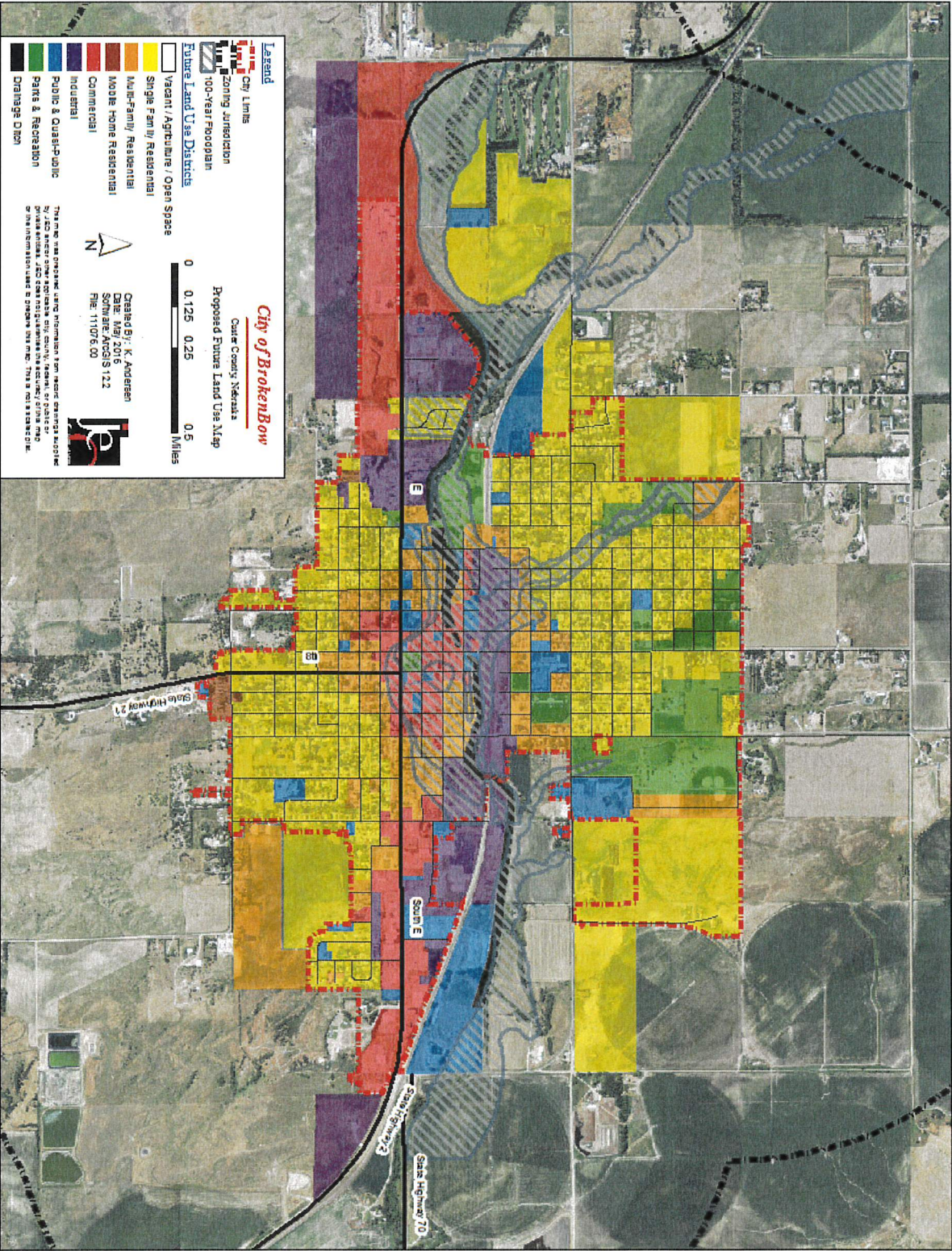
Multi-Family Residential

The Multi-Family Residential land use area is intended to accommodate denser residential development. This area would support attached multi-family units such as apartment complexes, townhomes, condominiums, and row-housing. The location of this area is intended to act as a buffer between more intensive commercial uses and lower density residential uses. This density can be found throughout the community, and is intended to be placed with high access to transportation corridors.

Mobile Home Residential

The Mobile Home Residential land use area is intended to accommodate factory-built, single-family structures exceeding the density of four units per acre. The location of this area is intended to be buffered from transportation corridors and conflicting land uses.

Map 6: Broken Bow Future Land Use Map



[section 4.5]

FUTURE TRANSPORTATION PLAN

Transportation Relationship to Land Uses

The ability of a community to grow is entirely dependent on its ability to serve land uses with infrastructure and community facilities. Transportation infrastructure is vital to the circulation of traffic to, from, and between land uses. The connectivity of land uses allows for the efficient movement of goods and workforce.

Commercial uses and activities are most sensitive to accessibility since their survival often depends upon the ease with which potential customers can access their location. The availability of convenient parking is also a concern of potential customers. Therefore, commercial land uses are generally located along transportation corridors, key intersections, and clustered within a business district. Clustering commercial uses is an advantage, allowing for traffic control, shared parking, and pedestrian connectivity.

Residential uses are very sensitive to traffic patterns. Commercial and industrial traffic should not travel through residential areas in order to access their destination. In residential areas speeds are slower and roads are typically narrower to encourage safer driving habits. Pedestrian safety is a priority when planning transportation routes through residential areas.

Industrial uses are highly dependent on transportation access. While visibility is not as critical for an industrial business, such uses often need access to more specialized transportation facilities such as railroad lines, highways, and reinforced roadways built for heavy truck traffic.

Public uses, such as city offices and parks, also require efficient and clear access routes. The public should be able to locate and utilize public services and facilities without difficulty. Facilities such as schools, community centers, and regional parks may generate significant traffic loads, especially during events, and need to be located near arterial streets. Trail and pedestrian accessibility to these public uses is also very important and trails should be designed to connect such uses to residential areas of the community.

The Future Transportation Plan is the collective result of the intentions and predictions of where Broken Bow will develop and the corresponding areas for public investment. The Future Land Use is the basis for developing the future transportation network in and around Broken Bow.

Future Street Classifications

Streets are classified based upon the function they serve. All urban streets fall within one of four classifications. Utilizing street classifications allows a community to examine their transportation system and identify weaknesses. Using a hierarchical classification system, street facilities and improvements can be planned to address existing and future transportation needs as well as influence land use patterns. As an alternative transportation option, trails are also identified within the Proposed Transportation Plan.

Highway Arterial Classification

Highway Arterial classified streets permit traffic flow through urban areas and between major destinations. Generally planned and maintained by the Nebraska Department of Roads, highway arterials are regulated outside of the city's jurisdiction. This can limit access and activity within the Right-of-Way, typically larger than most urban arterial streets. Highway arterials are characterized by heavy traffic volumes.

Broken Bow's Highway Arterials

- Highway 2 running east/west throughout the Broken Bow jurisdiction
- Highway 21 from Highway 2 running south through the Broken Bow jurisdiction

Other Arterial Classification

This function class serves trips of moderate length and offers a lower level of mobility than a highway arterial. This class of street interconnects with and augments highway arterials, distributes traffic to smaller areas, and contains streets that place emphasis on land access. These streets/roads are characterized by moderate to heavy traffic volumes.

Broken Bow's Other (Local) Arterial Streets

- Memorial Drive running east/west from Highway 2 to North 5th Avenue
- North 10th Avenue running north from Highway 2 to Memorial Drive
- North 5th Avenue running north from Highway 2 through the Broken Bow jurisdiction

Collector Street Classification

Collector streets serve as a link between local streets and the arterial system. Collectors provide both access and traffic circulation within residential, commercial, and industrial areas. Collector streets provide more direct routes through neighborhoods for use by transit, pedestrians, and cyclists. Moderate to low traffic volumes are characteristic of these streets.

