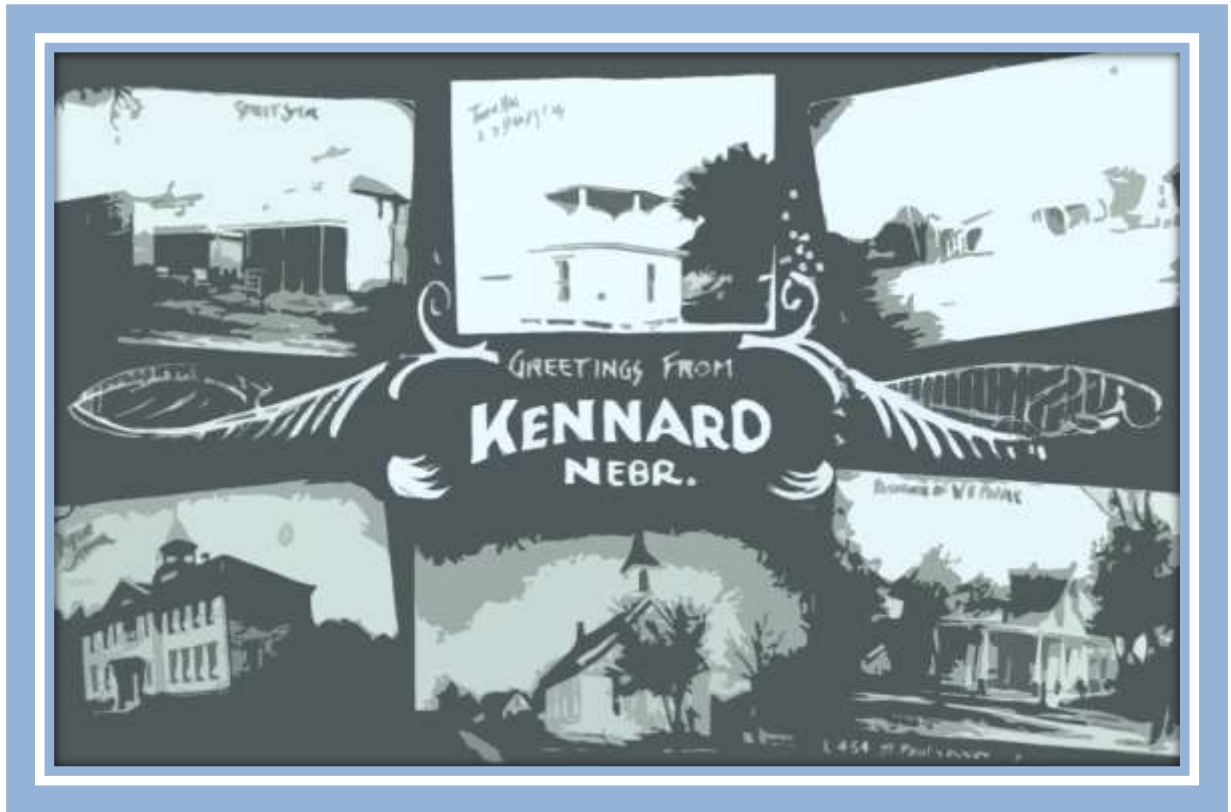


2015 Village of Kennard Comprehensive Plan



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PART 1:

Introduction

Village of Kennard Vision Statement

The Village of Kennard, Nebraska provides a close-knit community of neighbors and friends who look out for each other. The Village Board of Trustees and the Village Planning Commission will always, to the best of their ability and financial ability of the Village, carry out the wishes of the community at large.

The Village will meet the challenges of providing, proper zoning and building codes, infrastructure and utility services, parks and roadways that best meet the needs of the community now and in the future. The Village will encourage residential and commercial growth while maintaining the safety and freedoms of small town living.

Planning Process

The Comprehensive Planning Process began with a public workshop on April 22, 2014 in which residents of Kennard were encouraged to participate and build a consensus of local needs and desires as well as have a say in the physical appearance of the community and the direction in which they would like to see the community go.



During the workshop the residents of Kennard were encouraged to participate in a S.W.O.T. analysis. This analysis gave the residents of Kennard the chance to identify strengths, weaknesses, opportunities, and threats of the Village. Table 1.1 lists the most popular topics identified in each category.

In Table 1.1 comments marked with numbers on the right show how many times the issue arose during the SWOT analysis. It's important to note that there are some issues that are represented in multiple categories. For example, some citizens saw the quality of the water/sewer system as a strength, while others saw it as a threat. Issues that are depicted in multiple categories often illustrate varying opinions about a certain topic.

It is also important to note that an opinion of an issue labeled as a weakness has an opportunity to be corrected or reexamined by the community. A SWOT analysis only provides opinions on topics that are regarded as important to the community and should not be taken as a representation of fact. Some opinions on topics, whether seen as a strength, weakness, opportunity, or threat to the Village should be further examined for evidence that would substantiate or contradict an opinion.

The SWOT Analysis is an additional tool that provides citizen input as it relates to wants, needs, and priorities. This is important as it allows village officials to better understanding the issues important to the citizens. These issues will be portrayed throughout the comprehensive plan.

Table 1.1 SWOT Analysis

SWOT Analysis			
Strengths	Weaknesses	Opportunities	Threats
Good water and sewer system (2)	No Activities for Kids (2)	Retail (3)	Money going to other towns
Strong Neighborhoods (4)	Not enforcing Village Rules	Gas Station (2)	Population Loss
Family Oriented	No Gas Station	Park/Camp Ground (6)	Houses that need to be condemned
Safe (5)	Park Maintenance	More Community Activities (2)	Property Maintenance
Small Community (4)	Cost of Water	Grants	Little Revenue
Golf Carts (2)	Little Business Draw (2)	Northwest Expansion	Degrading Water/Sewer System
Income from Auditorium (3)	Trains/Trains Blocking Entrance (4)	Bike Trail (3)	Dams (2)
Fire Department (4)	Access to Services	Rodeo	Safety Issues in Park
Self-Reliant	Streams and Water Run Off (2)	Day Care Center	Omaha Rules and Regulations
Cemetery	No Pool	Pool (2)	Trains (2)
Community Pride	No Festivals	Dog Park	Energy Plans
Community Events	Entrance Appearance	Zoning of Downtown	Storm Drainage
Short Distance from Metro (3)	Water/Sewer	Pave a 3rd Entrance	
Churches	Appearance	Senior Living	
Park	Lack of Business (3)	Increase Business (2)	
No Sales Tax	Rely on Blair Water	Community Facilities	
Post Office	Use of Existing Buildings		
Minimal Regulations	Building Maintenance		

The Citizens of Kennard were also asked to identify how they would like to see the town develop in the future. Citizens provided input on what they would like to see preserved in the Village and what needs to change. Looking at areas such as commercial development, parks and open space, industrial development, and housing, Kennard residents put together different scenario maps in which they thought the town should develop.

The next step in the planning process was to provide the citizens of Kennard with a community survey. This survey allowed for citizen input on various issues important to community and economic development.



Authority to Plan

Nebraska State Statute allows for cities and villages to construct comprehensive plans to serve the needs of its citizens. In order to promote health, safety, morals, or the general welfare of the community, the A Comprehensive Development Plan, as defined in Neb. Rev. Stat. §19-903 shall meet the following requirements:

The regulations and restrictions authorized by sections 19-901 to 19-915 shall be in accordance with a comprehensive development plan which shall consist of both graphic and textual material and shall be designed to accommodate anticipated long-range future growth which shall be based upon documented population and economic projections. The comprehensive development plan shall, among other possible elements, include:

- (1) *A land-use element which designates the proposed general distributions, general location, and extent of the uses of land for agriculture, housing, commerce, industry, recreation, education, public buildings and lands, and other categories of public and private use of land;*
- (2) *The general location, character, and extent of existing and proposed major roads, streets, and highways, and air and other transportation routes and facilities;*

(3) The general location, type, capacity, and area served of present and projected or needed community facilities including recreation facilities, schools, libraries, other public buildings, and public utilities and services;

(4) When a new comprehensive plan or a full update to an existing comprehensive plan is developed on or after July 15, 2010, but not later than January 1, 2015, an energy element which: Assesses energy infrastructure and energy use by sector, including residential, commercial, and industrial sectors; evaluates utilization of renewable energy sources; and promotes energy conservation measures that benefit the community. This subdivision shall not apply to villages; and

(5)(a) When next amended after January 1, 1995, an identification of sanitary and improvement districts, subdivisions, industrial tracts, commercial tracts, and other discrete developed areas which are or in the future may be appropriate subjects for annexation and (b) a general review of the standards and qualifications that should be met to enable the municipality to undertake annexation of such areas. Failure of the plan to identify subjects for annexation or to set out standards or qualifications for annexation shall not serve as the basis for any challenge to the validity of an annexation ordinance.

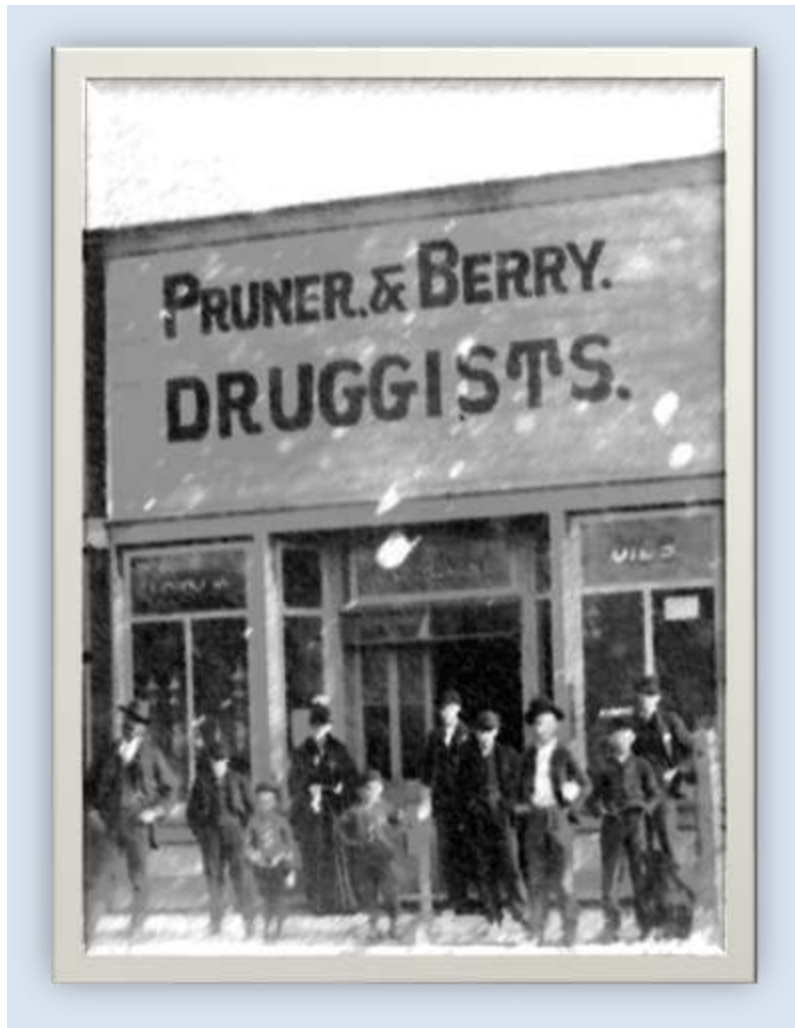
Regulations shall be designed to lessen congestion in the streets; to secure safety from fire, panic, and other dangers; to promote health and the general welfare; to provide adequate light and air; to prevent the overcrowding of land; to secure safety from flood; to avoid undue concentration of population; to facilitate the adequate provision of transportation, water, sewerage, schools, parks and other public requirements; to protect property against blight and depreciation; to protect the tax base; to secure economy in governmental expenditures; and to preserve, protect, and enhance historic buildings, places, and districts.

Such regulations shall be made with reasonable consideration, among other things, for the character of the district and its peculiar suitability for particular uses and with a view to conserving the value of buildings and encouraging the most appropriate use of land throughout such municipality.

Extra-Territorial Jurisdiction (ETJ)

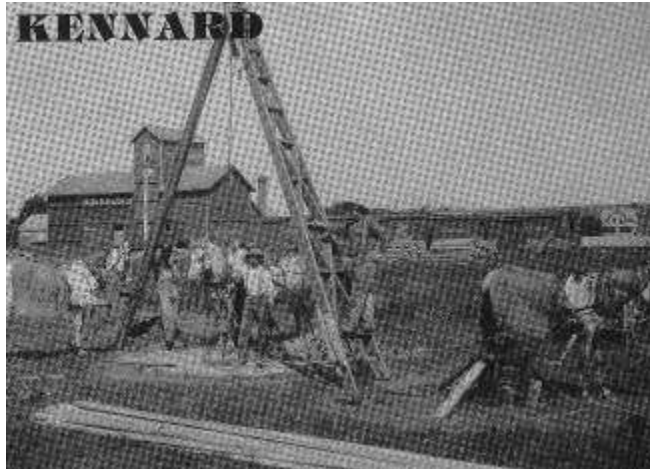
The planning jurisdiction for the Village of Kennard includes the area within the village limits as well as the one-mile extra-territorial jurisdiction. Both the Village of Kennard and Washington County accept and agree to the outlined development policies and implementation measures regarding annexation, zoning, and subdivision review of areas located within the one-mile extra-territorial jurisdiction of the Village. The one mile ETJ is depicted in Figure 3.3.

PART 2: COMMUNITY PROFILE



History of Kennard (cited from <http://www.casde.unl.edu/history/about/index.php> on 10/30/14)

Kennard was laid out by the Sioux City & Pacific Railroad Company in 1869 upon the completion of the line to that point, and was named for Nebraska's first Secretary of State Thomas Kennard. Situated in the northern part of Richland Township, it lies to the west of the Big Papillion Creek. Nathaniel Brewster is recorded as having a post office as early as 1859 that he called "Papillion," but it was in existence only a few years. Kennard's post office was established in 1871. It incorporated as a village in 1895.



The Farmers and Merchant Bank erected a brick building, complete with safe-deposit vaults, in 1912. Soon thereafter several more brick buildings replaced the original wooden business places. Kennard also had its own newspaper, "The Enterprise," for many years before it was moved to Blair.

The citizens of Kennard relied on trains for transportation. They were able to make connections several times a day at Arlington or Blair, or on to Omaha and other places. Two elevators and two livestock buyers

handled a large amount freight shipped to the Omaha market.

The depot, among the first buildings in Kennard, sat near the east road going into town. Elmer Dale was the agent at the time passenger service ended in 1942. There was a custodian until 1954, after which the depot was used for storage, then finally torn down.

Since then, a park was developed with many trees and a bandstand that can be moved to the center of the street for celebrations and free shows. The Chicago & North Western Railroad, itself, is still very busy and in 1980 a new siding was completed on the west side of town.

Kennard's population went into a decline after the stock market crash of 1929. The 1930s were also hard on farmers, and lots of property was sold for back taxes. After World War II several barrack-type houses were moved into town from the Benson Park area of Omaha, and remodeled. The town started to grow again.

During 1947 the first hard-surfaced streets were installed after years of "bottomless streets" during the spring thaw. More streets were done in 1962 and by 1980, all were hard-surfaced with either concrete or blacktop paving.