Broken Bow's Collector Streets

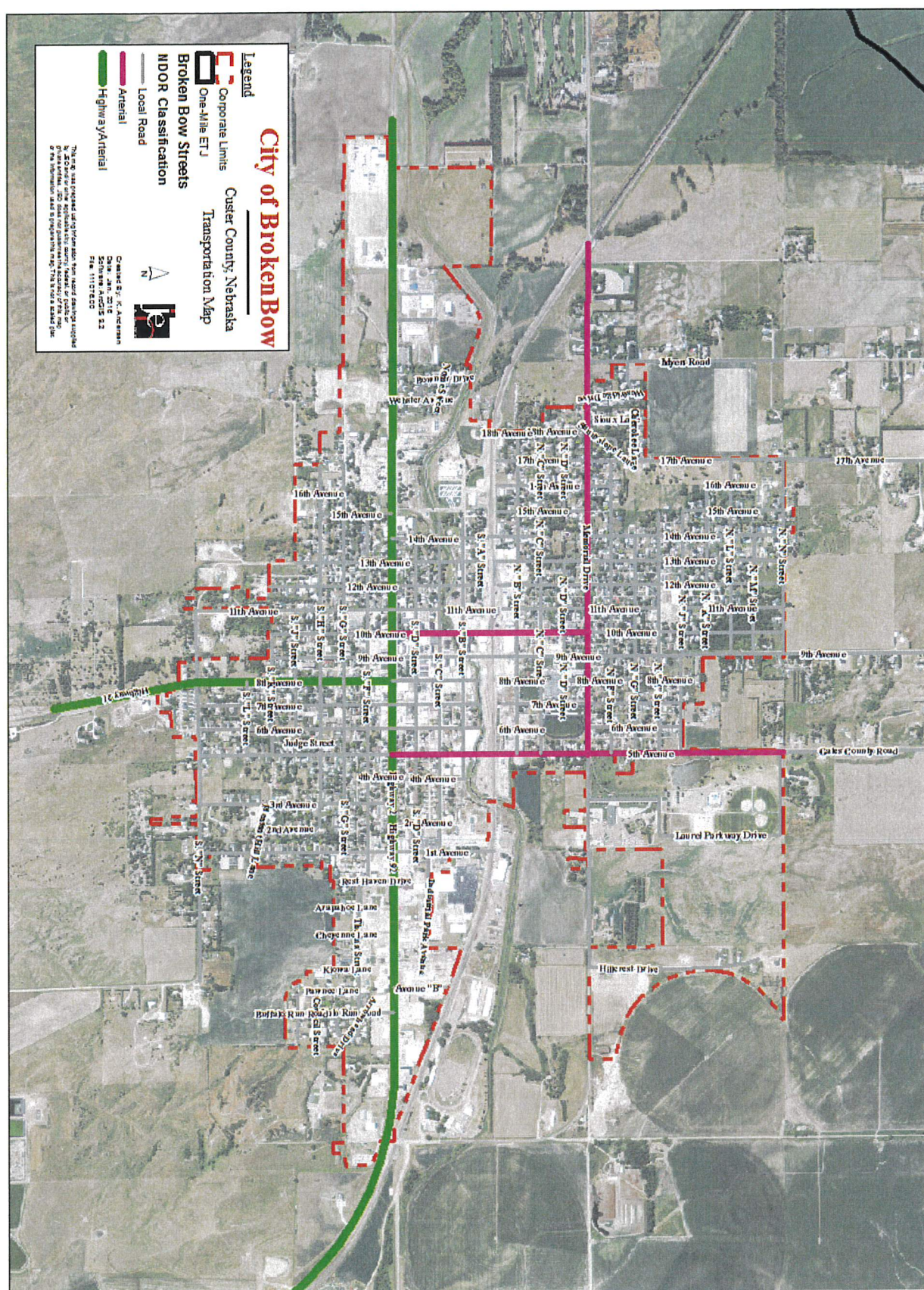
- Ryno Road running west from Highway 2 through the Broken Bow jurisdiction

Local Street Classification

Local streets are composed of all lower order facilities that essentially serve as a conduit between abutting properties and higher order streets. Local streets provide the lowest level of mobility in terms of vehicular speeds, and generally exhibit the lowest traffic volumes.

Local Right-of-Way Considerations

As Broken Bow develops and grows, it will be important to plan for the necessary street improvements to support the development. To facilitate these street improvements, the appropriate right-of-way will need to be acquired. Right-of-way will be obtained through purchase, either outright or through condemnation. However, when land subdivision projects are proposed along routes identified for future improvement, the city can require the dedication of the right-of-way necessary to support the improvement.



The required right-of-way width will vary according to the classification of street being developed or improved, the nature of any public utilities that will share the right-of-way with the street and any sidewalk and trail requirements along the corridor. Additional right-of-way may be needed for boulevards where landscaping is required or encouraged. Future right-of-way on proposed road classifications should be protected through corridor protection overlays and increased setbacks should be implemented to reduce potential conflicts.

Broken Bow's One- and Six-year Plans (2016-2021)

At the beginning of each year, the Nebraska Department of Roads (NDOR), municipalities, and counties must submit a one-and six-year transportation plan to the Board of Public Roads Classifications and Standards. This identifies the transportation projects to be completed within the following six years. The six-year transportation projects are intended to be completed within the following six years. The one-year transportation is created and budgeted for specific projects and procedures to be completed within that fiscal year. The long term projects also have specific intentions and procedures addressed but are subject to priority or budgeting changes. The long range plans help coordinate municipalities, counties, and NDOR, as stated in Nebraska Revised Statutes §39-2155 "based on priority of needs and calculated to contribute to the orderly development of an integrated statewide system of highways, roads, and streets."

Table 4: Future Arterial Streets

Number of Lanes	Right-of-Way Required
Three lanes (2+1)	120 feet
Four lanes	120 feet
Five lanes (4+1)	120 feet

The following standards are not identified by the State of Nebraska or Custer County, but shall be the standard for collector streets in Broken Bow:

Table 5: Future Collector Streets

Number of Lanes	Right-of-Way Required
Two lanes	66 feet to 80 feet
Three lanes (2+1)	80 feet to 100 feet

Air Service

The Broken Bow Municipal Airport was active in 1940. Located on Airport Road, approximately one mile north of Broken Bow, the airport consists of a 4,203 foot instrument approach, concrete runway. A self-serve fuel station is available. The airport averages approximately 30 aircraft operations per day. The airport is operated by the Broken Bow Airport Authority.

Railroad

Broken Bow is bisected by the Burlington Northern Santa Fe Railroad from west to east. As a commercial rail line, the railroad has potential economic development with the greatest point of access southeast of the community within its current jurisdiction.

Public Transit

The Broken Bow Handi Bus is a “dial-a-ride” type of public transportation that services the citizens of Broken Bow and surrounding communities. Access to the bus is available with a request to City Hall at 308-872-6609 and is utilized for medical visits, and/or personal errands. The Handi Bus is made available by federal grants and is available at no cost to area residents.

Set hours for the Handi Bus are:

Monday-Friday 8:00am to noon and 1:00pm to 5:00pm*

**last pickup at 4:30pm*

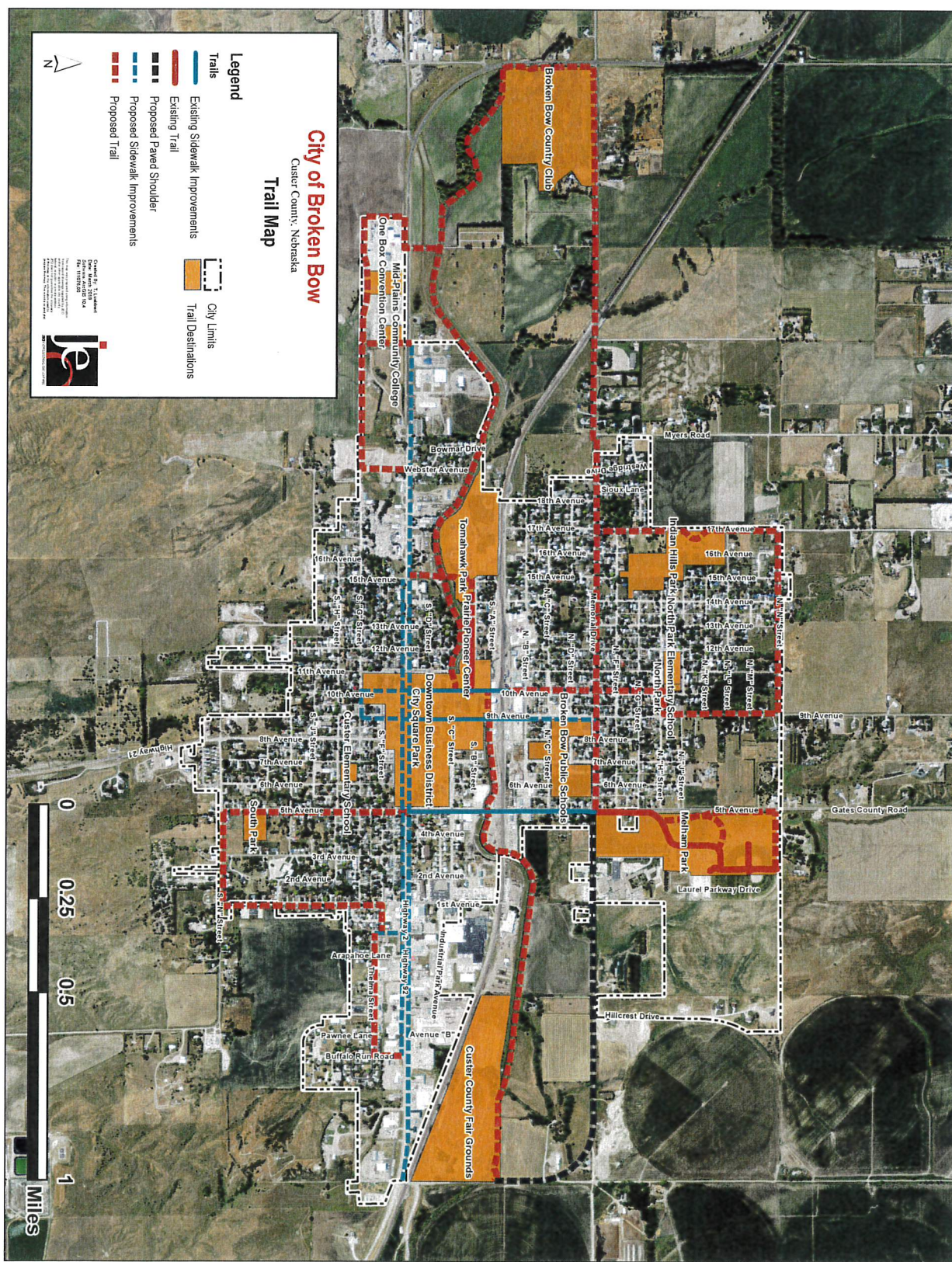
Trail Plan

Trails provide an alternative form of transportation and recreation as well as connections between parks and other amenities. The City of Broken Bow has recognized the need and importance of providing trails within the community. As walkers, joggers, and/or bicyclists, Broken Bow residents are placing an increasing value on the ability to utilize a future trail system in their community whether for scenery, exercise, getting safely from one place to another, or simply having the ability to recreate outdoors on a dedicated linear park facility. Broken Bow has many recreational opportunities for all age segments of the community's population, but many are not safely accessible to pedestrians or cyclists. One way to connect parks, schools, and community destinations is to develop a comprehensive trail system.