The Kennard School (District 47) was formed in March 1884. First located on a hill south of town, it was moved into the village and enlarged. By 1894 another room was added to include the high school. In the 1920s a \$16,000 frame schoolhouse was built to house both elementary and high school students, and furnished with modern desks and "all the facilities of newer schools." The last high school graduation was held in 1960, and the grade school closed

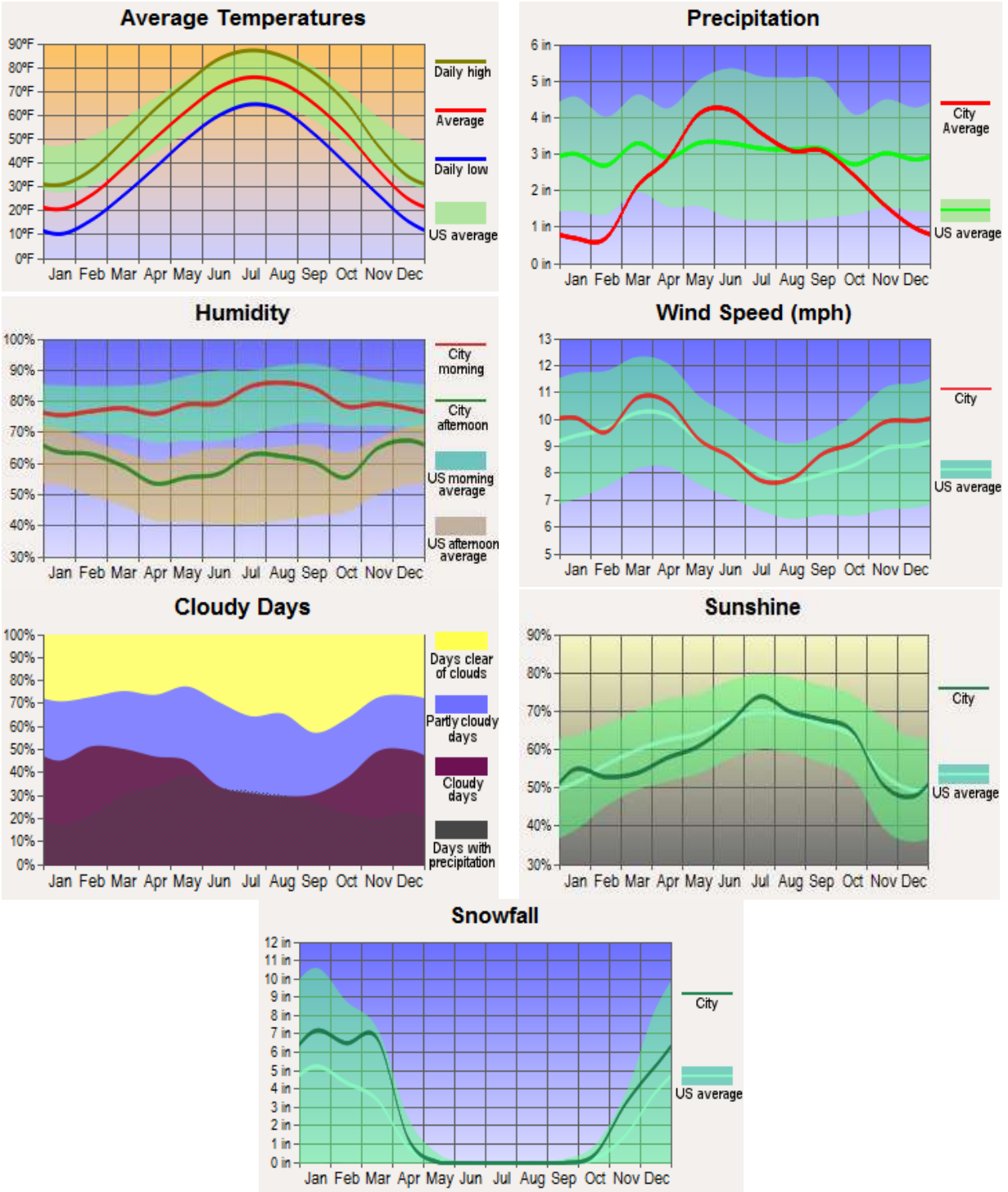
following the 1972-73 school year, with students now attending Arlington. Anything moveable was sold at auction in September 1973, and two weeks later the building was burned as an exercise by the Kennard Volunteer Fire Department.

Environmental Features

Climate

The climate of the area is continental with relatively warm summers and cold, dry winters, with heavier amounts of precipitation accumulating in the May and June. Figure 2.1 shows the indicators that dictate the climate of Kennard. As shown in the Average Temperatures chart, the highest temperatures come in the summer months from mid-June to mid-July. The highest amount of precipitation is generally around mid-May. The more humid months are generally from July to mid-September, with the highest average with speed coming in late winter and early spring. The cloudiest days come between Novembers to April, July has to most sunshine, and snow totals, on average, are higher between December and March.

Figure 2.1 Kennard Climate Charts



Source: <http://www.city-data.com/city/Kennard-Nebraska.html>

Watersheds and Floodplains

The 1% annual chance flood, or 100-year flood, is the standard that insurance rates are based upon. Structures in the 1% annual chance flood zones as designated by FEMA (Zones A, AE, AO, AH, and AR) are known to be at “high risk” of flooding. High risk structures with loans backed by the Federal Deposit Insurance Corporation (FDIC) require flood insurance. Purchasing flood insurance for structures without loans that are in high risk areas is recommended.

Figure 2.2 Displays Kennard’s Flood Zone. Areas in blue are located in the 100 year flood plain. It is recommended that Kennard not develop in the flood plain and any new growth should be concentrated to the North and West. As of January 2015 there are no plans for the Papio NRD to propose a reservoir south of Kennard and therefore, should not affect the 100 year flood plain.

Figure 2.2 Kennard Flood Zone Map



Soils and Topography

The following are the various soil types found within Kennard. Figure 2.3 shows the location of the soil types within Kennard. Each number on the map corresponds with the type of soil described in the section. Soil and Topography information was obtained through the 2004 Soil Survey of Washington County. Soil that affects Kennard and its location was derived from the USDA Natural Resource Conservation Service soil map.

7050—Kennebec Silt Loam, occasionally flooded

Properties and Qualities

- Slope: 0 to 2 percent
- Depth to restrictive feature: More than 80 inches
- Natural drainage class: Moderately well drained
- Runoff class: Negligible
- Capacity of the most limiting layer to transmit water (Ksat):
 - Moderately high to high (0.60 to 2.00 in/hr)
- Depth to water table: About 36 to 72 inches
- Frequency of flooding: Occasional
- Frequency of ponding: None
- Available water storage in profile: Very high (about 12.1 inches)

7234—Judson Silty Clay Loam, 2 to 6 percent slopes

Properties and Qualities

- Slope: 2 to 5 percent
- Depth to restrictive feature: More than 80 inches
- Natural drainage class: Well drained
- Runoff class: Medium
- Capacity of the most limiting layer to transmit water (Ksat):
 - Moderately high (0.20 to 0.60 in/hr)
- Depth to water table: More than 80 inches
- Frequency of flooding: None
- Frequency of ponding: None
- Available water storage in profile: Very high (about 12.3 inches)

8019—Marshall Silty Clay Loam, 2 to 6 percent slopes

Properties and Qualities

- Slope: 2 to 6 percent
- Depth to restrictive feature: More than 80 inches
- Natural drainage class: Well drained
- Runoff class: Low

- Capacity of the most limiting layer to transmit water (Ksat):
 - Moderately low to moderately high (0.14 to 1.42 in/hr)
- Depth to water table: More than 80 inches
- Frequency of flooding: None
- Frequency of ponding: None
- Salinity, maximum in profile: Nonsaline (0.0 to 2.0 mmhos/cm)
- Available water storage in profile: High (about 11.6 inches)

8032—Marshall-Pohocco Silty Clay Loams, 6 to 11 percent slopes, eroded

Properties and Qualities

- Slope: 5 to 11 percent
- Depth to restrictive feature: More than 80 inches
- Natural drainage class: Well drained
- Runoff class: High
- Capacity of the most limiting layer to transmit water (Ksat):
 - Moderately high (0.20 to 0.60 in/hr)
- Depth to water table: More than 80 inches
- Frequency of flooding: None
- Frequency of ponding: None
- Available water storage in profile: High (about 11.9 inches)

Soil Class and Capability

Capability classes, the broadest groups, are designated by Roman numerals I through VIII. Kennard does not have a class group higher than IV. The numerals indicate progressively greater limitations and narrower choices for practical use. The classes for Kennard are defined as followed:

- **Class I** soils have few limitations that restrict their use.
- **Class II** soils have moderate limitations that reduce the choice of plants or that require moderate conservation practices.
- **Class III** soils have severe limitations that reduce the choice of plants or that require special conservation practices, or both.
- **Class IV** soils have very severe limitations that reduce the choice of plants or that require very careful management, or both.

Capability subclasses are soil groups within one class. They are designated by adding the letter, “e”, “w”, “s”, or “c”, to the class numeral. The letter “e” shows that the main limitation is the risk of erosion unless close-growing plant cover is maintained; “w” shows that water in or on the soil interferes with plant growth or cultivation (in some soils the wetness can be partly corrected by artificial drainage); “s” shows that the soil is limited mainly because it is shallow, droughty, or stony; and “c”, used in only some parts of the United States, shows that the chief limitation is climate that is very cold or very dry.

In class I there are no subclasses because the soils of this class have few limitations. Class V contains only the subclasses indicated by “w”, “s”, or “c” because the soils in class V are subject to little or no erosion. They have other limitations that restrict their use to pasture, rangeland, woodland, wildlife habitat, or recreation.

The soil capability subclass groups in Kennard only include “e” and “w” as limitations Table 2.1 shows the labels the soil types grouped into its limitations.

Table 2.1 Soil Type and Class			
Capability Subclasses (non-irrigated)			
	No Subclass	e	w
Class I			
Class II		8019, 7234	7050
Class III		8032	
Class IV			

Figure 2.3 Kennard Soil Map



source: USDA NRCS, <http://websoilsurvey.nrcs.usda.gov/app/WebSoilSurvey.aspx> (Obtained: 10/22/14)

Location

Kennard, Nebraska is located in the south central portion of Washington County on U.S. Highway 30, a major east-west regional arterial road, often referred to as Lincoln Highway. Kennard is located about three miles southwest of Blair, NE and about 15 miles northwest of Omaha, NE.

Government Structure

Kennard is governed by a Chairman and four-member Board of Trustees. All are elected at large for four years with staggered terms.

The Chairman, with the advice and consent of the Board of Trustees, appoints a part-time Village Clerk to supervise operations of the various departments. The Board of Trustees is the Village's legislative and policy-making body. It also approves the annual budget, determines the tax levy, passes ordinances and resolutions and approves subdivisions and other land use.

POPULATION

This chapter of the Comprehensive Plan discusses historical demographic patterns, analyses current population trends and identifies needs that may arise as a result of demographic change. It is important to recognize that the demographic momentum will have important implications for the economic and social forces that will shape the future of Kennard.

Population History

In 1900 Kennard had 275 residents. By 1920, the population had grown to 363 people, but then began to decline to 273 people by 1950. From the 1960 to the 1980 an increase in the population took place from 331 in 1960 to 372 on 1980. From 1980 to 2000 the population was stagnate with 372 people in 1980 to 371 people in both 1990 and 2000. Since 2000 the population in Kennard began to decline from 371 in 2000 to 361 as of the 2010 Census. Table 2.2 catalogs the population history of Washington County and all cities and unincorporated areas within the county.

Table 2.2 Census Data for Washington County Cities – 1900-2010

Community	2010	2000	1990	1980	1970	1960	1950	1940	1930	1920	1910	1900
Arlington	1,243	1,197	1,178	1,117	910	740	593	569	622	695	645	579
Blair	7,990	7,512	6,860	6,418	6,106	4,931	3,815	3,289	2,791	2,702	2,584	2,970
Herman	268	310	256	340	323	335	380	427	421	385	345	321
Kennard	361	371	371	372	336	331	273	315	319	363	319	275
Unincorporated	10,372	9,390	7,942	7,261	5,635	5,766	6,450	6,978	7,942	8,035	8,845	8,941
Washington County	20,234	18,780	16,607	15,508	13,310	12,103	11,511	11,578	12,095	12,180	12,738	13,086

Current Population

Kennard has shown some light population decline over the years, but has been stable. Kennard can be identified as a bedroom community. This appears to be the trend for Kennard in the near future. The growth of Blair should be taken into account and the potential effect Blair's growth has on Kennard should be continually evaluated.

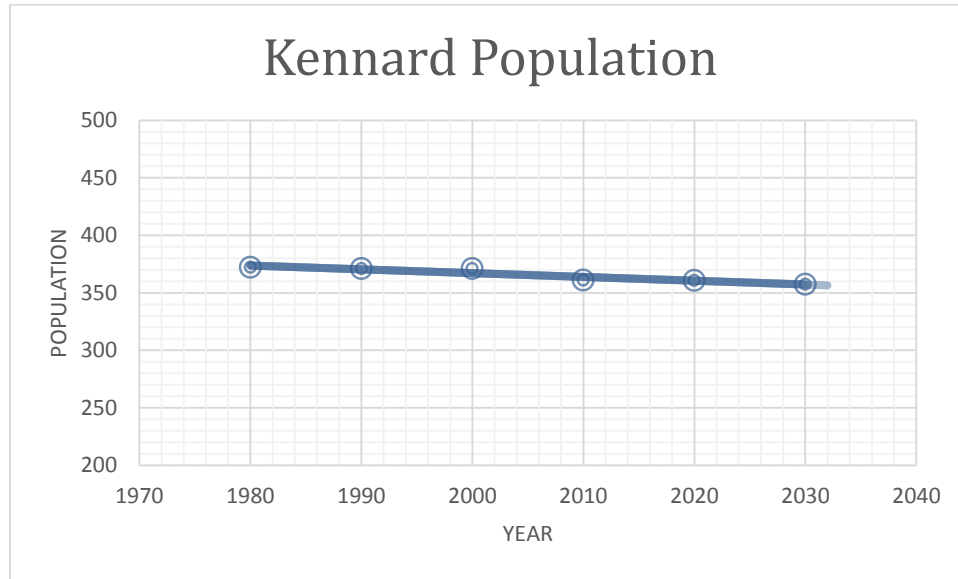
Population Projection

A population projection is defined as a "best-guess" calculation of the number of people expected to be alive at a future date, based on what we know about the current population size and what we expect to happen to births, deaths, and migration. Population projections are always set on a "conditional" future because we can never be certain about the assumptions we use in the projection. We can however involve multiple stakeholders and experts in workshops when we make these assumptions.

- **Kennard**

Population growth or decline stems from a complex interaction between births, deaths and migration over time. Graph 2.1 shows the population projection for Kennard to the year 2030. The projected population was predicted by monitoring the population trend of the past four decades (from 1980-2010). With a slight decline in the population over the decades, the trend line shows that Kennard could continue to see light decline in the next 20 years. Remote rural communities are often more likely to see slight to moderate population decline, especially if they depend heavily on agriculture. A limited economic base could obligate younger people to leave the community to search for employment. Factors such as furthering education and job training for younger people could play a part in out migration.

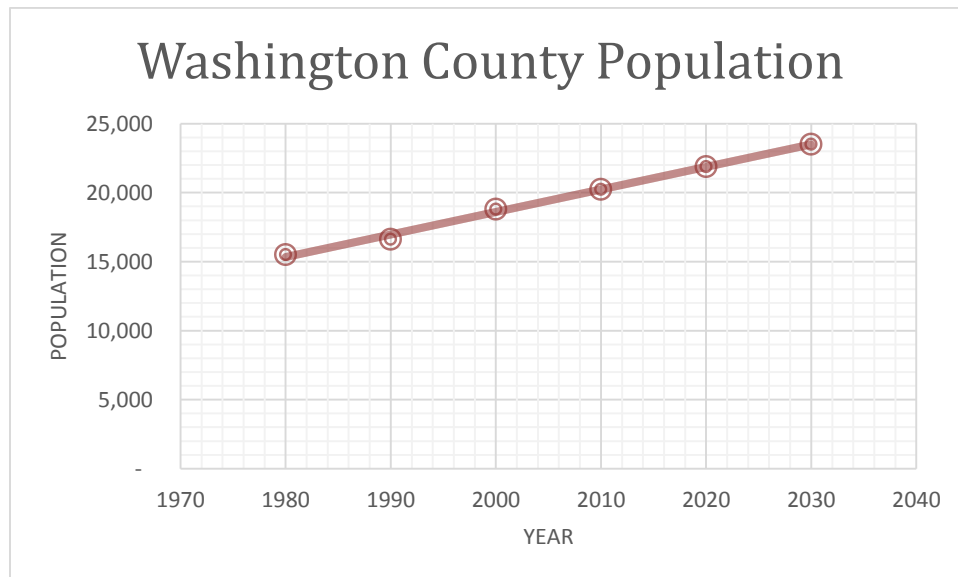
Graph 2.1 Kennard Population Projection



- **Washington County**

Graph 2.2 shows the population projection for Washington County to the year 2030. It is important to understand how changes in Washington County will have an effect on Kennard. As Washington County grows, Kennard could absorb some of this growth. It is suggested that the Village monitor Washington County growth and look for opportunities to which Kennard can capitalize on this predicted population growth.

Graph 2.2 Washington County Population Projection

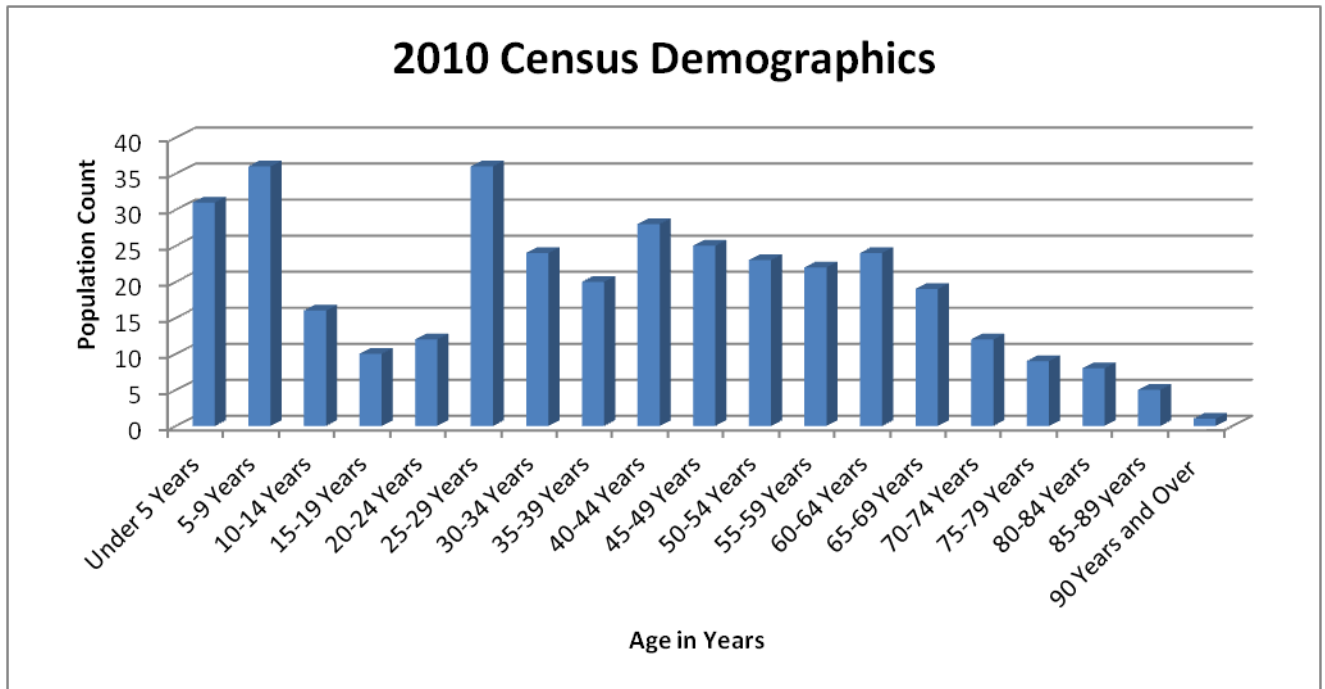


Population Characteristics

According to the 2010 U.S. Census, Kennard had a population of 361 people. This is a decrease from the 2000 Census count of 371 people. There were 150 households with an average of 2.41 persons per household. The median age of the population was 38.7 years in 2010, an increase from the median age of 36.8 recorded in the 2000 Census. The Nebraska median age was 36.2 and the national median was 37.2 years according to the 2010 U.S. Census.

Chart 2.1 depicts the demographic breakdown by age group. An estimated 10.0% of the population is aged 25-29 years and 5-9 years each. Ages 25-54 make up 43.2% of Kennard's population, a significant figure since many small rural communities in Nebraska have much greater percentages of residents over 65 years of age. However, the large percentage (27.7%) of residents in the 55 and over age groups indicates a need for more retirement housing options in the future as well as other programs to assist an aging population. The large percentage of the population under 19 years of age (25.8%) also indicates a need housing choices that accommodate young families and families that are starting to grow. Kennard's demographic breakdown shows that of a bedroom community with growing needs.

Chart 2.1 2010 Demographics by Age



Income

The median household income is higher when compared to state and national figures (according to the 2010 U.S. Census). The median household income in Kennard was \$58,208 compared to \$51,381 for the State of Nebraska and \$53,046 for the nation as a whole. However, the per capita income of \$24,366 falls below the state figure of \$26,523 and the national figure of \$28,051. This can be indicative of a number of population dynamics, but most likely indicates the presence of dual-income households. Although per household income is higher than the state and national average, the per capita figures are down, suggesting that wage levels are not commensurate with national averages. This appears to indicate a need for higher paying jobs in the region. According to the 2012 American Community Survey 6.9% percent of the people in Kennard are considered to be living under the poverty level, compared to 12.4% for the state and 14.9% for the nation. However, as indicated in Table 2.5 it must be noted that 12.5% of individuals over 65 years old are considered living under the poverty level as of the 2012 American Community Survey and could present a need for health services in the near future.

Table 2.3 Household Income

Household Income (Dollars)	US	Nebraska	Kennard
Less than \$10,000	7.20%	6.00%	5.70%
\$10,000 to \$14,999	5.40%	5.50%	1.90%
\$15,000 to \$24,999	10.70%	11.10%	9.60%
\$25,000 to \$34,999	10.40%	11.30%	12.10%
\$35,000 to \$49,999	13.70%	14.80%	12.10%
\$50,000 to \$74,999	18.20%	20.20%	29.90%
\$75,000 to \$99,999	12.20%	13.30%	15.30%
\$100,000 to \$149,999	12.80%	11.60%	12.10%
\$150,000 to \$199,999	4.80%	3.30%	1.30%
\$200,000 or more	4.60%	2.90%	0.00%
Median Income (dollars)	\$53,046.00	\$51,381.00	\$58,208.00

Source: 2012 American Community Survey

Table 2.4 Family Income

Family Income (Dollars)	US	Nebraska	Kennard
Less than \$10,000	4.60%	3.30%	0.00%
\$10,000 to \$14,999	3.20%	2.60%	0.00%
\$15,000 to \$24,999	8.10%	7.30%	2.00%
\$25,000 to \$34,999	9.10%	8.80%	6.90%
\$35,000 to \$49,999	13.20%	13.80%	9.90%
\$50,000 to \$74,999	19.30%	22.80%	45.50%
\$75,000 to \$99,999	14.40%	16.80%	18.80%
\$100,000 to \$149,999	16.00%	15.90%	14.90%
\$150,000 to \$199,999	6.20%	4.60%	2.00%
\$200,000 or more	6.00%	4.00%	0.00%
Median family income (Dollars)	\$64,585.00	\$64,820.00	\$59,792.00
Per Capita Income (Dollars)	\$28,051.00	\$26,523.00	\$24,366.00

Source: 2012 American Community Survey

**Table 2.5
Percentage of People Whose Income in the Past 12 Months is Below the Poverty Level**

	US	Nebraska	Kennard
All People	14.90%	12.40%	6.90%
Under 18 Years	20.80%	16.70%	11.10%
18 to 64 Years	13.70%	11.60%	3.60%
65 Years and Over	9.40%	7.90%	12.50%

Source: 2012 American Community Survey

Education

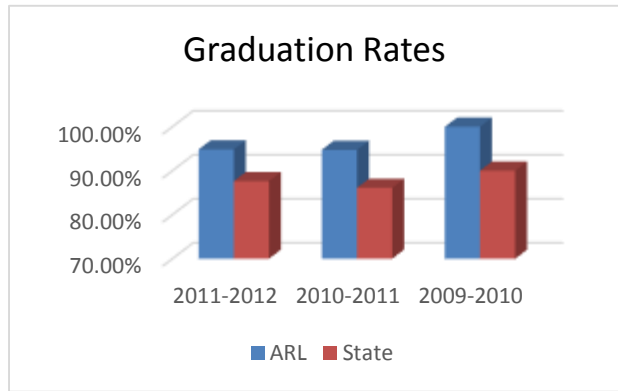
Kennard is a fairly educated community with an estimated 82.3% of the population having obtained a high school diploma, 12.6% have an associate's degree and 11.6% a bachelor's degree or higher. This is fairly close to the State of Nebraska figures of 85.8%, 7.7%, and 17.9% respectively.

Kennard is a part of the Arlington School district serving portions of western Washington County, northwest Douglas County, and southeast Dodge County. The higher than average numbers for diploma attainment are attributable to a quality school district. Table 2.6 shows that during the 2011-2012 school year, 98.83% of students graduated, compared to 87.63% state-wide. (A graphical depiction is shown on Chart 2.2)

Table 2.6 Graduation Rate

Graduation Rates		
Year	ARL	State
2012-2013	N/A	N/A
2011-2012	94.83%	87.63%
2010-2011	94.74%	86.12%
2009-2010	100.00%	90.02%

Chart 2.2 Graduation Rates



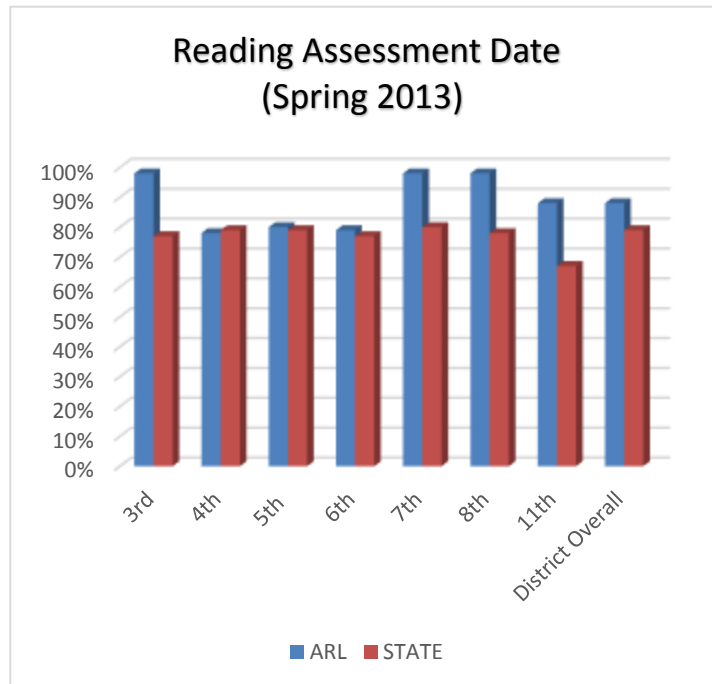
Source: <http://apseagles.fesdev.org/vimages/shared/vnews/stories/518904bb9fdcc/12-13AnnualReport.pdf> (Obtained 10/21/14)

The high graduation rate at Arlington Public Schools could be attributed to the education received in the district. Table 2.7 portrays the Reading Assessment scores from spring 2013. These scores show that the overall district reading proficiency was 88%, 11% higher than the state at 79%. (A graphical depiction is shown on Chart 2.3)

Table 2.7 Reading Assessment Data (Spring 2013)

Nebraska State Reading Assessment		
Grade	ARL	STATE
3rd	98%	77%
4th	78%	79%
5th	80%	79%
6th	79%	77%
7th	98%	80%
8th	98%	78%
11th	88%	67%
District Overall	88%	79%

Chart 2.3 Reading Assessment Data (Spring 2013)



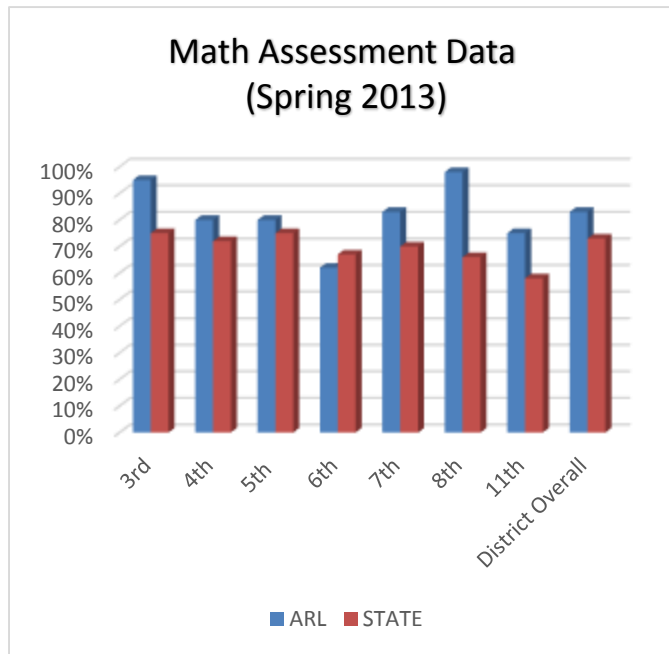
Source: <http://apseagles.fesdev.org/vimages/shared/vnews/stories/518904bb9fdcc/12-13AnnualReport.pdf> (Obtained 10/21/14)

Math proficiency of students in the Arlington Public Schools District is also higher than the state. Table 2.8 shows that Math Assessment results from spring 2013 shows that, overall, 83% of the students in Arlington Public Schools are proficient in math, compared to 73% in the state. (A graphical depiction is shown on Chart 2.4)

Table 2.8 Math Assessment Data (Spring 2013)

Nebraska State Math Assessment		
Grade	ARL	STATE
3rd	95%	75%
4th	80%	72%
5th	80%	75%
6th	62%	67%
7th	83%	70%
8th	98%	66%
11th	75%	58%
District Overall	83%	73%

Chart 2.4 Math Assessment Data (Spring 2013)



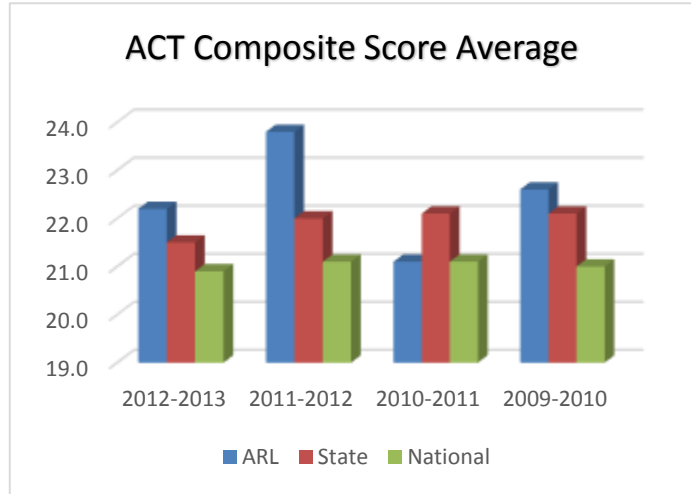
Source: <http://apseagles.fesdev.org/vimages/shared/vnews/stories/518904bb9fdcc/12-13AnnualReport.pdf> (Obtained 10/21/14)

Opportunities to advance education generally provides better employment opportunities in the future. High ACT scores can help a high school student get into a good school if he or she so chooses. Table 2.9 shows that the average ACT score of students in the Arlington Public School District was 22.2, which is higher than the state and national average of 21.5 and 20.9 respectively. (A graphical depiction is shown on Chart 2.5)

Table 2.9 ACT Composite Score Average

ACT Composite Score Average			
Year	ARL	State	National
2012-2013	22.2	21.5	20.9
2011-2012	23.8	22.0	21.1
2010-2011	21.1	22.1	21.1
2009-2010	22.6	22.1	21.0

Chart 2.5 ACT Composite Score Average



Source: <http://apseagles.fesdev.org/vimages/shared/vnews/stories/518904bb9fdcc/12-13AnnualReport.pdf> (Obtained 10/21/14)

Kennard is also fortunate to have post-secondary education opportunities within 50 miles of the community. The following schools include:

- Metropolitan Community College Area -about 18 miles; Omaha, NE
- University of Nebraska at Omaha -about 19 miles; Omaha, NE
- Creighton University -about 20 miles; Omaha, NE
- University of Nebraska Medical Center -about 21 miles; Omaha, NE
- Iowa Western Community College -about 26 miles; Council Bluffs, IA
- Bellevue University -about 27 miles; Bellevue, NE

The post-secondary student population is diverse with many students attending school part-time or are adult learners with different needs than traditional students. Having institutions within commuting distance can be beneficial to both traditional and non-traditional students.

Employment by Occupation

As depicted in Table 2.10 and Chart 2.6 the majority of civilian residents over the age of 16 are in sales and office occupations (33.00%). This is higher than the state percentage at 24.70%. Since Kennard does not have enough sales and office occupations within the village to employ nearly 1/3 of the civilian population, it is most likely that these individuals work outside of Kennard. The second highest percentage are those in natural

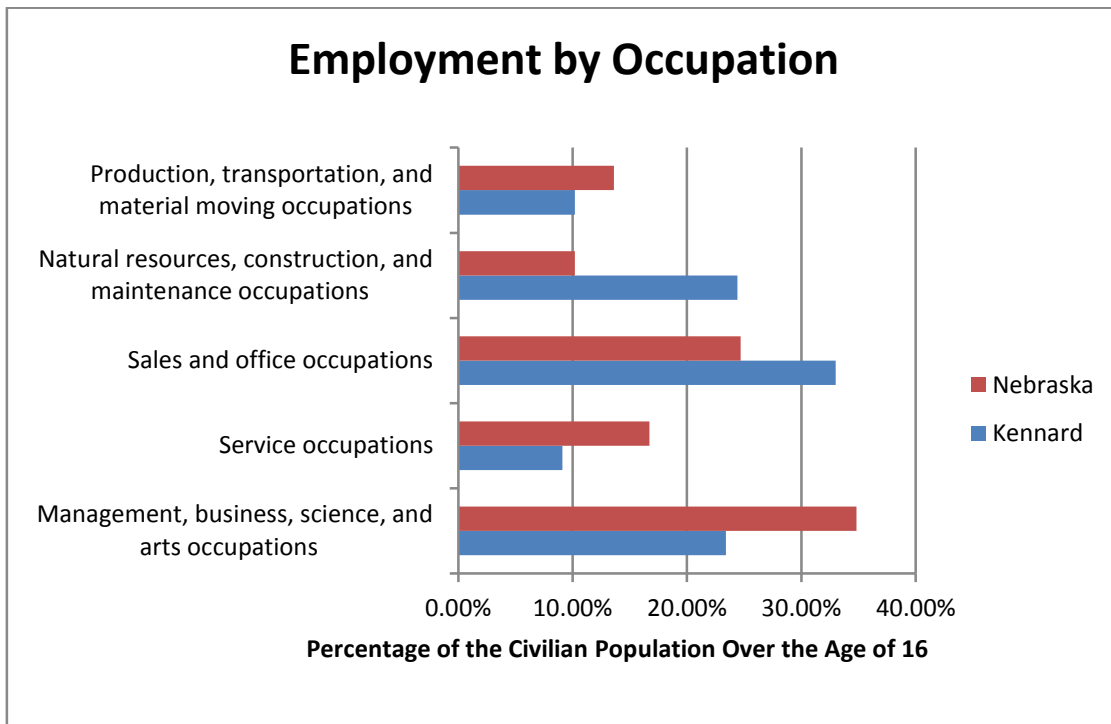
resource, construction and maintenance occupations (24.40%). The percentage of individuals in Kennard that work in these occupations is significantly larger than the Nebraska percentage (10.20%). As with the sales and office occupations, those within natural resource, construction and maintenance occupations most likely have employers located outside of Kennard. The third largest percentage of civilian employed occupations are those in the management, business, science, and art occupations (23.40%). These figures could be associated with the type of job skills obtained by the residents of Kennard.