There are specific points of interest within and adjacent to Broken Bow that will benefit from trail connections. Such a trail system will provide alternative transportation routes and short and long recreational outings for both pleasure and exercise. The Broken Bow Proposed Trail Map (Map 8) has identified proposed routes for a looping trail system in and around the community. The trail layout is conceptual, and final location and configuration will be based on lot configuration, topography, land purchase and agreements, cost, and other factors.

In review of existing facilities, the only current trails are within Melham Park, supplemented only by existing sidewalks within street right-of-ways. There are also no current easements or outlots in place for trail development. Future trail development will likely occur within street/road rights-of-way, on public lands, or on private lands through property acquisition, dedication, or use of easements.

Map 8: Broken Bow Proposed Trail Map



In analyzing the topography and built environment in and around Broken Bow, several obstacles or challenges for trail development will be Muddy Creek, the railroad, and Highway 2 and 21. Although Muddy Creek does create an obstacle in some places, it is also an opportunity to provide an east-west connection through the community. The active railroad can only be crossed at at-grade crossings so this limits the number of north-south trail routes through the city. Highway crossings should be done at intersections where traffic can be slowed or stopped and trails along the highway shall be separated from the pavement as much as possible.

Trail Alignment and Design Features

- The trail alignment will follow state, county, and municipal roads; public land; and along lot parcel lines of privately owned property via future dedicated easements.
- A system of eight- to ten-foot wide trail with crushed limestone or concrete surface and soft shoulder will accommodate a wide variety of non-motorized uses including pedestrian, recreational, fitness-minded, commuting bicyclists, and others.
- Environmentally-sensitive design will respect existing environmentally sensitive landscapes, provide positive drainage, use native plants, and enhance degraded natural resources.
- Development of multiple trail heads, connection to at least 14 different destinations, and the intersection of various roads and streets will provide many access points for local and regional users.
- The trail alignment is designed so that almost every residence within city limits is within four blocks or less from a trail connection.
- The trails will provide a connection to community facilities including city parks, the community college, public schools, the downtown business district, the convention center, other recreational or public facilities, and residential developments.
- Directional, mileage marker, and regulatory signage should be implemented to help orient trail users and inform them about trail guidelines, distances, and location.
- Safety and security features should include delineation between trail and adjacent neighbors (i.e. vegetative screens/buffers or fencing).
- Trail amenities should include benches, kiosks, and garbage cans.
- Community involvement in trail management and crime prevention should be encouraged.

[section 4.6]

SPECIAL PROJECTS

Muddy Creek Improvements

A variety of public comments related to trails development in the Envision Broken Bow process. Improvements to the Muddy Creek channel bisecting the community also resounded due to the prevalence of the corresponding floodplain. Flood and infrastructure improvements along the Muddy Creek corridor provide an opportunity to address multiple community needs with a series of planned and phased improvements in the area.

The Antelope Valley Project in Lincoln, NE was cited as an example of a comprehensive improvement process that can vastly improve flood control infrastructure while providing a tremendous recreational asset for a community. The Antelope Valley Project was a comprehensive set of improvements to a waterway that resulted in flood control improvements, transportation improvements, economic development, and recreation improvements to an area on the eastern periphery of downtown Lincoln.

By coordinating the civic vision for the area with the missions of the Lower Platte South Natural Resource District, University of Nebraska – Lincoln, the project was funded through a series of federal and state grants, donations, business investors, tax increment financing and other civic investments. Now the area consists of a creek for stormwater management, trails, parks, civic spaces, and business frontage.

As Broken Bow continues to facilitate investment downtown, the opportunity to protect those investments with flood control measures should be explored. Flood control infrastructure can alleviate the 100-year floodplain that covers a significant portion of downtown Broken Bow, and the community as a whole. In doing so, the community would have an opportunity to further connect downtown and the community core with trails along the Muddy Creek corridor.

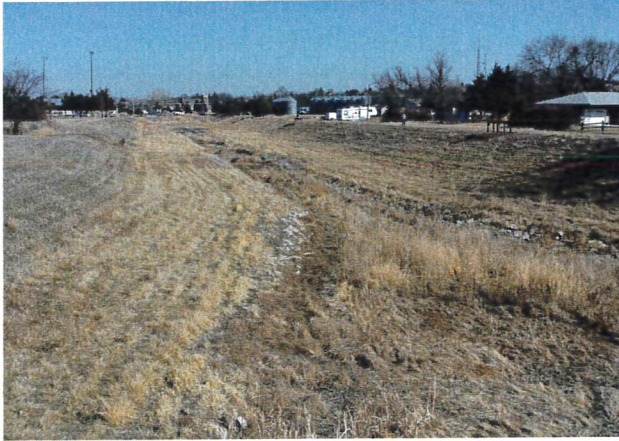
Figure 27: Muddy Creek Corridor Design Concept



This image was created by UNL Landscape Architecture student Blair Brown as part of a project in 2013.

Figure 28: Muddy Creek Existing Conditions and Proposed Design Concepts

Existing Conditions



Proposed Design Concept



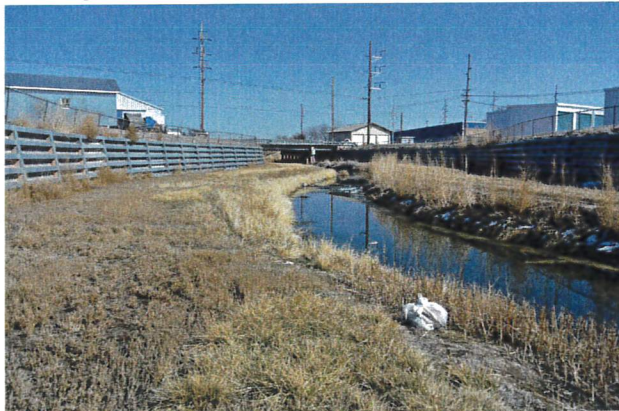
Existing Conditions



Proposed Design Concept



Existing Conditions



Proposed Design Concept



These images and designs were created by UNL Landscape Architecture student Blair Brown as part of a project in 2013.

[section 4.7]

GENERAL COMMUNITY GOALS

The first step in developing the framework for implementing this plan was the creation of general community goals. The Citizen Advisory Committee established these broad-based goals to structure the strategic plan and guide growth of the community. These general goals were developed with the results stemmed from the input of the community in the Envision Broken Bow participatory process.

A goal is a broad statement with various aspects of community development. A goal indicates the state or condition that the citizens of the community wish to attain over a period of time, typically several years to a decade.

Once a set of community goals are developed, they are intended to provide the basis for formulating local policies to be applied in the administrative and governing process by the City Council, local government departments, the Planning Commission, and other boards and commissions representing the City of Broken Bow. Accordingly, the goals and policies presented herein shall provide the framework upon which the remaining elements of the Comprehensive Plan are developed.

The primary aspects of community development which are dealt with in this planning effort and those which are best approached on the basis of the Broken Bow Comprehensive Plan are the framework for the structure of Comprehensive Goals.

The following represents the general community goals:

1. Establish community initiatives supportive of population growth, improved economic conditions, and a positive community image for the Broken Bow citizenry.
2. Adopt a land use plan capable of fulfilling the residential, recreational, social, shopping, and employment needs of the Broken Bow community in the future.
3. Adopt a land use plan supportive of redevelopment efforts in Broken Bow.
4. Provide all Broken Bow residents with access to a variety of safe, affordable, and sanitary housing types.
5. Coordinate housing programs with economic development efforts and available and private funding sources.
6. Maintain and improve the existing public facilities and utilities in Broken Bow and develop, as needed, new facilities and services to reflect the community's needs and demands.
7. Provide an efficient transportation system throughout Broken Bow for the safe and efficient movement of people, goods, and services
8. Maintain a current and modern comprehensive plan and regulatory ordinances.

Policies give more detail and describe the actions needed to achieve the desired goal of the community. Policies are part of the value system linking goals with action and define the broader goals with more actionable or quantitative descriptions. The adopted policies synthesize the information from the existing profile of the community and the public input from the visioning component of this comprehensive plan. Policies are a means to achieving the goals established by the community and they imply a clear commitment to the city's future development.

GOAL 1

Establish community initiatives supportive of population growth, improved economic conditions, and a positive community image for the Broken Bow citizenry.

Policy 1.1: Housing and economic development opportunities should be based on a desired growth rate of approximately 1.7% annually. This rate of growth will result in a population of 5,000 in Broken Bow by the 2036, or the 20-year planning period of this Comprehensive Plan.

Policy 1.2: The historic town square will be recognized as the center of commercial and social activity in Broken Bow and will be the prioritized district for economic investment.

Policy 1.3: Within the historical downtown, Broken Bow shall create design standards for structures and signage.

Policy 1.4: Community aesthetic improvements are vital to convey the quality of life and economic opportunities available in Broken Bow.

Policy 1.5: Attractive residential neighborhoods are imperative to workforce attraction and economic development in Broken Bow.

GOAL 2

Adopt a land use plan capable of fulfilling the residential, recreational, social, shopping, and employment needs of the Broken Bow community in the future.

Policy 2.1: Development should take place in an orderly fashion, take advantage of existing urban services and avoid, to the extent possible, patterns of leapfrog, noncontiguous, or scattered development.

Policy 2.2: Broken Bow will collaborate with public and private concerns to preserve the 100-year floodplain, areas prone to inundation by storm water, and natural drainage ways, in order to protect the community's ability to appropriately disperse storm water runoff and flood hazards.

Policy 2.3: Broken Bow will prioritize the development of recreational opportunities that enhance local environmental amenities and provide citizens with opportunities to interact with the natural environment.

Policy 2.4: Access to appropriate parkland, recreation, and open space facilities that meet the diverse needs of Broken Bow citizens shall be a priority in enhancing the quality of life in Broken Bow.

Policy 2.5: Park land shall be dedicated in each development, or park fees established for developments in lieu of dedicated space.

Policy 2.6: Acreage developments should be directed to areas outside of future urban growth areas in order to minimize conflicts between urban and rural uses.

Policy 2.7: Economic diversification shall guide economic development efforts and investment.

GOAL 3

Adopt a land use plan supportive of redevelopment efforts in Broken Bow

Policy 3.1: The Mud Creek watershed and corresponding floodplain is a hazard and economic detriment to downtown Broken Bow. Efforts for floodplain mitigation should be matched with beautification efforts to create a unique recreational amenity through the core of Broken Bow.

Policy 3.2: A community land bank shall be created to acquire and redevelopment vacant and underutilized lots in Broken Bow.

Policy 3.3: The quality of existing neighborhoods and defined districts within the community should be strengthened by utilizing revitalization efforts.

Policy 3.4: Residential areas should be designed with a pedestrian orientation. Sidewalks should be provided on both sides of the streets, or in alternative locations as allowed through design standards.

Policy 3.5: Land use regulations shall be designed to accommodate density maximum utilization of residential lots in the community core.

GOAL 4

Provide all Broken Bow residents with access to a variety of safe, affordable, and sanitary housing types.

Policy 4.1: Broken Bow will encourage the development of a diverse housing typology and residential densities to provide housing opportunities for a variety of socioeconomic groups.

Policy 4.2: The housing needs of the elderly and disabled should be addressed in a way that allows aging residents to remain in Broken Bow. Such housing opportunities shall be located where compatible with adjacent residential neighborhoods.

Policy 4.3: The upkeep and maintenance of residential property is a public priority that shall be enforced by ordinance.

GOAL 5

Coordinate housing programs with economic development efforts and available and private funding sources

Policy 5.1: Workforce development and housing opportunity is imperative for economic development in Broken Bow.

GOAL 6

Maintain and improve the existing public facilities and utilities in Broken Bow and develop, as needed, new facilities and services to reflect the community's needs and demands.

Policy 6.1: Public buildings and structures shall be well-constructed, functional, and designed to blend attractively within the context of surrounding development.

Policy 6.2: Projects accessing underground utility infrastructure shall be coordinated to provide opportunity for updating/upgrading existing infrastructure and provide access and service opportunity for new utilities.

Policy 6.3: Infrastructure shall be built to a size and capacity that will serve the full development potential of the served area.

Policy 6.4: Opportunities to co-locate community facilities should be sought to maximize efficiencies in service provision and reduce capital and operating costs.

Policy 6.5: Public safety and emergency response facilities shall be modern with adequate capacity to provide maximum response time and quality of service.

GOAL 7

Provide an efficient transportation system throughout Broken Bow for the safe and efficient movement of people, goods, and services

Policy 7.1: Streets should interconnect neighborhoods with limited dead-end and cul-de-sac streets to encourage walkability, and reducing the number of automobile trips.

Policy 7.2: The development of a local trail system is a means to provide alternative local transportation options for Broken Bow citizens.

Policy 7.3: The BNSF rail line is a vital economic opportunity for Broken Bow.

GOAL 8

Maintain a current and modern comprehensive plan and regulatory ordinances.

Policy 8.1: The Comprehensive Plan shall be reviewed annually for necessary updates and should be reviewed in detail every five to ten years for significant updates.

Policy 8.3: Zoning and subdivision regulations shall be developed and amended to continually support and expand on the policies of this plan.

Policy 8.3: Zoning and Subdivision regulations shall be reviewed annually to reflect the regulations necessary to facilitate the appropriate level of land use control for Broken Bow.



5

Implement BROKEN BOW

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5

Implement BROKEN BOW

[section 5.1]

INTRODUCTION

Implementation refers to the objectives, policies, and actions that have been identified to carry out the vision of this comprehensive plan update. It includes actions designed to improve the long-range planning process, strengthen links between the plan and capital improvement budgeting, establish a process reporting system to monitor the progress and schedule for updating, and amending the plan in the future.

[section 5.2]

VISION IMPLEMENTATION PLAN

The success of this plan is contingent on the implementation of the goals and objectives identified through public participation, stakeholder, and political input. The role of the Planning Commission is to ensure the orderly growth of the community by adherence to the Comprehensive Plan. It is up to the stakeholders in the community to champion the projects envisioned in the plan and make them a reality.

Projects for implementation over the course of this Comprehensive Plan are taken from the overarching goals identified in the Achieve section of this document. These projects, when implemented, signify progress towards the completion of goals and policies established in the planning process. These goal categories include:

- Community Image
- Land Use Development
- Housing
- Public Facilities
- Infrastructure and Transportation
- Plan Maintenance and Implementation

Community Image

COMMUNITY IMAGE PROJECT 1

Establish and enforce a rental housing code and inspection program to regulate the upkeep and maintenance of Broken Bow's housing stock.

OBJECTIVE #1: TO ASSESS THE NEED FOR RENTAL HOUSING CODE AND INSPECTION PROGRAM.

- Action Step #1: Establish a Broken Bow Rental Housing Code and Inspection Program (RHCIP) Committee.
- Action Step #2: Consider other RHCIP currently being implemented throughout the state of Nebraska to determine what rental housing codes are being used, program effectiveness, fee structure, licensure requirements, and inspection options.
- Action Step #3: Identify the overall goals, outcomes, and implementation guidelines for the RHCIP. Identify the pros and cons of implementing such a program, from a municipal and rental property-owner perspective.
- Action Step #4: Meet with landlords and rental property-managers to discuss the proposed RHCIP and solicit their interest in participating in the program.
- Action Step #5: Meet with rental tenant to discuss their thoughts on the proposed RHCIP.
- Action Step #6: Incorporate public comment into the final Broken Bow RHCIP goals, outcomes, and implementation guidelines.
- Action Step #7: Identify and quantify the needs (personnel and equipment costs) of implementing the RHCIP.
- Action Step #8: Present the RHCIP findings to the Broken Bow City Council.

OBJECTIVE #2: TO AUTHORIZE THE BROKEN BOW RHCIP.

- Action Step #1: Maintain the Broken Bow RHCIP Committee to oversee the ongoing implementation program and to receive complaints.
- Action Step #2: Use local personnel hiring practices to hire a qualified Rental Housing Code Inspector to oversee the daily/regular implementation of the program.
- Action Step #3: Create fair and reasonable RHCIP Program Guidelines.
- Action Step #4: Determine if participation in the RHCIP will be made mandatory or voluntary.
- Action Step #5: Create and adopt codes for rental property-managers participating in the RHCIP.
- Action Step #6: Establish licensure requirements for participation in the program.
- Action Step #7: Develop an Application for Rental Property Licensure.
- Action Step #7: Establish a checklist of items that will be inspected by the RHCIP Inspector.
- Action Step #8: Determine the frequency in which these items will be inspected. Consider the potential effectiveness of Self-Certification Inspections by RHCIP licensed landlords/rental property-managers, and random inspections of Self-Certified.
- Action Step #9: Create procedures/form for receiving tenant complaint about safety and welfare code violations in/on residential rental properties.
- Action Step #10: Establish a RHCIP fee schedule that will generate the revenue to support

the needs of the program.

Action Step #11: Determine the policies for habitual violators of the RHCIP (fines, corrective actions, debarment, etc.).

Action Step #12: City Council adoption of Rental Housing Codes and RHCIP Program Guidelines via Ordinance.

OBJECTIVE #3: SOLICIT PARTICIPATION IN THE PROGRAM FROM LANDLORDS AND RENTAL PROPERTY-MANAGERS OF BROKEN BOW.

Action Step #1: Advertise participation in the RHCIP.

Action Step #2: Accept Application from landlords/rental property-managers for participation in the RHCIP.

Action Step #3: Establish an inspection date for the property inspections.

OBJECTIVE #4: CONDUCT RHCIP INSPECTION AND CREATE A PUBLIC LIST OF "LICENSED RENTAL HOUSING PROPERTIES" IN BROKEN BOW.

Action Step #1: Conduct housing quality inspection on these rental properties, pursuant to the RHCIP checklist. Inspect structural, mechanical, electrical, plumbing, and energy efficiency of housing units.

Action Step #2: Determine housing deficiencies, utilizing Broken Bow Rental Housing Codes.

Action Step #3: Qualify unsafe conditions that exist on the property (e.g., inoperable automobiles, appliances, machinery, unsightly debris).