Table 2.10 Occupation Percentages

Occupation	US	Nebraska	Kennard
Management, business, science, and arts occupations	35.90%	34.80%	23.40%
Service occupations	17.80%	16.70%	9.10%
Sales and office occupations	24.90%	24.70%	33.00%
Natural resources, construction, and maintenance occupations	9.30%	10.20%	24.40%
Production, transportation, and material moving occupations	12.10%	13.60%	10.20%

Source: 2012 American Community Survey

Chart 2.6 Occupation Percentages



Source: 2012 American Community Survey

Employment by Industrial Sector

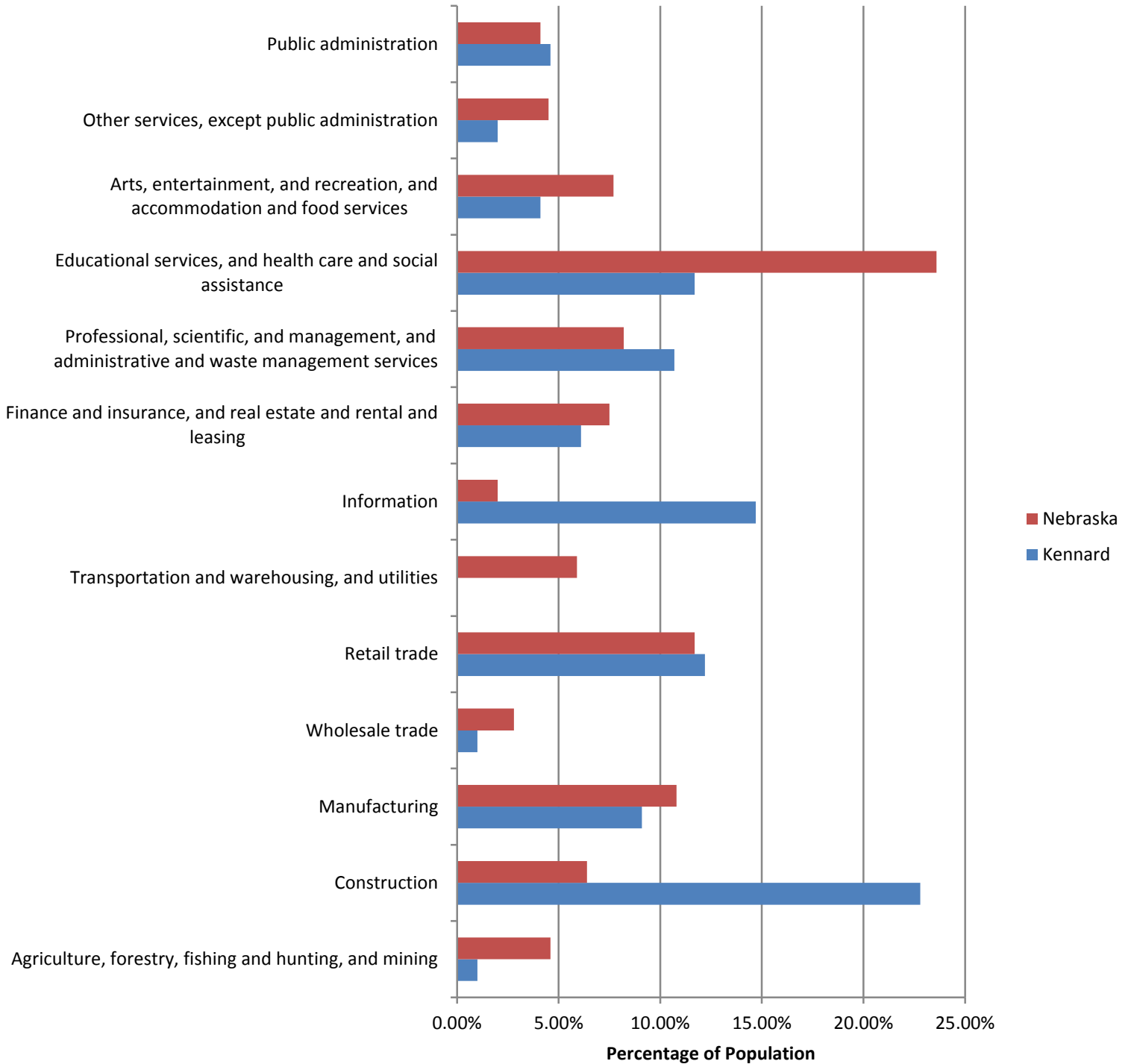
As shown in Chart 2.7 the highest percentage of the Kennard civilian employed population 16 years and older is in the Construction Industrial Sector (23.6%). This percentage is higher than the state at 6.50%. According to the North American Industry Classification System (NAICS) the Construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments engaged in subdividing land for sale as building sites also are included in this sector.

The second highest percentage of civilian employed population 16 years and older is in the Information Industrial Sector at 16.90%. This percentage is higher than the state at 2.10%. According to the North American Industry Classification System (NAICS) the Information sector comprises establishments engaged in the following processes: (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data. The main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries, including traditional broadcasting and those broadcasting exclusively over the Internet; the telecommunications industries; Web search portals, data processing industries, and the information services industries.

As depicted in Chart 2.7 the Agriculture, Forestry, Fishing and Hunting sector had no civilian employed individual 16 years and older recorded as working in this Industry. Even though the surrounding area of Kennard is primarily surrounded by agricultural uses, it appears that no one within the Village of Kennard city limits engage in this industry.

Chart 2.7 Employment by Industrial Sector

Employment by Industrial Sector



Source: 2012 American Community Survey

Place of Employment

Table 2.11 shows that there is a decrease from 2000 to 2012 of an estimated 198 civilian employed individuals 16 years and older in 2000 to an estimated 189 in 2012. The total decrease in total employed is reflected across the other categories in Table 2.11 except for those who work in Washington County and those who work outside of Kennard. Factors that could have affected the total number employed could include retirement, layoffs, and individuals moving from Kennard.

The percentage change from 2000 to 2010 can reflect the trend of where individuals choose each place of employment. Table 2.11 indicates an estimated increase in the percentage of employed individuals working outside of Kennard from 89.39% in 2000 to 91.40% in 2010 and another increase in 2012 to 94.17%. There has also been an estimated increase of employed individuals working inside of Washington County, from 44.95% in 2000 to 54.49% in 2012. Table 2.11 appears to show a trend of employed individuals in Kennard seeking employment outside of Kennard, but not wanting to travel outside of Washington County to seek employment.

Table 2.11 Place of Employment						
	2012 (count)	2010 (count)	2000 (count)	2012(%)	2010 (%)	2000 (%)
Total Employed	189	186	198	100%	100%	100%
Work In Kennard	11	16	21	5.82%	8.60%	10.61%
Work Outside Kennard	178	170	177	94.17%	91.40%	89.39%
Work In Washington County	103	89	89	54.49%	47.85%	44.95%
Work Outside Washington County	83	96	104	43.91%	51.61%	52.53%
Work In Nebraska	186	185	193	98.41%	99.46%	97.47%
Work Outside Nebraska	3	1	5	1.58%	0.54%	2.53%

Source: 2000 Census; 2010 American Community Survey; 2012 American Community Survey

Kennard Commuting Trends

Table 2.12 shows the travel time to work for the residents of Kennard. Between the years 2000 and 2010 there was an estimated increase of 12.1% of individuals traveling 15 to 19 minutes to work. There was also an estimated decrease of 13.3% traveling 30 to 34 minutes to work. Table 2.13 depicts the mode of transportation to work chosen by the residents of Kennard. It is estimated that 95.3% of resident chose to drive to work using a car, truck or van; an estimated increase of 1.4% from 2000. With no resident choosing a non motor vehicle from of transportation to travel to work in 2010, it can be assumed that the travel time and figures in Table 2.12 could have a strong association to the place of employment figures shown in Table 2.11.

Table 2.12 Travel Time					
Estimated Travel Time	2012	2010	2000	% Change (2000-2010)	% Change (2010-2012)
Less Than 10 Minutes	2.20%	2.80%	8.40%	-5.6%	-0.6%
10 to 14 Minutes	19.10%	14.70%	6.80%	7.9%	4.4%
15 to 19 Minutes	29.50%	29.40%	17.30%	12.1%	0.1%
20 to 24 Minutes	11.50%	7.90%	15.70%	-7.8%	3.6%
25 to 29 Minutes	9.80%	11.30%	4.70%	6.6%	-1.5%
30 to 34 Minutes	8.20%	12.40%	25.70%	-13.3%	-4.2%
35 to 44 Minutes	6.60%	6.80%	7.30%	-0.5%	-0.2%
45 to 59 Minutes	9.80%	11.30%	7.90%	3.4%	-1.5%
60 or More Minutes	3.30%	3.40%	6.30%	-2.9%	-0.1%
Mean Travel Time to Work (Minutes)	24.2	26	28.7	-2.7	-1.80

Source: 2000 Census; 2010 American Community Survey, 2012 American Community Survey

Table 2.13 Mode of Transportation					
Mode of Transportation	2012	2010	2000	% Change (2000-2010)	% Change (2010-2012)
Car, Truck, Van	96.80%	95.30%	93.90%	1.40%	1.50%
Walk	0.00%	0.00%	2.50%	-2.50%	0.00%
Bicycle	0.00%	0.00%	0.00%	0.00%	0.00%
Taxi, Motorcycle, Other	0.00%	1.60%	0.00%	1.60%	-1.60%
Work from Home	3.20%	4.80%	3.50%	1.30%	-1.60%

Source: 2000 Census; 2010 American Community Survey; 2012 American Community Survey

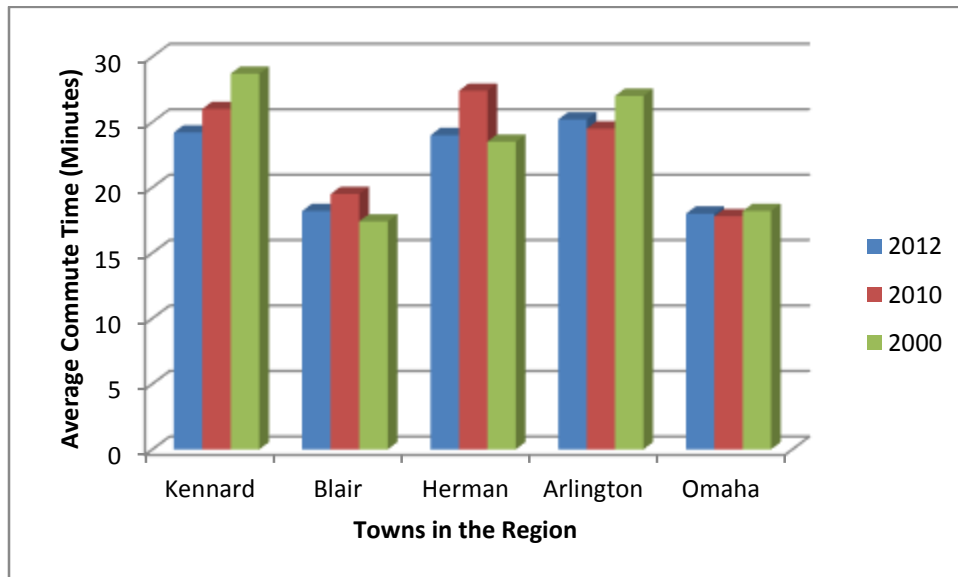
Regional Commuting Trends

Table 2.14 shows the average commute time of cities in the region. From 2000 to 2010 the estimated commute time of those living in Kennard decreased from an average time of 28.7 minutes in 2000 to 26.0 minutes in 2010. This trend continued in 2012 with an average travel time of 24.2 minutes. This appears to be an indication that the people of Kennard are looking for and finding employment closer to home. Of the cities and villages in Washington County, residents of Blair have the lowest average commute time in 2010 of 19.5 minutes, which decreased again in 2012 to an estimated 17.4 minutes. This could be due to more employment opportunities in Blair compared to the other villages in Washington County. Chart 2.8 provides a graphical representation of the changes in the average regional commute time between the year 2000, 2010 and 2012.

	Kennard	Blair	Herman	Arlington	Omaha
2012	24.2	18.2	24	25.2	18
2010	26.0	19.5	27.4	24.5	17.8
2000	28.7	17.4	23.5	27.0	18.2

Source: 2000 Census; 2010 American Community Survey; 2012 American Community Survey

Chart 2.8 Average Regional Commute Time (Minutes)



Source: 2000 Census; 2010 American Community Survey; 2012 American Community Survey

Taxable Retail Sales

As an incentive to attract businesses to the village, Kennard does not collect a local sales tax.

Retail sales tax can help a community calculate the pull factor, which is the ratio of the average per capita retail sales in the community to the average per capita retail sales in the state. This will yield a rough measure of whether Kennard is doing better, not as well, or about as well as can be expected from retail trade. As mentioned earlier, Kennard does not have a sales tax, but if there is to be one instituted sometime in the future, it would be suggested that Kennard measure its pull factor.

The pull-factor ratio usually ranges from a low of about .4 to a high of 1.5. A ratio less than 1.0 suggests retail dollars are leaking out of Kennard to cities and other towns; a ratio greater than 1.0 suggests that Kennard would be pulling in retail dollars from shoppers from others towns and the county side. The steps to calculate a pull factor are as followed:

1. Kennard sales tax ÷ Kennard's population = Kennard's Per Capita Sales Tax
2. Nebraska's sales tax ÷ Nebraska's population = Nebraska's Per Capita Sales Tax
3. Kennard's Per Capita Sales Tax ÷ Nebraska's Per Capita Sales Tax = Kennard's Pull Factor

PART 3:

LAND USE AND

DEVELOPMENT



LAND USE AND DEVELOPMENT

The arrangement and location of future land uses should be determined before the basic services for Kennard, such as utilities, community facilities and streets can be planned. Land use classifies land according to the way an area is utilized – residential, commercial, industrial, agricultural or public. Establishing suitable areas of town in which certain types of land use are acceptable is one of the foundation principles of planning and also is primary to the development of efficient, safe and economically sound cities. This section of the Kennard Comprehensive Plan analyzes current land use patterns and existing regional development trends. From this information and information obtained from members of the community, city officials and staff, this section also presents a Community Growth Plan, which is intended to guide land use decisions and become the basis for land use regulation in Kennard.

Existing Land Use

Planning for future uses can be completed only after the existing land use patterns have been determined. The predominant land use in Kennard is residential with commercial, industrial and agriculture uses accounting for the remainder of non-civic land uses in the village. Kennard is surrounded by a predominantly agricultural landscape. Kennard is located within the Northwest Branch Papillion Creek Watershed (USGS 102300060201) and directly west of the East Fork Big Papillion Creek-Big Papillion Creek Watershed (USGS 102300060202). These two watersheds are separated by the Big Papio Creek, which lies to the east of Kennard's city limits. To the south of Kennard lies the Union Pacific Rail Road line and Lincoln Highway (U.S. Highway 30).

- **Residential Land Use**

The main land within the Kennard city limits is residential and is found in all parts of town, with many single family units located to the north and west of the commercial district. There are a few residential units within Kennard's current commercial land use area. A total of 161 single family dwelling units exist in the Village of Kennard, according to the 2012 American Community Survey. Forty-six of these structures were built from the year 1940 or earlier (see Table 4.1).

- **Commercial Land Use**

The Village's commercial uses are located along Main Street, south of East Third Street and along West Second Street, west of Pine Street. The land use category is intended to encourage and promote the redevelopment of the downtown area as the city's financial, commercial, governmental, cultural, recreational, and professional center. The preservation and rehabilitation of existing historical structures is of significance to the Village of Kennard. It is important that in fill construction be compatible with and enhance the architectural style of the downtown area.

- **Industrial Land Use**

The Village's industrial uses lie along the rail road on both the north and south side of the tracks, stretching from the east end of the village and as far as Linn Street.

- **Agricultural Land Use**

Land located outside the city limits is designated for agricultural use. Since Kennard has land use authority within one mile of its city limits, The Village has designated this use as agricultural.

Figure 3.1 Current Land Use Map

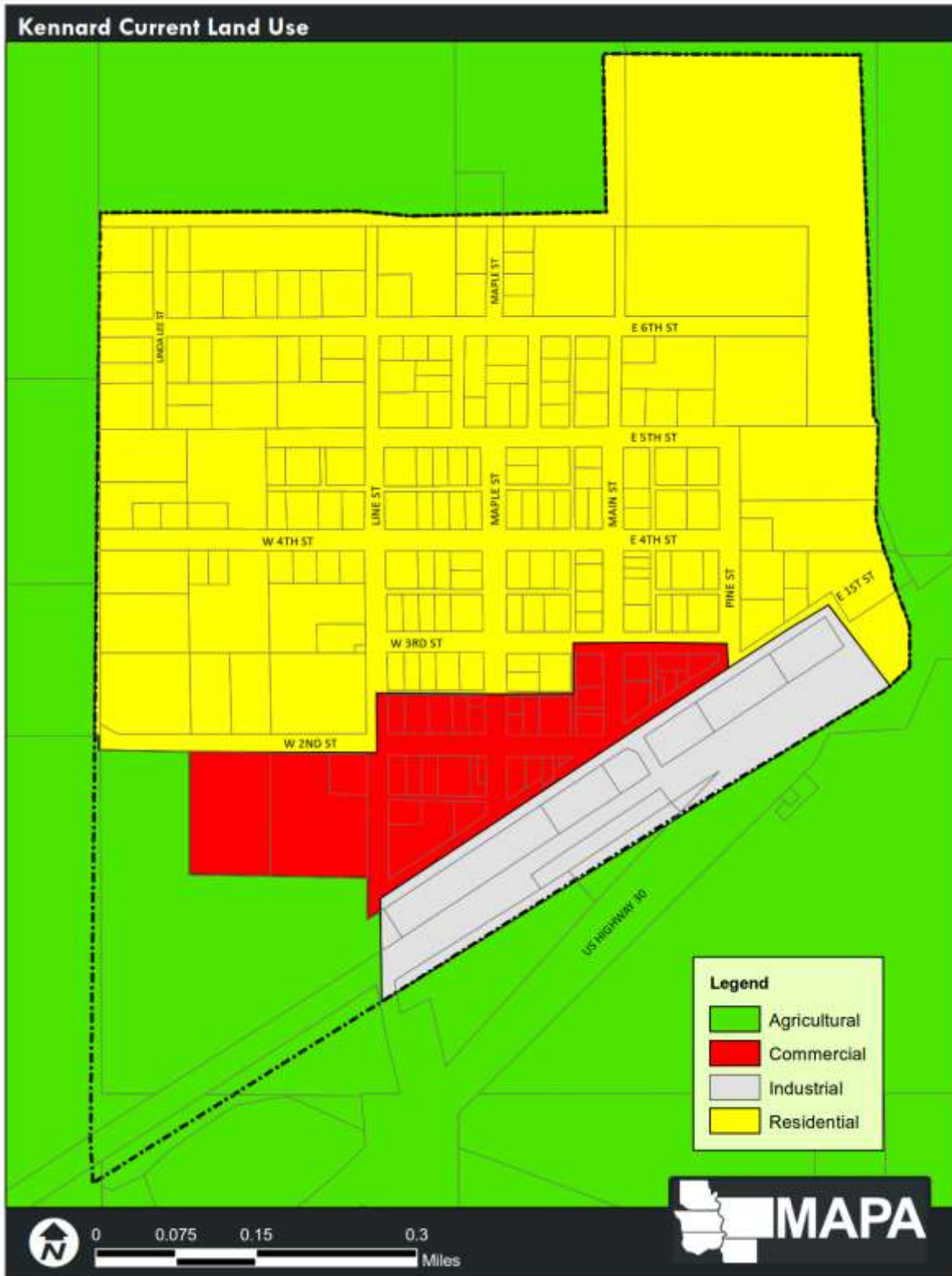
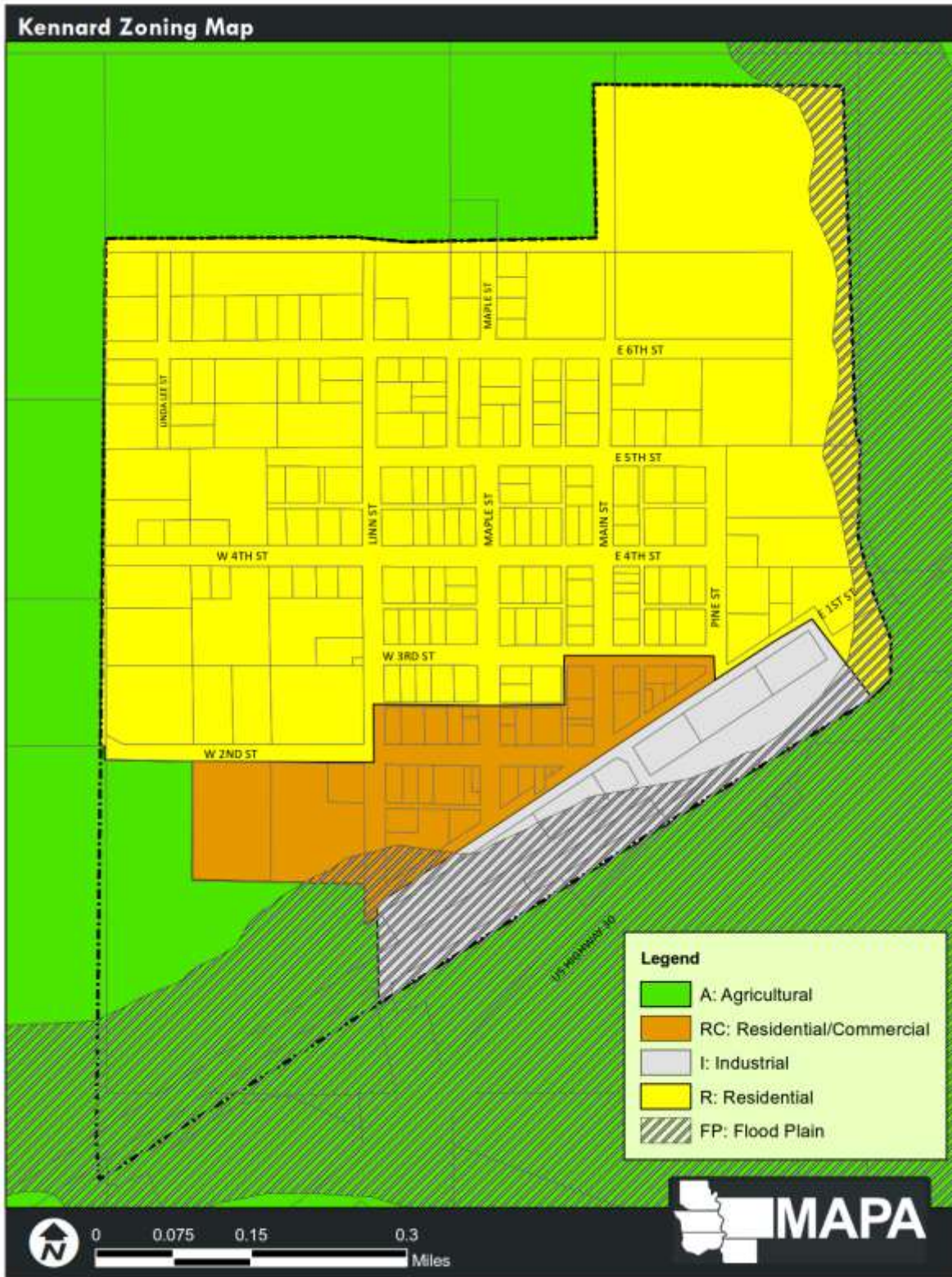


Figure 3.2 Kennard Zoning Map



Existing Extra Territorial Jurisdiction (ETJ)

The planning jurisdiction for the Village of Kennard includes the area within the city limits of the Village of Kennard as well as the one-mile extra-territorial jurisdiction (ETJ).

Section 13-327 of the Nebraska State Statute states:

13-327. County; cede jurisdiction; when; procedure.

(1) The governing body of any city of the first or second class or village may, by majority vote of its members, request that the county board formally cede and transfer to the city or village extraterritorial jurisdiction over land outside the area extending two miles from the corporate boundaries of a city of the first class and one mile from the corporate boundaries of a city of the second class or village. In making its request, the city or village shall describe the territory over which jurisdiction is being sought by metes and bounds or by reference to an official map, except that a village shall not request jurisdiction over any territory that is more than one-quarter mile outside the area extending one mile from the corporate boundaries of a village.

(2) Unless prohibited pursuant to section 13-328, the county board may, by majority vote of its members, grant the request with regard to some or all of the requested territory if:

(a) The county has formally adopted a comprehensive development plan and zoning resolution pursuant to section 23-114 not less than two years immediately preceding the date of the city's or village's request;

(b) The city or village, on the date of the request, is exercising extraterritorial jurisdiction over territory within the boundaries of the county;

(c) The requested territory is within the projected growth pattern of the city or village and would be within the city's or village's extraterritorial jurisdiction by reason of annexation within a reasonable period of years;

(d) Not more than a total of twenty-five percent of the territory of the county located outside the corporate boundaries of any city or village within the county shall be ceded to the jurisdiction of one city or village within ten years after the date upon which the initial request for the cession of territory to the city or village was approved by the governing body of the city or village; and

(e) No portion of the territory ceded to the city's or village's jurisdiction by the county lies within an area extending one-half mile from the extraterritorial jurisdiction of any other city of the first or second class or village on the date the request is approved by the governing body of the city or village.

(3) If the county board approves the cession and transfer of extraterritorial jurisdiction to a city or village pursuant to this section, such transfer shall take effect on the effective date of the ordinance as provided for in subsection (1) of section 16-902 in the case of a city of the first class or as provided for in subsection (1) of section 17-1002 in the case of a city of the second class or village. Upon the effective date of such transfer, the transferred jurisdiction shall be treated for all purposes as if such land were located within two miles of the corporate boundaries of a city of the first class or within one mile of the corporate boundaries of a city of the second class or village.

Washington County has allowed for the one mile ETJ for Kennard.

Land Use Projections and Current Trends

Residential uses will continue to dominate the Village of Kennard. The trend of residential commuters migrating to Kennard will continue, keeping Kennard a predominantly residential town. There is some potential for commercial growth, particularly near West Second Street where there are open lots and buildings that could be renovated. The future land use map in Figure 3.4 shows that Kennard should continue to develop the current commercial district along West Second Street.

Land Use Goals

- *Bring in More Commercial Development*

Having an economic development plan can help attract more commercial development. More information can be found in Part Six of the Kennard Comprehensive Plan.

- *Expand Job Opportunities and Tax Base*

The community must take full advantage of the resources it has when it comes to expanding job opportunities. This could include providing suitable facilities and identifying the needs of the community. The encouragement of commercial facilities along West 2nd Street is a goal of this plan. Most growth in the past 10 years has come from residential development, and the community will have to rely on residential development to expand the tax base, since the Village has no sale tax. While there are some local service employers in the community, the potential exists for additional job opportunities in the area, as the community currently has sites available for commercial services and retail.

- *Residential Expansion*

The expansion of residential uses will be a continued trend and a goal of this plan. Washington County has seen an increase in Rural Residential Estates within close proximity to Kennard. A goal of this plan is to encourage the development of residential subdivisions and allow the village to realize its potential in a controlled manner. Conventional single family subdivisions is a big need in a community that is looking to grow. Although a high number of homes located outside of Kennard are moderate-high value single family residential, reflecting the regional housing market trends, it is important for Kennard to identify affordable housing development. The moderate-high value, single-family residential will likely continue in areas in Washington County zoned as Rural Residential Estates.

Community Growth Plan

By establishing proactive community development policies and adhering to a vision of how the community should grow, Kennard has the potential to successfully attract residential and commercial development, sustain a stable tax base and continue to provide quality public services to all. The sum of all community development policies and the strength of community development principles will determine, to a great extent, future land use in the city. The Community Growth Plan consists of two parts:

- *Community Growth Principles*, setting forth the basic premises and community values used to guide all development actions.

And

- *Community Development Policies*, establishing areas of specific development focus and providing avenues to accomplish the goals contained in the plan.

General Principles

When considering development plans, ask: “Does the project/plan conform to the guiding principles?”

- **Concentric Growth:**

Kennard’s growth should occur in a logical procession from city limits outward. Residential growth should occur primarily north and west of the village and commercial growth should be reserved for land adjacent to West Second Street. It is important to take into account that, even though Kennard is surrounded by open space, land directly east and south of Kennard lie within a 100 year flood plain (See Figure 2.2).

- Managed Growth:

Areas identified for growth should be related to regional demand in the housing market and land demand for commerce and industry. Development policy should emphasize the need for multiple housing choices and location opportunities for potential residents and businesses. However, development policy should balance the need for choice with the need for orderly development and infrastructure extensions.

- Responsible Growth:

A basic, continuous network of streets and open spaces should be pre-planned to maintain linkages between traditional city and newly developing areas. As Kennard looks to grow, the Village should maintain to some extent the grid street network that characterizes the established part of town. New subdivisions and streets should not be considered as “standing alone” but should provide increased mobility and accessibility for all residents.

Land Use Policies

- Create Capacity for Growth: Kennard should take a proactive approach in providing space for residential expansion. Planning for residential growth areas to the west and north of the city limits is recommended. It is also recommended that Kennard keep in mind that Blair is also expanding and the Extra Territorial Jurisdiction of Blair, touches Kennard’s to the east and northeast of the Village (see Figure 3.3).

- Phased Annexation: A program of phased voluntary annexation is recommended. Annexation of developable land will provide capacity for the future expansion of Kennard. This is known as an “urban reserve.” The use of TIF and other financial incentives can draw residential and commercial development into a community – but land must be incorporated into the Village in order for those incentives to be offered. The first step in phased annexation is to gauge landowners’ willingness to annex and their future plans for their property. Landowners immediately adjacent to city limits should be the first tier of annexation and those parcels should logically be the first to develop. Fringe, or leapfrog development should be discouraged as it places greater burdens on utility infrastructure and creates fractious land use patterns. Discussing future land use plans with landowners is the most critical step to creating capacity for development. Obtaining voluntary petitions for annexation most often does not occur until a subdivision plat is ready for approval, however, many landowners may find it beneficial to have land annexed prior to a development beginning. Once land is annexed, the Village can prepare for utility extensions to the territory.

- Zoning and Subdivision Regulations: Zoning and subdivision regulations are the “teeth” behind a comprehensive plan. This plan will establish the desired land use patterns and orderly development for the Village of Kennard, however, zoning and subdivision regulations reinforce those ideas with actual regulatory power. A zoning map (see Figure 3.2), indicating what areas of town are suitable for certain types of development, will essentially mirror the current land use map (see Figure 3.1) included herein. Subdivision regulations will ensure that any new development is constructed to be efficient, safe and compatible with the rest of the community. Zoning and subdivision regulations are being drafted in conjunction with this plan.

- Building Permits and Impact Fees: Requiring all new construction to obtain a building permit will ensure conformance with established land use regulations and will be essential to enforcing zoning and subdivision regulations upon adoption. Fees charged for building permits can pay for the cost of inspections to ensure proper construction methods and quality. Private firms or individuals, or even larger cities, can provide inspections and permit administration on a contract basis. Impact fees should also be charged for connection to city utilities. An engineering firm can calculate the impact that an average new home or business will have on a wastewater or water treatment plant and translate that impact into a monetary value on a per home, or per acre basis. Assessing these impact fees to new development will ensure that future upgrades or expansions needed as a result of new development can be sustained.