Action Step #4: Use Certified Mail to notify landlord/rental property-managers of items to be corrected to be "in good standing" with the RHCIP.

Action Step #5: Create a public list of rental properties in Broken Bow that are certified inspected.

Responsible Groups/Agencies

Broken Bow City Council, City Staff, Broken Bow Rental Housing Code and Inspection Program (RHCIP) Committee, Broken Bow Building Inspector, Broken Bow Landlords and Rental Property Managers, Broken Bow Tenants, Broken Bow Planning Commission, Broken Bow Real Estate Professionals, and Local Media Outlets.

Potential Resources

RHCIP Fees Schedule, Nebraska Investment Finance Authority, City Funds, and Private Investments made by Broken Bow Landlords and Rental Property Managers.

Land Use Development

LAND USE DEVELOPMENT PROJECT 1

Explore flood control measures coordinated with functional and aesthetic improvements to the Mud Creek corridor

COMMUNITY IMAGE PROJECT 2

Invest in structural and aesthetic improvements to the Mud Creek Corridor to reduce floodplain prevalence throughout Broken Bow.

OBJECTIVE #1: TO CREATE A PROJECT MANAGEMENT COMMITTEE TO OVERSEE THE MUD CREEK CORRIDOR IMPROVEMENT PROJECT.

- Action Step #1: Establish a Mud Creek Corridor Evaluation Study Management Committee. Members should represent the City, local residents, affected property-owners, Custer County, Lower Loup Natural Resources District and the U.S. Army Corps of Engineers.
- Action Step #2: Procure the services of a Professional Engineer that specializes in water resources planning and design.
- Action Step #3: Gather and review all available information including existing storm sewer system data, historic maps, relevant previous studies, survey information, and other pertinent records.

OBJECTIVE #2: TO IDENTIFY STRUCTURAL AND NON-STRUCTURAL IMPROVEMENTS TO THE MUD CREEK CORRIDOR.

- Action Step #1: Meet with Management Committee to review the scope and expectations of the Mud Creek Corridor Feasibility Study.
- Action Step #2: Issue a Notice to Proceed to the Professional Engineer to begin services.
- Action Step #3: Conduct the field work to prepare the feasibility study.
- Action Step #4: Identify conceptual improvements (structural and non-structural), preliminary estimate of quantities, probable opinion of cost and potential funding sources to improve the functional and aesthetic utility of the Corridor.
- Action Step #5: Consider the permit implications of each alternative.
- Action Step #6: Consider parcel level mitigation for flood reduction.
- Action Step #7: Review the preliminary Study with the City, local residents, affected property-owners, Custer County, Lower Loup Natural Resources District and the U.S. Army Corps of Engineers. The meeting could be conducted as an open house with residents invited for input and comments or during a regular City Council Meeting.
- Action Step #8: Based upon input and comments received from stakeholders revise the evaluation report and prepare the final report.
- Action Step #9: Develop a Cost-Benefit Ratio on all selected alternatives.
- Action Step #10: Select a course of action.

OBJECTIVE #3: TO DETERMINE PROJECT PARTNERS' INTEREST AND FINANCIAL CAPACITY TO UNDERTAKE THE MUD CREEK CORRIDOR IMPROVEMENT PROJECT.

- Action Step #1: Determine each partners' proportional share of project costs.
- Action Step #2: Identify local, state and federal resources (grants, loan, and statutorily-authorized programs) that may be available for improvements to Mud Creek Corridor.

- Action Step #3: Program the City's share of the project into the municipal budget and capital Improvements Plan.
- Action Step #4: Maximize project impact by leveraging local funds with outside resources and statutorily-authorized programs.
- Action Step #5: Secure appropriate financing to construct project improvements.

OBJECTIVE #4: CONSTRUCTION THE MUD CREEK CORRIDOR IMPROVEMENTS.

- Action Step #1: Continue ongoing political/public support for the project.
- Action Step #2: Package the funding required to implement the project.
- Action Step #3: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
- Action Step #4: Undertake construction related activities.
- Action Step #5: Complete construction and project close-out.

Responsible Groups/Agencies

Broken Bow City Council, Property-Owners, Local Business-Owners, Custer County, Lower Loup Natural Resources District, and the U.S. Army Corps of Engineers.

Potential Resources

City Funds, Municipal Bonds, Special Assessments, Local Option Sales Tax, Joint Public Agency Act, Lower Loup Natural Resources District Cost-Share Program, Federal Emergency Management Agency's Pre-Disaster Mitigation Program, and U.S. Army Corps of Engineers Programs.

Public Facilities

PUBLIC FACILITIES PROJECT 1

Develop more trails in Broken Bow and connect them to regional trails and parks.

OBJECTIVE #1: DETERMINE THE NEED FOR TRAIL DEVELOPMENT THAT CONNECTS BROKEN BOW TO REGIONAL TRAILS, PARKS, AND OTHER SURROUNDING POINTS OF INTEREST.

- Action Step #1: Evaluate the existing regional trail system and demands for development.
- Action Step #2: Review the City's Comprehensive Development Plan to identify future trail connections.
- Action Step #3: Develop a sidewalk plan to determine which pedestrian ways should be widened to trail standards.

OBJECTIVE #2: INCORPORATE TRAILS INTO FUTURE LAND DEVELOPMENT.

- Action Step #1: Work with developers to assure trails are programmed into their

development as indicated in the Comprehensive Plan and Subdivision Regulations.

Action Step #2: Require dedication of land for trails through the administration of the City's Subdivision Regulations and Subdivision Agreements.

Action Step #3: Dedicate necessary rights-of-way or easements for trails.

OBJECTIVE #3: DEVELOP A LONG-RANGE TRAILS MASTER PLAN FOR THE DEVELOPMENT/CONNECTIVITY OF REGIONAL TRAILS AND PARKS.

Action Step #1: Engage the services of a Professional Engineer to facilitate and design the future trails system in Broken Bow.

Action Step #2: Hold an informational meeting on the future trail system of Broken Bow and the surrounding area

Action Step #3: Solicit political/public support for trail development.

Action Step #4: Develop a trails map to facilitate the interconnection of community and regional assets.

Action Step #5: Develop a trails map to facilitate the interconnection of regional and statewide trail networks.

Action Step #6: Prioritize the implementation of trail development.

Action Step #7: Prepare opinion of costs for the phased development of the future trails system.

OBJECTIVE #4: DESIGN OF MULTI-USE TRAILS CONNECTING BROKEN BOW TO REGIONAL TRAILS, PARKS AND SURROUNDING POINTS OF INTERESTS.

Action Step #1: Develop preliminary design plans for new or expanded trails.

Action Step #2: Solicit political and public support for trail development.

Action Step #3: Hold an informational meeting on Trails Master Plan.

Action Step #4: Acquire necessary rights-of-way or easements for trails.

Action Step #5: Prepare plans and specifications for trail project.

Action Step #6: Finalize plans and specifications.

Action Step #7: Programming of public funds for the construction of the project.

OBJECTIVE #5: IMPLEMENT CONSTRUCTION OF MULTI-USE TRAILS.

Action Step #1: Continue ongoing political/public support for the trail development.

Action Step #2: Pursue available resources that are available for trails development.

Action Step #3: Conduct an environmental review process, as required by the project's funding agencies.

Action Step #4: Secure necessary permits/approvals.

Action Step #5: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.

Action Step #6: Undertake construction related activities.

Action Step #7: Complete construction.

Responsible Groups/Agencies

Broken Bow City Council, Broken Bow Planning Commission, Broken Bow Park and Recreation Board, Residents, Broken Bow Property-Owners, Civic Organizations, Hike/Bike Trail Users, Broken Bow Public Schools, Local Businesses, and Lower Loup Natural Resources.

Potential Resources

Local monies, Local Option Sales Tax, Private Donations/Foundations, Special Assessments, Volunteer Efforts, Community Development Assistance Act (CDAA), Nebraska Recreational Trails Program, Transportation Alternatives, and Land and Water Conservation Program.

Public Safety

PUBLIC SAFETY PROJECT 1

Invest in a communications system upgrade for all emergency services.

OBJECTIVE #1: TO DEVELOP A BROKEN BOW PUBLIC SAFETY COMMUNICATION SYSTEMS MODERNIZATION PLAN.

- Action Step #1: Establish a Broken Bow Public Safety Communications Systems Modernization Committee to oversee needed upgrades to the communication systems.
- Action Step #2: Conduct a thorough inventory of the existing equipment, technology applications, and architecture supporting public safety communications and related functions.
- Action Step #3: Examine local and regional interoperability partners, issues affecting interoperability, and the city's current infrastructure.
- Action Step #4: Interview emergency services personnel to determine deficiencies within the existing communication systems and expectations for future upgrades.
- Action Step #5: Discuss future strategies and next step.

OBJECTIVE #2: TO CONSIDER VIABLE OPTIONS TO MEET THE EXISTING AND FUTURE COMMUNICATION NEEDS OF EMERGENCY SERVICE PROVIDERS IN BROKEN BOW.

- Action Step #1: Hire a Professional Communications Consultant with cutting-edge proficiency in developing Emergency Services Communication Systems.
- Action Step #2: Review the Broken Bow Public Safety Communication Systems Modernization Plan with the Consultant.
- Action Step #3: Quantify and qualify the communication system needs of Broken Bow Emergency Service providers with the Consultant.
- Action Step #4: Standardize efforts related to telecommunication and information technology interoperability.
- Action Step #5: Charge the Consultant with developing a proposal for the city,

including necessary equipment, technology applications, expandability, and architecture supporting communication system.