Figure 3.3 Kennard One Mile Extra Territorial Jurisdiction (ETJ) Map

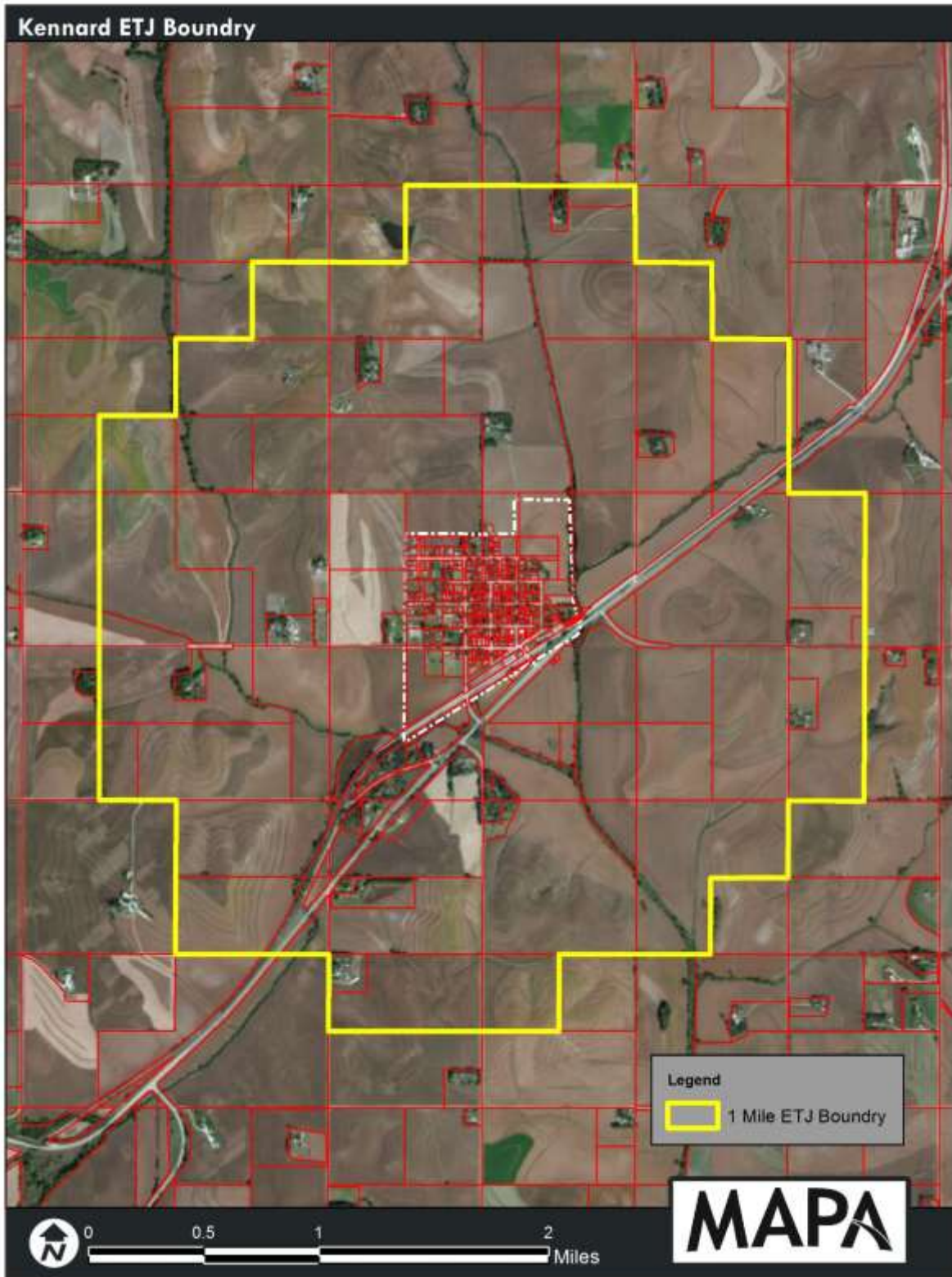
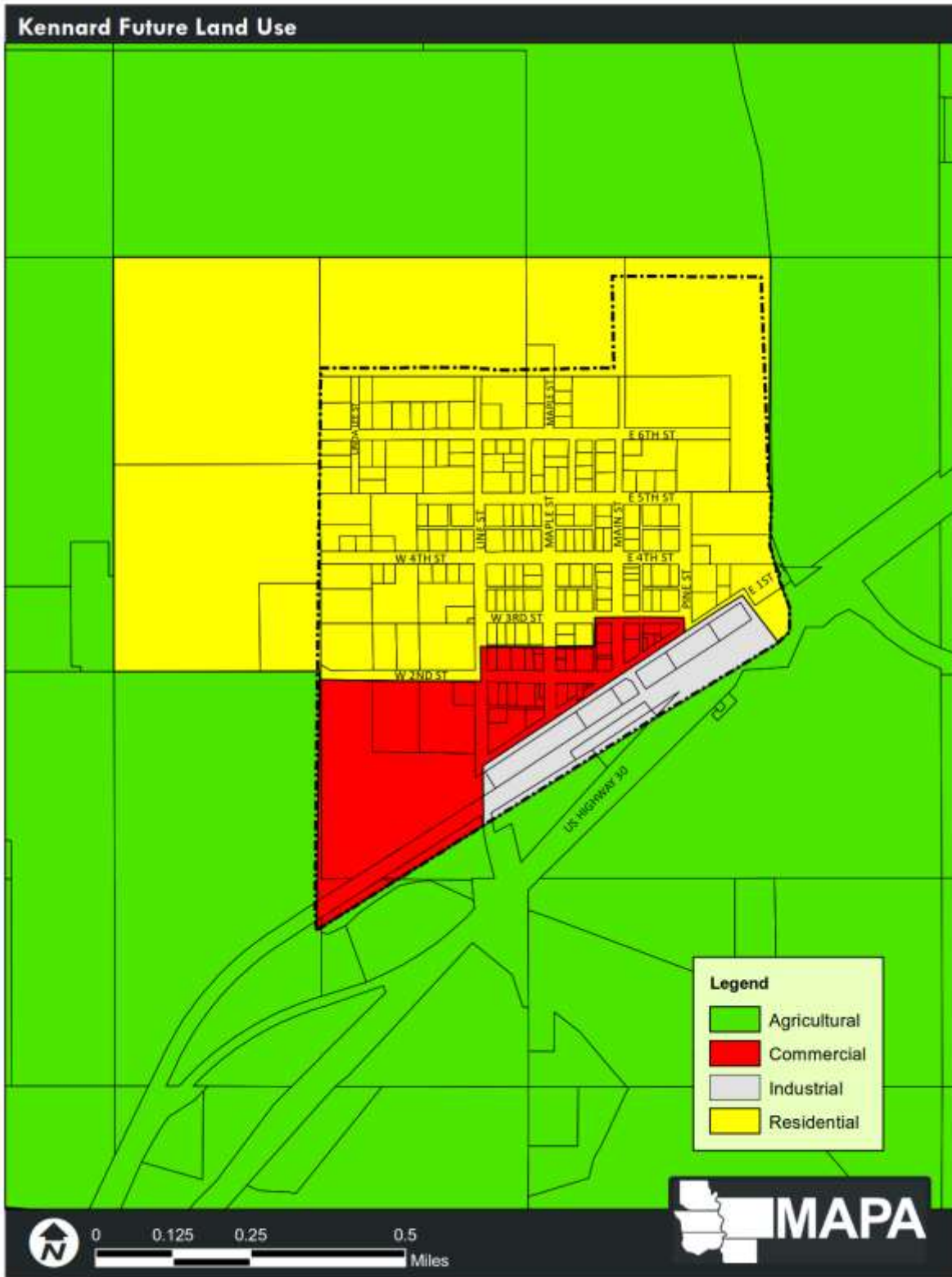
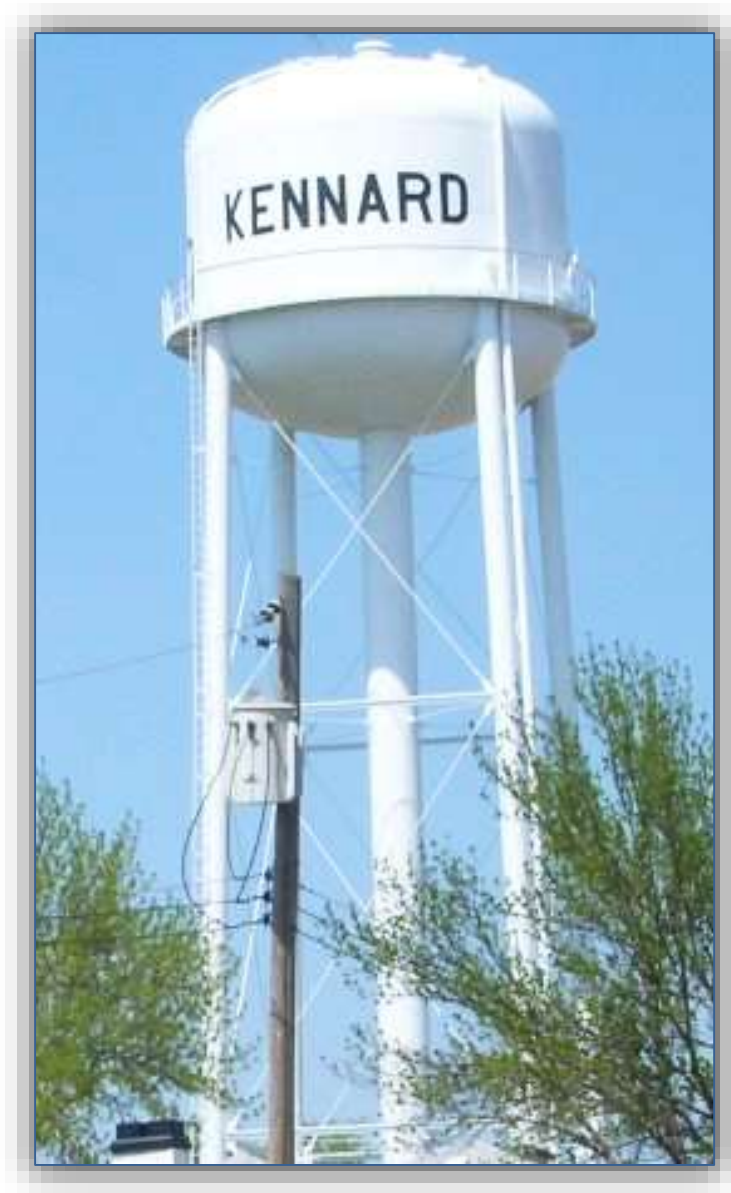


Figure 3.4 Kennard Future Land Use Map



PART 4: INFRASTRUCTURE



TRANSPORTATION

Transportation can be seen as the fabric that ties together all components of an urban area. In addition, public streets often represent the greatest percentage of publicly owned territory within a city and consequently are the most utilized and important civic spaces. The appearance and condition of public streets have a great effect on the health and value of property within the Village. Quality public streets which safely and efficiently accommodate vehicular traffic, sidewalks which allow easy and universal accessibility to all, and landscaped rights-of-way which add to the quality of life are all essential functions of a transportation network. This section of the Kennard Comprehensive Plan provides an analysis of the existing transportation network in Kennard, highlights existing or emerging circulation problems and provides suggestions on how to enhance accessibility options and create a transportation network that does much more than provide a paved surface to drive upon.

Existing Conditions

- *Streets and Roads*

Most of the streets located within the city limits are laid with concrete. The following exceptions are asphalt:

- Second Street
- Main Street, south of Fifth Street
- Fourth Street, west of Main Street

The 2014 Kennard 1-6 Year Road Plan provides detail on needed improvements.

- *Trails and Sidewalks*

There are sidewalks in Kennard, however there is not a complete sidewalk system though the village. Repairs are suggested on an as needed basis.

- *Rail Road*

Presently, Union Pacific Rail Road serves the rail line through Kennard. The trackage is located south of Kennard between the Village and U.S. Highway 30. The rail line has, from time to time, blocked both entrances to the south of town and a solution to this issue should be examined.

Transportation Goals

- *Provide a transportation system throughout Kennard for the safe and efficient movement of people, goods and services.*
- *Create and maintain design standards and policies for various classes of streets, roads, highways and bridges to enhance the function and safety of the roadway and street system in Kennard.*

- *Install/Repair Sidewalks as needed*
- *Install/Repair Streets as needed*
- *Work with the railroad and Nebraska Department of Road on possible alternative entrance to the community.*

Transportation Policies

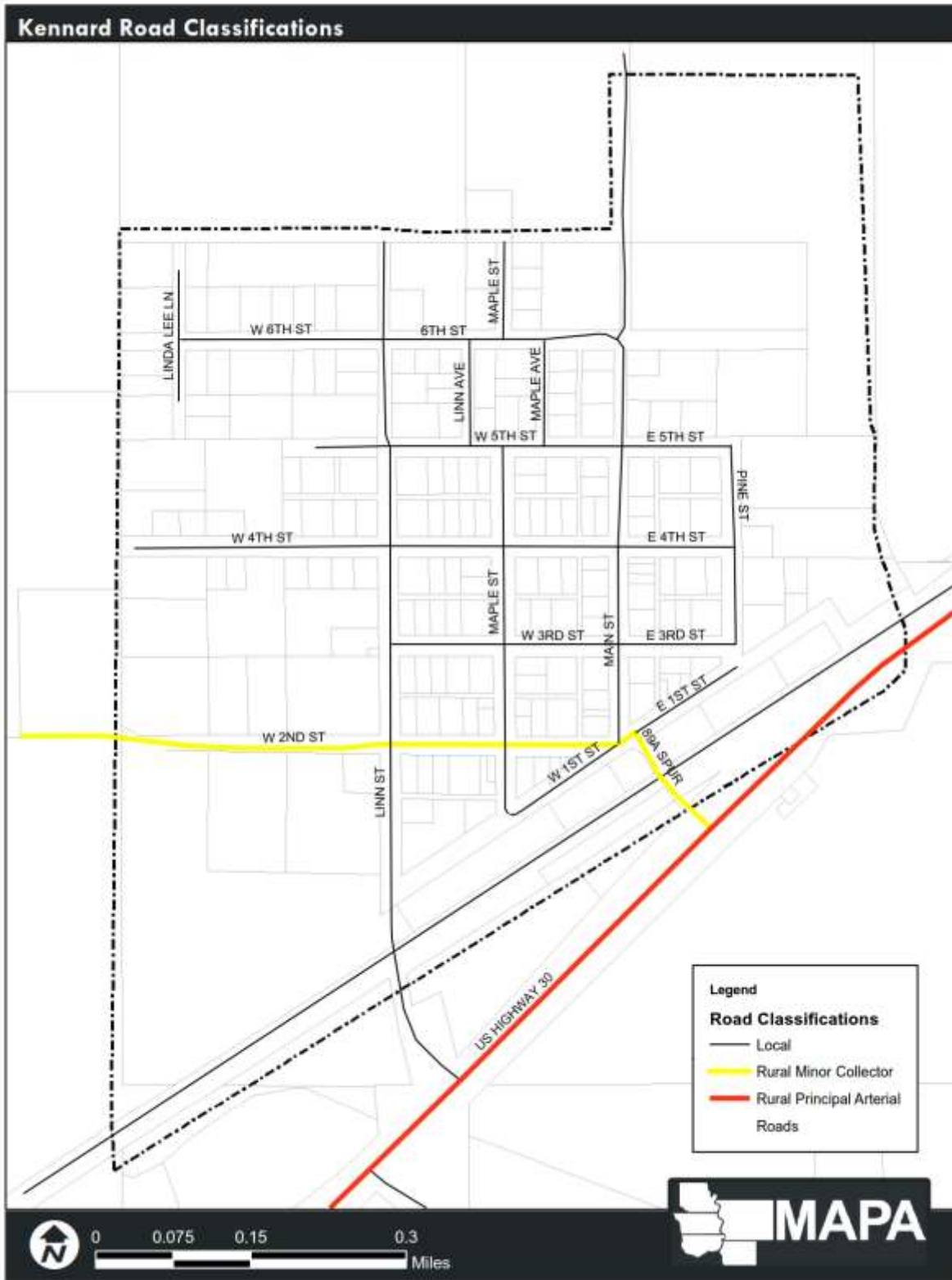
- *Kennard One and Six Year Road Plan*

Annually the Village of Kennard is required under state law to develop and approve a One– and Six-year Plan for the different projects, including maintenance that will be undertaken during the fiscal year. This Plan is required to be reviewed and commented on by the Nebraska Revised State Statutes §19-929. The One– and Six-Year Plan should always be reviewed and considered when the Planning Commission and the Village Board are making decisions on Land Use and Zoning.

- *Access Management*

Cooperation between the railroad and the village is encouraged. The rail road cannot block entrances at Linn Street (West Entrance) and Main Street (East Entrance). Obstructions, such as a stopped train, to these access points can have detrimental effects in emergency situations.

Figure 4.1 Kennard Road Classification Map



HOUSING

Kennard's housing stock can be viewed as critical infrastructure and the maintenance, enhancement and continual development of it are essential to sustaining and improving upon the level of service and quality of life that residents currently enjoy. The housing supply represents the village's largest capital investment and the value of the housing stock largely determines the fiscal health of the Village. This section of the Plan analyzes current housing conditions, examines regional trends in the housing development market, sets goals based on identified community needs and provides policy solutions to ensure that quality housing is available for all residents.

Existing Conditions

Kennard has a mix of relatively newer and older housing stock. 38.5% of the homes in Kennard were built prior to 1970, with 29.8% built by 1990 or later. Table 4.1 breaks down the percentages by the years in which housing was constructed. Many of these homes have been kept up well and a few are the process or have just completed major renovations. There are very few houses that can be considered dilapidated. Housing policies should continue to encourage rehabilitation and renovation of older homes.

Newer construction is generally located to the north of town, with older construction concentrate south of town near Main Street.