- Action Step #6: Review and make changes, as necessary.
- Action Step #7: Consider the life-cycle cost of the various communication components.
- Action Step #8: Consider the impact of communication systems continuity if upgrades are made in a phased manner.
- Action Step #9: Consider the communication system's compatibility local and regional partners.
- Action Step #10: Review and select most viable option for the city.
- Action Step #11: Review the timeframe for upgrades to the communication systems.
- Action Step #12: Review the cost to upgrade communication systems and financing options available to the city.

OBJECTIVE #3: TO DETERMINE THE CITY'S FISCAL CAPACITY TO FINANCE COMMUNICATION SYSTEM UPGRADES IN BROKEN BOW.

- Action Step #1: Consider and decide the feasibility of leasing or purchasing the communication equipment and infrastructure systems.
- Action Step #2: Identify the expenditure/schedule for upgrades to the communication system, whether phased or all at once.
- Action Step #3: Incorporate "Modernization of Broken Bow Public Safety Communication Systems" into the municipal budget request or program the expenditure into the City's Capital Improvement Plan.
- Action Step #4: Invite local and regional partners to participate in a "share purchasing" for new communication equipment and infrastructure.
- Action Step #5: Purchase and install the new equipment, technology applications, and architecture supporting public safety communications and related functions.
- Action Step #6: Train and provide ongoing support to Broken Bow emergency service providers on the new equipment/system to ensure interoperability and communication continuity.

Responsible Groups/Agencies

Broken Bow City Council, City Staff, Broken Bow Planning Commission, Local and Regional Emergency Service Partners, and Broken Bow Public Safety Communications Systems Modernization Committee.

Potential Resources

Municipal Bonds, Local monies, Local Option Sales Tax, Joint Public Agency Act, Capital Improvement Planning, Private Donations/Foundations, Nebraska Public Safety Communication System Revolving Fund, Public Safety Bonds, Lease-Purchase Agreement, Interlocal Cooperation Act, USDA Rural Development - Broadband Initiatives Program (BIP) Programs, Community Connect Grant Program, Community Facility Loan Program, U.S. Department of Homeland Security - Citizen Corps Program (CCP), Emergency Management Performance Grant (EMPG), Emergency Management Performance Grants Supplemental (EMPG supplemental),

Emergency Operations Center (EOC) Grant Program, Interoperable Emergency Communications Grant Program (IECGP), DHS Long-Range Broad Agency Announcement (Long-Range BAA), U.S. Department of Commerce - Broadband Technology Opportunities Program (BTOP), Public Safety Interoperable Communications (PSIC) Grant Program, U.S. Department of Justice - Community Oriented Policing Services (COPS) Technology Grant Program, Edward Byrne Memorial Justice Assistance Grant (JAG), U.S. Department of Transportation - E911 Grant Program, U.S. Department of the Interior - Rural Fire Assistance Outreach (RFA)

Infrastructure and Transportation

INFRASTRUCTURE AND TRANSPORTATION PROJECT 1

Explore the viability of a north/south railroad viaduct that does not sacrifice other north/south connections throughout the community.

OBJECTIVE #1: EVALUATE THE NEED FOR THE EVENTUAL DEVELOPMENT OF A NEW, ELEVATED VIADUCT TO ALLEVIATE INTERMODAL ENCOUNTERS IN BROKEN BOW.

- Action Step #1: Procure the services of a Professional Engineer that specializes in viaduct feasibility planning and design.
- Action Step #2: Conduct a feasibility study to determine the physical need for an elevated viaduct for the City of Broken Bow.
- Action Step #3: Review traffic flow patterns within Broken Bow to determine the most appropriate location for the elevated north-south Viaduct.
- Action Step #4: Evaluate traffic/pedestrians accidents and fatalities at all railroad crossings within the City.
- Action Step #5: Examine existing land uses surrounding potential sites to determine acquisition/easement/right-of-way requirements, ambient noise levels resulting from the future Viaduct, impact to traffic flow patterns, economic development potential, environmental justice and possible economic hardships to property-owners.
- Action Step #6: Consider the inclusion of a pedestrian/bicycle path along the elevated viaduct to mitigate pedestrian/train encounters.
- Action Step #7: Develop opinion of costs for the various viaduct alternatives.
- Action Step #8: Meet with Railroad officials to discuss the need for an elevated north-south viaduct in Broken Bow.
- Action Step #9: Hold a public hearing to discuss the north-south elevated viaduct with residents of Broken Bow. Discuss the need for project, potential location for the viaduct, and cost opinions for the various sites.
- Action Step #10: Select the most viable location for the viaduct.
- Action Step #11: Perform a cost-benefit analysis to determine the economic and environmental impact of the proposed viaduct.

OBJECTIVE #2: DESIGN OF ELEVATED NORTH-SOUTH VIADUCT.

- Action Step #1: Cooperate with Nebraska Department of Roads and railroad to develop a conceptual design for eventual construction of the elevated viaduct and pedestrian/bicycle path.
- Action Step #2: Identify land acquisition/easement/right-of-way needs.
- Action Step #3: Hold occasional public meetings to keep local stakeholders informed about progress, schedule, and changes in design.
- Action Step #4: Acquire necessary land, easements, and rights-of-way.
- Action Step #5: Develop preliminary design plans for elevated viaduct.
- Action Step #6: Refine cost opinions for the project.
- Action Step #7: Review the project and revised cost opinions with project partners (Nebraska Department of Roads, railroad, and residents) to gauge their interest in moving forward with the project.
- Action Step #8: Revise the preliminary design/cost opinion, as needed to maintain support from project partners.
- Action Step #9: Conduct an environmental review process to determine the project's potential impact on the local environment.
- Action Step #10: Address and mitigate any written objections received by regulatory agencies. Secure environmental clearance.
- Action Step #11: Prepare final plans and specifications for the viaduct.
- Action Step #12: Hold a public hearing to solicit public comment on the project viaduct.
- Action Step #13: Make necessary revisions and finalize plans and specifications.
- Action Step #14: Secure necessary permits/approvals.

OBJECTIVE #3: DETERMINE THE CITY'S FISCAL CAPACITY TO FINANCE THE ELEVATED NORTH-SOUTH VIADUCT.

- Action Step #1: Meet with the City's fiscal agent to determine the long-term debt capacity of the city.
- Action Step #2: Identify local, state and federal resources (grants, loan, and statutorily-authorized programs) that may be available for the construction of the viaduct.
- Action Step #3: Program the City's share of the project into the municipal budget and capital improvements Plan.
- Action Step #4: Maximize project impact by leveraging local funds with outside resources and statutorily-authorized programs.
- Action Step #5: Secure appropriate financing to construct the viaduct.

OBJECTIVE #4: CONSTRUCTION THE ELEVATED NORTH-SOUTH VIADUCT.

- Action Step #1: Continue ongoing political/public support for the viaduct.
- Action Step #2: Package the funding required to implement the viaduct.
- Action Step #3: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
- Action Step #4: Undertake construction related activities.

Action Step #5: Complete construction and project close-out.

Responsible Group/Agency

City of Broken Bow, Broken Bow Planning Commission, Broken Bow Residents, Custer County Economic Development Corporation, Broken Bow Chamber of Commerce, Broken Bow Community Redevelopment Authority, Railroad Transportation Safety District, Nebraska Department of Roads, Railroad Companies, Custer County, and U.S. Federal Highway Administration.

Potential Resources

Municipal Bonds, Broken Bow Capital Improvement Plan, Broken Bow General Fund, Local Option Sales Tax, County-Wide Sales Tax, Joint Public Agency Act, Business Cost-Share, Railroad Transportation Safety District Nebraska Interlocal Cooperation Act, Tax Increment Financing, Nebraska Department of Roads Programming and Comprehensive Public Safety Program for Highway-Rail Grade Crossing, Federal Highway Administration TIGER and FASTLANE Programs, and Federal-Aid Transportation Fund Purchase Sale Program (LB98).

INFRASTRUCTURE AND TRANSPORTATION PROJECT 2

Develop an alternate Truck Route to lessen traffic congestion, and to increase traffic safety.

OBJECTIVE #1: EVALUATE THE NEED FOR THE EVENTUAL DEVELOPMENT OF A TRUCK ROUTE TO ALLEVIATE TRUCK TRAFFIC IN THE DOWNTOWN AREA, PARTICULARLY AT THE INTERSECTION OF HIGHWAYS 21 & 92.

- Action Step #1: Procure the services of a professional engineer that specializes in transportation planning and design.
- Action Step #2: Conduct a Truck Route Study to evaluate the existing road system and demands for expansion.
- Action Step #3: Evaluate truck route based on efficient truck travel, neighborhood impacts and safety, and appropriate roadway design.
- Action Step #4: Consider the economic impact of rerouting of truck traffic around the community.
- Action Step #5: Evaluate traffic accidents and fatalities to determine expansion needs.
- Action Step #6: Develop opinion of costs for truck route alternatives.
- Action Step #7: Perform a cost-benefit analysis to determine the economic impact of the truck route.

OBJECTIVE #2: DESIGN OF ALTERNATE TRUCK ROUTE.

- Action Step #1: Cooperate with Nebraska Department of Roads and railroad to

- develop plans for expansion and identify necessary public right-of-way.
- Action Step #2: Hold an informational meeting on expansion plans.
- Action Step #3: Acquire necessary rights-of-way and identify points of access for truck route.
- Action Step #4: Develop preliminary design plans for expansion.
- Action Step #5: Solicit political/public support for the development and construction of the truck route.
- Action Step #6: Prepare plans and specifications for the truck route project.
- Action Step #7: Hold a public hearing to solicit public comment on the project designs.
- Action Step #8: Make necessary revisions.
- Action Step #9: Finalize plans and specifications.
- Action Step #10: Programming of public funds for the construction of the project.

OBJECTIVE #3: IMPLEMENT CONSTRUCTION OF THE PROPOSED TRUCK ROUTE.

- Action Step #1: Continue ongoing political/public support for the development of an alternate truck route.
- Action Step #2: Package the funding required to implement the alternate truck route.
- Action Step #3: Conduct an environmental review process, as required by the project's public funding agencies.
- Action Step #4: Secure necessary permits/approvals.
- Action Step #5: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
- Action Step #6: Undertake construction related activities.
- Action Step #7: Complete construction and project close-out.

Responsible Group/Agency

City of Broken Bow, Broken Bow Planning Commission, Broken Bow residents, Broken Bow Community Redevelopment Authority, Custer County Economic Development Corporation, Broken Bow Chamber of Commerce, Nebraska Department of Roads, Custer County, and Federal Highway Administration.

Potential Resources

Municipal Bonds, Broken Bow Capital Improvement Program, Broken Bow General Fund, Local Option Sales Tax, County-Wide Sales Tax, Tax Increment Financing, Nebraska Department of Roads Program, Federal Highway Administration Programs, and Federal-Aid Transportation Fund Purchase Sale Program (LB98).

INFRASTRUCTURE AND TRANSPORTATION PROJECT 3

OBJECTIVE #1: EVALUATE THE PHYSICAL CONDITION AND CAPACITY OF THE EXISTING FIBER OPTICS SYSTEM WITHIN BROKEN BOW.

- Action Step #1: Engage the services of the fiber optic carrier to assess the current condition and capacity of fiber optic service.
- Action Step #2: Identify any deficient condition that may exist within the system, above ground and below.
- Action Step #3: Meet with major users in the area to determine their future needs, concerns, and expectations.
- Action Step #4: Develop a list of recommended upgrades, feasible alternatives aimed at correcting deficient conditions, and opinion of costs for selected upgrades.
- Action Step #5: Calculate the impact of upgrades on any projected rates.
- Action Step #6: Hold a Public Meeting to discuss the findings of the fiber optic carriers.
- Action Step #7: Develop a Capital Improvements Plan to coordinate and budget for future upgrades.

OBJECTIVE #2: CREATE A GIS MAPPING PLAN TO SHOW THE PRECISE LOCATION OF FIBER OPTIC COMPONENTS.

- Action Step #1: Identify locations of fiber optic components.
- Action Step #2: Create a GIS Mapping Plan to depict the precise location of components.
- Action Step #3: Integrate maintenance records into the GIS database.

OBJECTIVE #3: UNDERTAKE PRIORITIZED CAPITAL IMPROVEMENTS.

- Action Step #1: Authorize the fiber optic carrier to proceed with plans and specifications for long-term capital improvements.
- Action Step #2: Procurement of general contractor(s), as needed.
- Action Step #3: Construction-related activities.

Responsible Group/Agency

Broken Bow City Council, Custer County Public Power District, Residents, Broken Bow Planning Commission, Broken Bow Public Schools, Local Business Owners, and Private Investors/Business Ventures.

Potential Resources

Municipal Bonds, User Fee Structure, Local Option Sales Tax, Joint Public Agency Act, Broken Bow Capital Improvement Program, County-wide Sales Tax, Nebraska Universal Service Fund, Federal Communication Commission's Rural Healthcare Pilot Program, National Telecommunications and Information Administration's Broadband Technologies Opportunity (BTOP) Grant, U.S.D.A Rural Development Community Facility Loan Program and Rural Economic Development Loan and Grant Program, and U.S.D.A Rural Utility Service - Universal Service Fund.

INFRASTRUCTURE AND TRANSPORTATION PROJECT 4

Invest in an electrical substation to the west of Broken Bow to facilitate future development.

OBJECTIVE #1: TO EVALUATE THE PHYSICAL CONDITION AND CAPACITY OF THE EXISTING ELECTRICAL SYSTEMS WITHIN BROKEN BOW.

- Action Step #1: Engage the services of the licensed, professional engineer to prepare a Preliminary Engineering Report on the Broken Bow existing electrical system.
- Action Step #2: Identify any deficient condition that may exist within the electrical system sub-transmission, substation, and distribution system.
- Action Step #3: Meet with major electrical users served by the electrical system to determine their future utility needs, concerns, and expectations.
- Action Step #4: Create a computer model of the electrical system to analyze voltage drops, load flow of the system, system protection and reliability, economics, and requirements for future expandability.
- Action Step #5: Develop a list of recommended upgrades and feasible alternatives aimed at upgrading electrical service to future development areas.
- Action Step #6: Create opinion of costs for selected electrical system upgrade and determine what impact these upgrades will have on electrical rates.

OBJECTIVE #2: TO IDENTIFY THE ELECTRICAL NEEDS OF FUTURE DEVELOPMENT AREAS, PARTICULARLY WESTERN BROKEN BOW.

- Action Step #1: Review the Broken Bow Comprehensive Plan to determine future develop areas within the community, with a particular emphasis in western Broken Bow.
- Action Step #2: Review the Broken Bow Zoning Ordinance to determine the type, density, and potential electrical needs of future land development.
- Action Step #3: Determine if these future development areas can be adequately served by the existing electrical system or if capital upgrades are needed.

OBJECTIVE #3: TO INTERNALLY PRIORITIZE CAPITAL IMPROVEMENTS TO EFFICIENTLY AND EFFECTIVELY SERVE THE ELECTRICAL NEEDS OF EXISTING AND FUTURE CUSTOMERS OF THE COMMUNITY.

- Action Step #1: Prioritize electrical improvement based upon cost-benefit ratio, future development patterns, economic development needs, environmental concerns, and public safety.
- Action Step #2: Incorporate priorities into the Broken Bow Capital Improvements Plan.

OBJECTIVE #4: TO DETERMINE THE CITY'S FISCAL CAPACITY TO UPGRADE THE ELECTRICAL SYSTEM TO PROVIDE BETTER CAPACITY, RELIABILITY, AND REDUNDANCY TO FUTURE DEVELOPMENT AREAS IN BROKEN BOW.

- Action Step #1: Review utility user rate schedules for appropriateness and self-sufficiency.
- Action Step #2: Meet with the City's fiscal agent to determine the debt capacity of the electrical system.
- Action Step #3: Identify local, state and federal resources for public system upgrades.
- Action Step #4: Maximize project impact by leveraging local funds with outside resources.
- Action Step #5: Secure appropriate financing to make long-term improvements to the electrical system.

OBJECTIVE #5: UNDERTAKE PRIORITIZED CAPITAL IMPROVEMENTS.

- Action Step #1: Authorize a licensed, professional Electrical Engineer to proceed with plans and specifications for upgrades or long-term capital expansion needs.
- Action Step #2: Utilize a public bidding process to solicit bids from qualified general contractor(s) to undertake construction-related activities.
- Action Step #3: Hold pre-construction conference to communicate construction requirements, schedule, staging areas, public safety, and expectations.
- Action Step #4: Construction-related activities.
- Action Step #5: Hold regular progress meetings with the public/contractor/City to ensure efficient and effective communication during the construction phase.

Responsible Group/Agency

Broken Bow City Council, Broken Bow Department of Utilities, Electrical Customers, Broken Bow Planning Commission, Broken Bow Community Redevelopment Authority, City Engineer, Custer County Public Power District, Custer County, and Private Investors/Businesses.

Potential Resources

Municipal Bonds, Electric Rates, Capital Improvements Program, Special Assessments, Local Option Sales Tax, Broken Bow Utility Fund, and Tax Increment Financing.

[section 5.3]

PLAN MAINTENANCE

The Comprehensive Plan is the community's collective vision, yet change is inevitable. Major technologies and new community needs will arise during the planning period, which were not foreseen during the plan's development. Jobs, housing, transportation, goods and services will evolve over time. The amendment process to the Comprehensive Plan must accommodate and help manage the inevitable change in a way that best promotes, and does not compromise, the community's core values, health and well-being. The plan amendment process must be an open and fair process, utilizing sound planning, economic, social, and ecological principals.

If new, significant development opportunities arise which impact several elements of the plan, and are determined to be of importance, a plan amendment may be proposed and considered separately from the annual review and other proposed plan amendments. The City Council or Planning Commission shall compile a list of proposed amendments received during a year in preparation for a report to provide pertinent information on each proposal, and recommend action on the proposed amendments. The comprehensive plan amendment process should adhere to the adoption process specified by the Nebraska State Statutes and should provide for organized participation and involvement of interested citizens and stakeholders.

Since this plan is a living, breathing document, it needs to be monitored for continued relevancy. Although the plan uses a 20-year planning time period, intervening time points should be utilized to measure progress toward long term goals, to make adjustments based on changed conditions or preferences, and to provide short and mid-term guidance for land use decisions. In doing so, the ultimate planning time period will move as well, constantly evolving to keep the plan current and relevant.