Table 4.1 Age of Kennard Housing Stock

Year Built	Percentage
Built 2010 or later	0.00%
Built 2000 to 2009	19.90%
Built 1990 to 1999	9.90%
Built 1980 to 1989	0.00%
Built 1970 to 1979	19.90%
Built 1960 to 1969	11.80%
Built 1950 to 1959	3.10%
Built 1940 to 1949	6.80%
Built 1939 or earlier	28.60%

Regional Trends

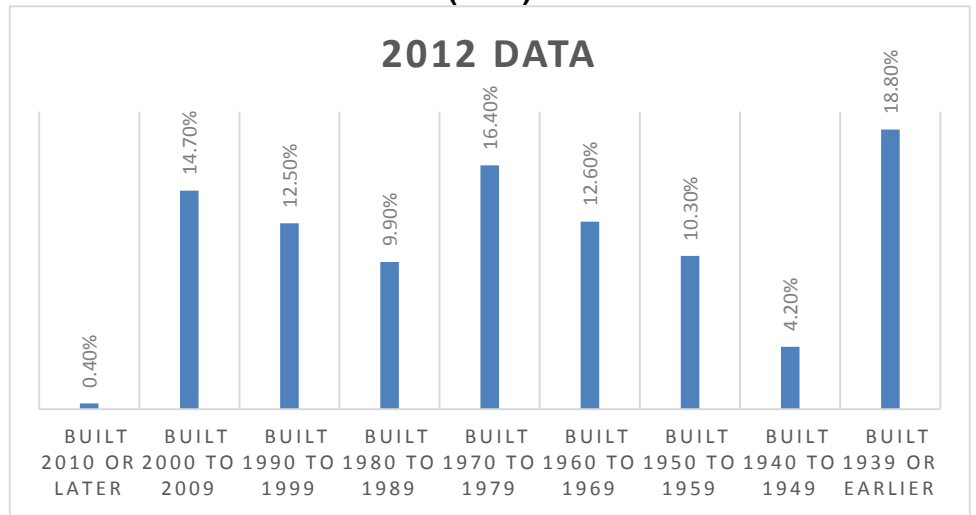
Many communities surrounding the Omaha metro have experienced small housing booms corresponding with fluctuations in the national housing market. When interest rates are low and development costs comparatively low, people often look to "move up" to higher value homes in bedroom communities. In general, this trend is expected to continue as the Omaha-metro grows and people seek different housing options. As jobs and housing become more dispersed, people could look to communities such as Kennard as places to live.

Data from the Omaha-Council Bluffs-Fremont, NE-IA Combined Statistical Area was collected to evaluate regional trends. Table 4.2 shows how housing unit construction has slowed since 2010, however, this data was recorded early in the decade and the trend could improve. Table 4.3 shows that there has also been a decline in the amount of people who have moved into a new housing unit, indicating that people may not want to move or are not financially able to move to a new home at this time. Regionally, homes with 3 bedrooms are the most popular, with four to six total rooms in a housing unit seeming to fit the needs of the home owner in our region (See Table 4.4)

Table 4.2 Housing Structures Built (2012)

Year Structure Built	2012 DATA
Built 2010 or later	0.40%
Built 2000 to 2009	14.70%
Built 1990 to 1999	12.50%
Built 1980 to 1989	9.90%
Built 1970 to 1979	16.40%
Built 1960 to 1969	12.60%
Built 1950 to 1959	10.30%
Built 1940 to 1949	4.20%
Built 1939 or earlier	18.80%

Chart 4.1 Housing Structures Built (2012)

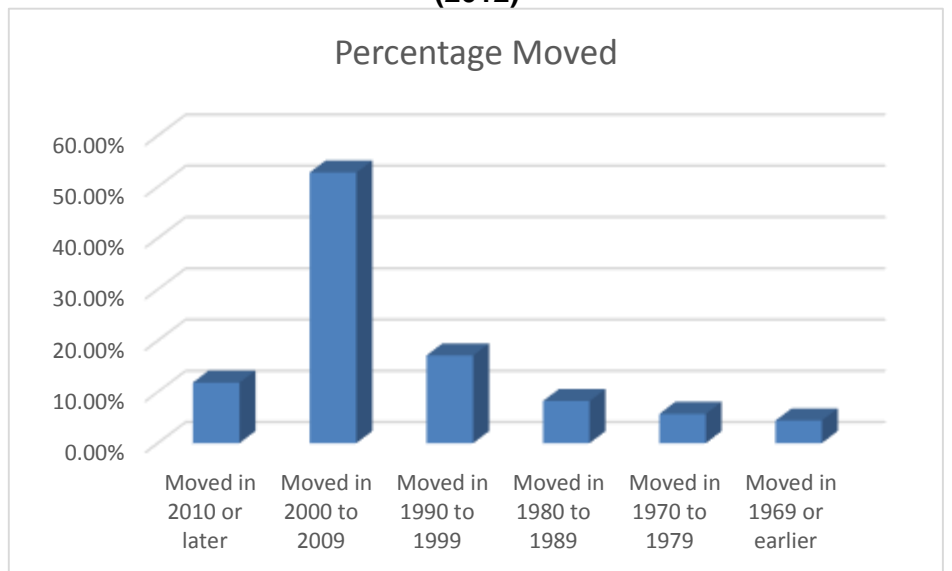


Source: 2012 American Community Survey

Table 4.3 Year Moved (2012)

Year Moved	Percentage Moved
Moved in 2010 or later	11.80%
Moved in 2000 to 2009	52.80%
Moved in 1990 to 1999	17.10%
Moved in 1980 to 1989	8.20%
Moved in 1970 to 1979	5.70%
Moved in 1969 or earlier	4.40%

Chart 4.2 Year Moved (2012)



Source: 2012 American Community Survey

Table 4.4 Numbers of Bedrooms (2012)

Type of Housing Unit	Number of Bedrooms
No bedroom	6,002
1 bedroom	47,050
2 bedrooms	92,296
3 bedrooms	150,562
4 bedrooms	66,821
5 or more bedrooms	16,328

Chart 4.3 Numbers of Bedrooms (2012)



Source: 2012 American Community Survey

Housing Characteristics

Table 4.5 shows the housing characteristics for the Village of Kennard. There were an estimated 161 housing units in Kennard as of the 2012 ACS (American Community Survey) estimate. This is an increase from 148 housing units in 2000, as determined by the 2000 Census. Of the 161 estimated housing units in 2012, 94.3% were owner occupied, with only 2.48% remaining vacant. There did seem to be an estimated decline in owner occupied housing units in 2010, possibly due to the housing crisis, but Kennard has seem to have recovered, as shown in the 2012 estimates.

The median housing value in Kennard was estimated at \$123,600 in 2012, a substantial increase from the 2000 estimate of \$81,700, but a decrease from the 2010 estimate of \$128,800. The 2010 increase of median housing values can be associated with a couple factors: 1) new construction of higher value homes and/or 2) the inflated home values consistent with the rest of the nation, prior to the mortgage crisis. These home values have seem to leveled off and stabilized by 2012.

Although some of the housing in Kennard could be considered affordable under HUD guidelines, obstacles to homeownership such as down payments and closing costs make it difficult for first time homebuyers. Nearly 70.3% of households in Kennard had a mortgage in 2012, with a median mortgage of \$1,313 per month.

Year	2012	2010	2000
Number of Housing Units	161	158	148
Number of Occupied Housing Units	157	150	143
Owner Occupied Housing Units (percentage)	94.30%	86.70%	89.50%
Vacant Housing Units (percentage)	2.48%	5.10%	3.40%
Median Housing Value (in dollars)	\$123,600	\$128,800	\$81,700
Percentage of Homeowners with a Mortgage	70.30%	59.40%	58.20%
Median Mortgage per Month (in dollars)	\$1,313	\$1,348	\$930
Median Gross Rent per Month (in dollars)	\$1,083	\$813.00	\$515

Source: 2000 Census, 2010 Census, 2010 American Community Survey, 2012 American Community Survey

Household Characteristics

Table 4.6 provides an analysis of household characteristics in Kennard from 2000 to 2012. During the 10-year period from 2000 to 2010 the number of households in Kennard increased from 149 to 150. The number of families, however, decreased in that same ten year period, from 100 in 2000 to 95 in 2010, with an average decrease of .19 persons per household. This could be due to a decrease in new families in households in Kennard from 2000 to 2010. In 2012 there is an estimated increase in the number of families to 101 and households to 157.

Table 4.6 Household Characteristics

Year	Population	Total Families	Households	Persons Per Household
2012	---	101	157	2.39
2010	361	95	150	2.41
2000	371	100	149	2.6

Source: 2000 and 2010 Census, 2012 American Community Survey

Housing Goals

- *Continue to create new housing developments as appropriate and establish the necessary organizational structure for the creation of housing projects in Kennard.*
- *Provide all residents with access to a variety of safe, decent, sanitary housing types.*
- *Promote development of residential options for Kennard's residents of all income levels.*
- *Encourage future residential development which is compatible and complements existing neighborhoods.*
- *Actively access affordable housing programs available from local, state and federal agencies/departments.*

Housing Tools

To continue the construction of new housing and improve both existing renter and owner occupied housing in Kennard, the community, in corporation with the private entities, must continue to access affordable housing programs to reduce the cost of development and/or long-term operations. The following information recognizes funding sources and programs available to support financing the housing demand in Kennard. The combination of two or more sources can assist in reducing development and/or operational costs of proposed affordable housing projects. The tools outlined in the plan are as followed:

- **Nebraska Community Development Law**
- **Community Development Block Grant (CDBG)**
- **HOME Funds**
- **Nebraska Affordable Housing Trust Fund**
- **Nebraska Investment Finance Authority (NIFA)**

Nebraska Community Development Law

Nebraska Revised Statute Neb Rev Stat §§18-2101 to 18-2154 provides guidelines under which municipalities may address concerns and develop strategies for the rehabilitation and redevelopment of deteriorating areas, as well as the prevention and elimination of substandard and blighted areas. Kennard can create a Community Redevelopment Authority or Community Development Agency that has the power to study and declare an area or areas of the community as blighted/substandard, create a redevelopment plan and then utilize tax increment financing for commercial, industrial and residential oriented public improvements.

The important community development terms are defined in Nebraska Revised Statutes §18-2103, several of which are shown below:

Substandard Area - an area in which there is a predominance of buildings or improvements, whether nonresidential or residential in character, which, by reason of dilapidation, deterioration, age or obsolescence, inadequate provision for ventilation, light, air, sanitation, or open spaces, high density of population and overcrowding, or the existence of conditions which endanger life or property by fire and other causes, or any combination of such factors, is conducive to ill health, transmission of disease, infant mortality, juvenile delinquency, and crime, (which cannot be remedied through construction of prisons), and is detrimental to the public health, safety, morals, or welfare;

Blighted Area - an area, which

- (a) by reason of the presence of a substantial number of deteriorated or deteriorating structures, existence of defective or inadequate street

layout, faulty lot layout in relation to size, adequacy, accessibility, or usefulness, insanitary or unsafe conditions, deterioration of site or other improvements, diversity of ownership, tax or special assessment delinquency exceeding the fair value of the land, defective or unusual conditions of title, improper subdivision or obsolete platting, or the existence of conditions which endanger life or property by fire and other causes, or any combination of such factors, substantially impairs or arrests the sound growth of the community, retards the provision of housing accommodations, or constitutes an economic or social liability and is detrimental to the public health, safety, morals, or welfare in its present condition and use; and,

(b) in which there is at least one of the following conditions:

(i) Unemployment in the designated area is at least one hundred twenty percent of the state or national average;

(ii) the average age of the residential or commercial units in the area is at least forty years;

(iii) more than half of the plotted and subdivided property in an area is unimproved land that has been within the city for forty years and has remained unimproved during that time;

(iv) the per capita income of the area is lower than the average per capita income of the city or village in which the area is designated; or

(v) the area has had either stable or decreasing population based on the last two decennial censuses.

In no event shall a city of the metropolitan, primary, or first class designate more than thirty-five percent of the city as blighted, a city of the second class shall not designate an area larger than fifty percent of the city as blighted, and a village shall not designate an area larger than one hundred percent of the village as blighted;

Redevelopment Project - any work or undertaking in one or more community redevelopment areas:

(a) To acquire substandard and blighted areas or portions thereof, including lands, structures, or improvements the acquisition of which is necessary or incidental to the proper clearance, development, or redevelopment of such substandard and blighted areas;

(b) to clear any such areas by demolition or removal of existing buildings, structures, streets, utilities, or other improvements thereon and to install,

construct, or reconstruct streets, utilities, parks, playgrounds, public spaces, public parking facilities, sidewalks or moving sidewalks, convention and civic centers, bus stop shelters, lighting, benches or other similar furniture, trash receptacles, shelters, skywalks and pedestrian and vehicular overpasses and underpasses, and any other necessary public improvements essential to the preparation of sites for uses in accordance with a redevelopment plan;

(c) to sell, lease, or otherwise make available land in such areas for residential, recreational, commercial, industrial, or other uses, including parking or other facilities functionally related or subordinate to such uses, or for public use or to retain such land for public use, in accordance with a redevelopment plan; and may also include the preparation of the redevelopment plan, the planning, survey, and other work incident to a redevelopment project and the preparation of all plans and arrangements for carrying out a redevelopment project;

(d) to dispose of all real and personal property or any interest in such property, or assets, cash, or other funds held or used in connection with residential, recreational, commercial, industrial, or other uses, including parking or other facilities functionally related or subordinate to such uses, or any public use specified in a redevelopment plan or project, except that such disposition shall be at its fair value for uses in accordance with the redevelopment plan;

(e) to acquire real property in a community redevelopment area which, under the redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitate the structures, and resell the property; and

(f) to carry out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the redevelopment plan;

Redevelopment Plan - a plan, as it exists from time to time for one or more community redevelopment areas, or for a redevelopment project, which:

(a) conforms to the general plan for the municipality as a whole and

(b) is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area, zoning and planning changes, if any, land uses, maximum densities, and building requirements.

Community Development Block Grant (CDBG)

Administered by the Nebraska Economic Development Department, the Community Development Block Grant (CDBG) provides funding for both community and housing development programs to assist in financing both owner and renter occupied rehabilitation, residential building conversions, First Time Homebuyers program and infrastructure for housing activities.

Only units of general local government, classified as municipal (City or Village) are eligible to apply within the CDBG Owner Occupied Rehab Cycle. Eligible activities include:

- Rehabilitation (including rehabilitation which promotes energy efficiency) of residential owner-occupied homes.
- Special projects directed to the removal of material and architecture barriers, which restrict the mobility and accessibility of elderly or handicapped persons.
- Payment of reasonable administrative costs related to implementing the program.

Activities eligible for assistance under these guidelines are authorized in Section 105(a) of the amended 1974 HCD Act for the CDBG Program.

Any activity not specifically authorized under Eligible Activities is ineligible to be carried out with NAHP funds (NAHTF, HOME, or CDBG funds). Ineligible activities include:

- Furnishings and personal property not an integral structural fixture including the purchase of equipment, fixtures, and motor vehicles.
- Mobile homes, as defined by the Department.
- The following activities, if not directly related to eligible housing activities including, but not limited to, housing education, acquisition of property and easements, public facilities development or improvements, relocation, clearance, and demolition.

HOMES Fund

The HOME Program, created by the National Affordable Housing Act of 1990 (NAHA), is referred to as the HOME Investment Partnerships Act, and has been amended several times by subsequent legislation. The State of Nebraska receives funds and the Nebraska Department of Economic Development administers the program for the State.

The following are the principal means by which the Department describes the investment of HOME funds and provides administrative guidance:

- The Housing and Community Development Consolidated Plan
- The Housing and Community Development Annual Action Plan

- NAHP Application Guidelines
- HOME Administration Manual
- HOME Training Workshops
- HOME Program Representatives
- The Department's Regional Housing Specialists

The Department invests HOME funds in the following housing activities:

- Homeowner Rehabilitation: Assist owner-occupants with the repair, rehabilitation or reconstruction of their homes.
- Homebuyer Activities: Finance the acquisition and/or rehabilitation or new construction of homes for homebuyers.
- Rental Housing: Affordable rental housing may be acquired and/or rehabilitated, or constructed.

Nebraska Affordable Housing Trust Fund

The NAHTF is a state financial resource developed in 1996 to increase the supply and improve the quality of affordable housing in Nebraska. LB 1322 was signed into law on April 17, 1996, and supported by the Nebraska Affordable Housing Commission, the Nebraska Department of Economic Development (Department) and the Nebraska Investment Finance Authority which worked with representatives from the League of Nebraska Municipalities, the Nebraska Bankers Association, the Nebraska Homebuilders Association, the State Chamber of Commerce and other for-profit and nonprofit housing development organizations.

The NAHTF was created:

- To address the need for affordable housing as identified by the Department.
- To provide a flexible housing resource to enhance economic development.
- To serve the lowest income individuals for the longest period of time.
- To provide matching funds for federal resources.

The following are the principal means by which the Department describes the investment of NAHTF funds and provides administrative guidance:

- The Housing and Community Development Consolidated Plan

- The Housing and Community Development Annual Action Plan (serves as the NAHTF Qualified Allocation Plan)
- NAHP Application Guidelines
- NAHTF Administration Manual
- NAHTF Training Workshops
- NAHTF Program Representatives
- The Department's Regional Housing Specialists

The Department invests NAHTF funds in the following housing activities:

- Homeowner Rehabilitation: Assist owner-occupants with the repair, rehabilitation or reconstruction of their homes.
- Homebuyer Activities: Finance the acquisition and/or rehabilitation or new construction of homes for homebuyers.
- Rental Housing: Acquire, rehabilitate or construct affordable rental housing.
- Capacity Building & Operating Assistance: For organizational operating expenses to increase the capacity of the organization to produce and develop affordable housing.

Nebraska Investment Finance Authority (NIFA)

The Nebraska Investment Finance Authority provides finance for housing, including both owner and renter housing stock. Programs range from Low-Income Housing Tax Credits, a rent-to-own program, tax exempt bond financing, to a single family mortgage program.