Approximately every five years, the Comprehensive Plan should undergo a major update. Five years is recommended as the appropriate time interval for major updates for several reasons. More frequent updates creates a burden on city staff and resources. Less frequent updates risks the relevancy of the plan. Finally, federal census data is available every decade, making a five-year review period the midpoint between census updates. The common elements of a five-year update include reviewing and extending growth projections, reviewing community goals, and analyzing amendments.

Annual Review of the Plan

A relevant, up to date plan is critical to its on-going planning success. To maintain the confidence and buy-in of both the public and private sectors, and to incorporate updates, the plan must stay current. An annual review should occur where the Comprehensive Plan Citizen Advisory Committee, Planning Commission, City Council, residents, and city staff are able to review the plan and recommend necessary changes.

After adoption of the comprehensive plan, opportunities should be provided to identify any changes in conditions that would impact elements or policies of the plan. The annual review process needs to involve regularly monitoring trends and changes in the local, regional,

state, and federal landscape. Such trends and changes may include changes in development activity and use, trends in development regulation amendments, and changes in planning and zoning law. At the beginning of each year at the annual review, a report should be prepared by the Comprehensive Plan Citizen Advisory Committee and/or the Planning Commission that provides information and recommendations on whether the plan is current in respect to population and economic changes, and if the recommended policies are still valid for the city and its long-term growth.

The Planning Commission should hold a public hearing on this report to:

- Provide citizens or developers with an opportunity to comment and/or present possible changes to the plan
- Identify any changes in the status of projects or action items called for in the plan, and
- Bring forth any issues, or identify any changes in conditions which may impact the validity of the plan

If the Commission finds major policy issues or major changes in basic assumptions or conditions have arisen which could necessitate revisions to the plan, they should recommend changes or further study of those changes.

Conditions of Plan Amendment

Comprehensive Plan amendment procedures are necessary to determine what constitutes conformity or non-conformity with the plan. It is impossible to set hard and fast rules for such decisions but consistent criteria should be used when making this determination. The following criteria are recommended:

- A request for increases in residential density or non-residential floor area in excess of the guidelines established in the plan, depending upon the degree of increase, may require a plan amendment.
- Land use request involving minor differences from those shown in the plan should be considered in conformity with the plan unless precedent would best for more extensive and non-conforming changes in adjacent areas.
- Requests for variations or changes in the alignment of designated roadways should be considered in conformity if the continuity of the roadway is maintained, the alignment does not result in traffic safety issues or reductions in needed capacity, does not constrain the proper development of contiguous properties, and does not conflict with or preempt other planned uses or facilities.
- Requests to deviate from plan-specific requirements such as open space and traffic reduction measures generally should not be permitted in order to ensure equitable treatment of all property owners and to avoid arbitrary decisions which would undermine the legal foundation of the plan. If changes are to be made, they should be done through a plan amendment process.
- The final criteria must always be whether the request, whatever its nature, will set a precedent for cumulative changes which are not consistent with the plan. Therefore, in those instances where the implications of the request are not easily observed or detected a request for a plan amendment should be required.

Evaluating Land Developments

The interpretation of the plan should be comprised of a continuous and related series of analyses, with references to the goals and objectives/policies, the overall land use plan, and specific land use policies. Moreover, when considering specific proposed developments, interpretation of the plan should include a thorough review of all sections of the plan.

If a development proposal is not consistently supported by the Comprehensive Plan, serious consideration should be given to making modifications to the proposal, or the following criteria should be used to determine if a comprehensive plan amendment would be justified:

- The character of the adjacent parcels or neighborhoods
- The zoning and uses on nearby properties
- The suitability of the property for the uses allowed under the current zoning designation
- The type and extent of positive or negative impact that may affect adjacent properties, or the city at large, if the request is approved
- The impact of the proposal on public utilities and facilities
- The length of time that the subject and adjacent properties have been utilized for their current uses
- The benefits of the proposal to the public health, safety, and welfare compared to the hardship imposed on the applicant if the request is not allowed.
- Comparison between the existing land use plan and the proposed change regarding the relative conformance to the goals and objectives/policies
- Consideration of professional staff recommendations

[section 5.4]

IMPLEMENTATION TOOLS

A single tool or category of tools is not sufficient to achieve the goals in a comprehensive plan. The steps toward each goal require the use of several tools and mechanisms in order to be obtained, realized, and sustained. The city of Broken Bow will need to continually develop its own set of implementation tools and strategies, recognizing that each has unique strengths and weaknesses. Implementation strategies can be separated into several distinct tool categories and programs, each with its distinct characteristics that make it suitable for specific goals and circumstances.

Support Programs

Three programs will play a vital role in the success of the comprehensive plan implementation. These programs are:

Capital Improvements Financing

A capital improvements plan provides an annual predictable investment plan that uses a one to six-year horizon to schedule and fund projects integral to the plan's implementation.

Zoning Regulations

Zoning regulations update zoning districts and regulations, which may include design guidelines, to reflect the development goals of the comprehensive plan update to allow the city to provide direction for future growth.

Subdivisions Regulations

Subdivision regulations establish criteria for environmental impact regulations and the division of land into building areas and public improvements. Implementing infrastructure investments is a primary function of subdivision regulations.

Public Education

In addition to the identified programs, broad public support and involvement is crucial to the successful development and implementation of any broad-based policy or program. If adequate public support is to be developed, a program including and educating residents and stakeholders is paramount. Political leadership of Broken Bow should strive to implement an active public participation process by creating an educational process on land use and development issues. The city should continue to use its website and make the comprehensive plan and development regulations available online. Ongoing education and promotion will be an important factor in sustaining interest and motivation from community members.

Some of the objectives of the comprehensive plan cannot be achieved unless the actions of public private partnerships can be leveraged. Frequently, constraints prevent organizations from collaborating effectively (i.e. financial resources, legal authority, excess regulation, etc.). Efforts should be made to identify and bridge these gaps with open communication, cooperation, and realization that issues at hand could benefit the health, safety, and general welfare of the residents and business community of Broken Bow.

Special Studies and Plans

Additional studies and plans can be helpful to further explore and define a vision of a certain area, corridor, or development site. Conducting studies and corresponding decisions as opportunities and challenges arise can ensure that investments are made in accordance with the comprehensive plan. Some examples of additional planning efforts that can further develop ideas expressed in the plan include:

- Housing Master Plan
- Facilities Management Plan
- Site Development Plans
- Blight and Substandard Determination Studies
- Etc.

Land Use Suitability

One over-arching goal of the comprehensive plan is to guide development and the development community by:

- Describing the relationship between land uses
- Minimizing land use conflicts between neighboring parcels and neighborhoods
- Establishing criteria or design standards new development must meet
- Create consistent characteristics within each land use district

Land Use Transition

Development projects should provide, if needed, screening, buffers, or additional setback requirements when located next to existing uses. Screening or buffers may be plant material, earthen berms, fencing, or a combination of the listed. Boundaries between land uses are done along streets, alleys, natural features (streams, railroads, etc.) and lot lines whenever possible.

Community Entrances

First impressions of the community are made at the entrance corridors. These impressions are critical to a community's overall image. Redevelopment should have higher landscaping standards when located at any of the boundaries or entrances to the city. Entryway design was an effort discussed by the public and documented in the Envision chapter. These improvements along with appropriate sign regulations along the highway corridors into the community will promote design that reflects the high quality of life in Broken Bow.

[section 5.5]

ANNEXATION PLAN

Typically, communities grow their size, area, and population by annexing areas that are urban in nature and adjacent and contiguous to the corporate limits of the city. A proactive approach to housing development pressures in the Broken Bow area will be contingent on a firm Annexation policy and its implementation.

The State of Nebraska has established a process for communities to extend their corporate limits into urban or suburban areas situated contiguous to an existing community, provided the criteria for such action is justified. There are two distinct processes by which annexation actions can be taken:

- Land that has been requested to be annexed by the property owner(s), or
- Any contiguous and adjacent lands, lots, tracts, streets, or highways, which are urban or suburban in character for which the city wishes to bring into corporate limits

Landowners that desire annexation of land must submit a plat by a licensed surveyor. This plat must be approved by the City Engineer and filed with the City Clerk along with a written request signed by all owner(s) of record within the proposed annexation area.

Following Planning Commission recommendation and three separate readings of the ordinance, a majority of affirmative votes by City Council in favor of an annexation is required at each reading to pass the annexation. The certified map is then filed with the County Register of Deeds, Clerk, and Assessor with a certified copy of the annexation ordinance. The City has one year to develop a plan that addresses the delivery of services of residents of the annexed area.

With regard to annexation, the city should establish subdivision improvement agreements and non-contested annexation agreements with future Sanitary Improvement Districts (SID's). This agreement gives the SID a possible financing vehicle, the city gets an agreement that states that the SID can be annexed, at the discretion of the city, and the SID will not contest the annexation action.

Potential Annexation Areas

The current land area covered by the City of Broken Bow is 1,294 acres. The City has identified numerous tracts of land to consider annexing into the city limits. A majority of these parcels are located to the north and west of the current city limits. If all these tracts were annexed, the city would have an additional 1,194 acres land nearly doubling the size of the city. Furthermore, the one-mile extra jurisdictional area would be expanded adding 2,434 acres, a nearly 30 percent increase.

Map 9: Broken Bow Proposed Annexation Map