Housing Policies

The following policy suggestions are intended to address the goals listed in the previous section

- *Zoning Adequate Space for Expansion*

Adopting new zoning and subdivision regulations will ensure that new housing is located so as to provide the best benefit for the Village as well as potential new residents. Zoning adequate space for residential expansion is vital to ensuring that there are enough housing units in Kennard.

- *Affordable Housing*

Provide affordable housing and homeownership opportunities for residents who make 80% or less of the area median income in the Omaha-Council Bluffs-Fremont, NE-IA Combined Statistical Area. Using such data provides a larger sample of income levels and a more accurate representation of the median income level of the Omaha-Council Bluffs-Fremont area. The Village should strive to ensure that affordable housing is available for purchase in Kennard. A primary purpose of Kennard's Housing Policy is to foster a diverse and balanced community with housing that offers a wide range of choices for all income levels. Encouraging a variety of low, medium and high density housing developments for all income levels will help to enhance, maintain and sustain livable, viable neighborhoods.

Permitting

The Village should review and evaluate the impacts of the building permitting process on proposed residential development. Review of this process could identify any needed changes or possible clarifications.

Targets for Development and Growth

Kennard's goals for growth are predicated upon the orderly development of additional housing. Accordingly, the Village's housing policies must be consistent with overall growth goals.

Market Kennard Housing Regionally

Residents, developers, government, and social service providers all play a role in educating the public (and each other) about the availability of housing types and the gaps in the housing spectrum. The Village can take the lead to ensure that accurate information is conveyed to all regional stakeholders. This can be done through educational programs for developers, community councils, and the public to dispel myths and stereotypes about living in a small community or any possible misconceptions about Kennard in general.

FACILITIES AND UTILITIES

The major emphasis of this section is to determine the present capacity of the Kennard public facilities and utilities, inventory, and to determine the adequacy of each to meet impending projected demands throughout the planning period for Kennard.

- **Water Supply/Storage/Distribution**

The water supply is distributed from Blair, NE to Kennard. The water from Blair provides adequate water supply. Treatment plant is also in Blair and water is distributed to Kennard after treatment. Any needed improvements to water treatment would need to be a cooperative operation between the City of Blair and of municipal customers, including Kennard.

Approximately 1,709,432 gallons per year are pumped through the system and distributed to the Village of Kennard. The mains in town are currently in need of replacement. The pipes are old, and many are iron and/or still have iron deposits in them. The iron deposits come out of the water, making filtration on the part of a property owner or resident necessary.

- **Wastewater Collection and Treatment**

Waste water is distributed to Blair for treatment. The sewer drains, especially on the lower end of town leak and need replaced. This leakage becomes a greater concern when there is a lot of ground water and run-off going in to the sewer.

- **Storm Water Collection System**

Storm water in Kennard is diverted to the Big Papillion Creek through a series of ditches.

- **Utilities**

The electrical system is owned and operated by Omaha Public Power District. Future development will require power lines, and transmission lines to be buried.

- **Public Buildings**

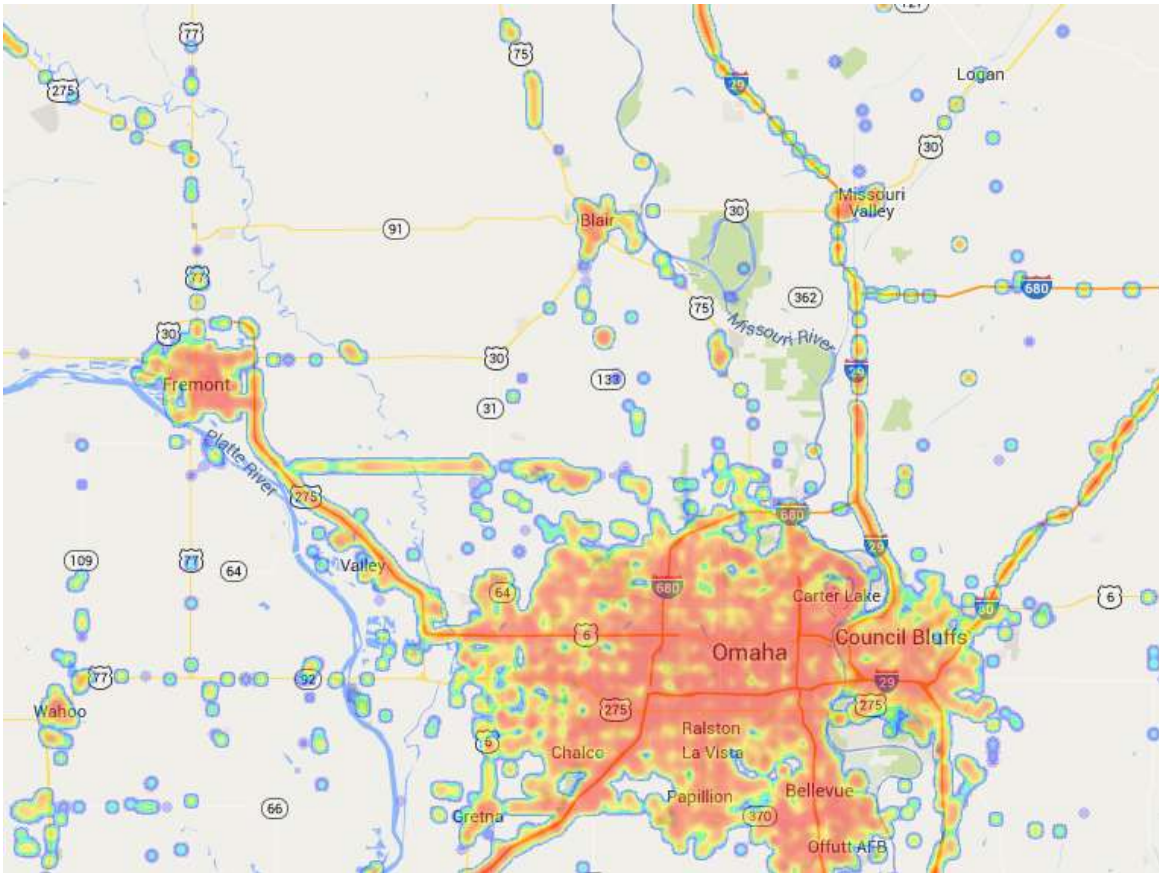
Publicly owned buildings in Kennard include the Kennard Auditorium, the maintenance shed next to the park and the Fire Station. The Fire Station also service as city hall for the Village.

Facilities and Utilities Goals

- 1) Seeking funding opportunities for both water distribution and wastewater collection repairs.
- 2) Locate the City Hall in a new or renovated building and turn over current office to the fire department.
- 3) Create a Capital Improvement Plan that includes infrastructure repairs.
- 4) Update subdivision regulations to require underground power lines.
- 5) Create transmission lines for natural gas to be supplied through the Village.

Internet and Cell Phone Coverage

Figure 4.2 Estimated 3G and 4G LTE Coverage Map



Source: <http://opensignal.com/> Obtained (02/09/15)

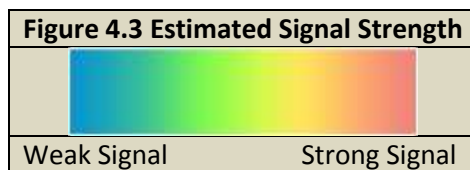


Figure 4.2 shows the 3G and 4G LTE cell phone coverage around Kennard. There are many factors that can affect wireless networking performance that are dependent on various areas within the network itself from the technology of the devices used, the local environment the



signals will travel through, the fundamental physics behind wireless transmission and more. Some of these cannot be avoided and measures must be taken to try to minimize the negative affect that these factors will have on the network performance but others can be resolved completely either through equipment upgrading or good network planning.

A tower was constructed in Kennard on 12/08/06 at 7th and Maple by American Towers LLC. It is suggested to contact American Towers LLC to determine the

possible uses and signals this tower will be able to relay.

There are some well-known factors that affect Wireless Networking performance that most people will identify easily but that does not lessen their importance when considering network planning, these are:

- Physical Obstructions
- Network Range & Distance between Devices
- Wireless Network Interference
- Signal Sharing
- Network Usage & Load
- Poorly Deployed Antennas
- Local Environment Characteristics
- Spectrum Channel Limitations
- Signal Reflection
- Wireless Signal Restriction
- Transmitter Power Limitations
- Backwards Compatibility with Older Standards
- Polarization of Signal
- Speed Loss Due to Wireless Overheads
- Lowering Performance to Stay Connected

Signal connection can have an effect on local businesses, as some business are using wireless networks to make transactions. It is important to note that the map in Figure 4.2 shows the estimated coverage capabilities of all the available networks.

Wireless service on both fixed devices and mobile devices is provided in the Kennard area. As for wireline service coverage, cable and fiber is currently not an option; only DSL is available according to the Nebraska Public Service Commission's Broadband Map. Both telecommunications and Digital Subscriber Line (DSL) is provided by the American Broadband-Blair Telecommunications Co according to the Nebraska Information Network (April, 2013).

Broadband Planning Tools

To assist you in determining how to plan for the future use and adoption of broadband, *Engaging People. Linking the World: Broadband Planning Workbook* was created and is available at <http://broadband.nebraska.gov/planning-assessment> as of February, 9th 2015 to download. The workbook was originally written by Anne Byers and cooperatively developed by the Community Council of the Nebraska Information Technology Commission and the University of Nebraska's Technologies Across Nebraska initiative. This workbook has already been used successfully in more than 20 Nebraska communities.

Broadband and Economic Development

The most successful broadband development efforts in communities--both in Nebraska and across the U.S.--have been locally driven. In fact, whether or not a community has a core group of committed, well-connected individuals is the single most important predictor of its success. This core group often consists of representatives of key sectors and institutions in a community, including local government, economic and community development organizations, business, the library, education, and health care. IT professionals and industry representatives are also good resources. Effective community leaders build connections within the community, the state, and even throughout the country.

Broadband applications offer many opportunities for economic development. E-commerce makes it possible for businesses to market their products and services worldwide. Information technology can also improve efficiency and reduce costs. Economic development efforts should include support and training for entrepreneurs and e-commerce training for existing businesses.

PARKS AND OPEN SPACE

Existing Conditions

Existing conditions were evaluated in the 2014 Kennard Community Survey. According to the survey, 54% of the respondents indicated that the park facilities were "Adequate", with 27% stating that the facilities are "Good". Table 4.7 provides a breakdown of the option of recreational facilities and programs in Kennard.

Table 4.7 2014 Community Survey Recreational Programs and Facilities Results				
	School Aged Children	Teenagers	Adults	Senior Citizens
Good	4.76%	2.38%	4.88%	7.14%
Adequate	38.10%	16.67%	39.02%	19.05%
Poor	38.10%	61.90%	43.90%	52.38%
No Opinion	19.05%	19.05%	12.20%	21.43%

In every age category, "Poor" was selected the most as it pertains to recreational programs and facilities. It can be concluded that the existing conditions of recreation facilities, mostly located in parks and open space, could be improved and may be able to foster recreational programs.

Parks and Open Space Regional Trends

Omaha Council Bluffs metro area. Several major urban trails have been constructed and planned extensions are gradually being completed. Investment in trails shows no signs of slowing down as much federal and state grant money goes to trail construction. Council Bluffs has committed to building a trail network along many of the major floodways, taking advantage of the abundant open space in floodplains and providing a useful purpose to land that otherwise cannot be utilized. A trail runs nearly the entire length of Mosquito Creek within Council Bluffs city limits. Omaha's Keystone Trail is one of the nation's most extensive urban trails and is very heavily utilized. Trails have shown to be great economic development tools, even within this region. Towns like Malvern, Silver City, and Mineola (all towns located in southwest Iowa) have all benefited tremendously from the Wabash Trace Nature Trail. Aside from the health and wellbeing benefits of recreation, a trail can provide alternative transportation options, which have numerous economic and social benefits.

A second trend in regional recreation habits is towards regional weekend excursions. Due to rising prices of gasoline and other economic difficulties, many people have begun to abandon the long summer vacation routine in favor of smaller weekend trips close to home. The rising popularity of places like Arrowhead Park is evidence of this trend. County Conservation Boards and cities are making tremendous efforts to include campgrounds in recreation areas to accommodate weekend travelers. Funding for new campgrounds, playgrounds and other basic park improvements is on the rise, second only to the funding available for trails.

Parks and Open Space Goals

- *Clean Park*

Starting a volunteer group, committee, or event to clean the park will help keep the park maintained. Some school aged children require community service hours for particular scholarships, memberships in organizations, or are part of clubs that look for service opportunities. It is suggested that the village contact local school districts, church groups, or other organizations to evaluate these options.

- *Make needed repairs to park facilities*

Including needed repairs in a Capital Improvement Plan can help prioritize needed repairs.

- *Create more recreational opportunities for all age groups*

A recreation strategic plan can help provide goals for the village to accomplish and provide a way to evaluate a recreation operating budget, some of the goals of the recreation strategic plan could include:

- Provide Recreation and Learning Opportunities to Support Healthy and Diverse Communities

- Actively Engage and Build Relationships within, the Community
 - Strengthen Organizational Systems and Structures
 - Develop Team Capacity and Organizational Culture
- *Utilize floodplain space for recreational uses*

Utilizing floodplain for uses such as recreation is an efficient and safe way to incorporate floodplains into the community. Such a use is an efficient and effective way to decrease the likelihood of destructive flooding while not requiring infill to build the facilities out of the floodplain. The area would be well suited to additional ball fields and trails, or other recreational opportunities the community sees fit

Parks and Open Space Policies

- *Inventory condition of park equipment for future improvement or replacement*

An inventory of the existing park and recreation facility equipment can provide the village detailed information of the useful life of the equipment and provide the village the ability to financially plan for possible maintenance and/or replacement.

PART 5: SERVICES



Health Services

As indicated in Chart 2.1 the large percentage (27.7%) of Kennard residents are in the 55 and over age groups, which would mean the Kennard should plan for needed health services and programs to assist an aging population. The lack of medical services can threaten quality of life and economic growth. Due to a projected increase in the elderly population in Kennard, a shortage in medical services could put the elderly and other vulnerable populations in jeopardy. Therefore, it is recommended that Kennard document what services are near the village and create a plan to attract medical personnel to the village.

Health Service Goals

In order to attract medical personnel to the area, Kennard should provide a set of goals that closely relate to the population projection and expected medical needs of the community. The town's people will influence the type of needs for the village. The following are a set of suggested goals that the village should aim to accomplish to help attract medical personnel.

- *Contact and work with local, county, regional and state chapters of the American Medical Association, the American Dental Association and other organizations of doctors, dentists, and nurses.*
- *Contact state and regional medical schools and become familiar with the programs and procedures for employing doctors, dentists, and nurses. Ask for a list of medical journals and publications in which many towns advertise for medical practitioners.*
- *Explore the possibility of providing financial aid to students in medical or dental school in return for having them serve in Kennard after graduation for a specific amount of time.*
- *Create large, skillfully worded signs at the town limits advertising the need for medical personnel.*
- *Explore the possibility of building a clinic or offices or renovating an older building to attract medical personnel.*
- *Research and capitalize on grant opportunities as they arise.*

It should be noted the Kennard should not limit themselves to these goals. Innovation in the community is encouraged and goals should change based on the needs of the population.

Police

Law enforcement is currently provided by Washington County. According to the 2014 Village of Kennard Community Survey 77% of respondents believed that the current law enforcement in Kennard was either satisfactory or good. It was also mentioned in the SWOT analysis in Table 1.1 that safety was a strength of the community.

Fire

The Kennard Fire Department's fire station share a building with city hall. According to the 2014 Village of Kennard Community Survey 97.73% of respondents believed that the current fire protection in Kennard was either satisfactory or good.

Library

Library resources are an important part of the community's quality of life. The needs and desires of the citizens can vary widely, so no exact set of standards can be applied. In addition, various alternatives to the traditional town or county library now exist, such as bookmobiles, regional depositories with local library stations, joint resource libraries of school districts, and the local community.

For a local library to be established it is advised that the following statistics be collected while in operation:

- The total number of usable volumes.
- The total number of reference volumes.
- The total number of volumes purchased in the past three years.
- The preceding year's book check-outs in the children, young adult, and adult categories.
- Any area library resources available and commonly used by local residents.

Library Goals

- *Seek grant opportunities to help fund library startup costs*
- *Determine what type of library would be supported and utilized in Kennard*

Education

The Villages role is limited, but there are opportunities to coordinate with the school district and ensure satisfactory fulfillment of educational needs.

Education Goals

- Supplement current educational opportunities with current school curriculum
- Provide space for teachers to come and tutor in Kennard

PART 6: PLAN IMPLEMENTATION



PLAN MAINTANENCE

After adoption of the comprehensive plan, opportunities should be provided to identify any changes in conditions that would impact goals or policies of the plan. A report should be prepared annually by the Planning Commission, which provides information and recommendations on whether:

- The plan reflects the current population and economic situation in Kennard; and
- That recommended policies are still valid for the Village and its long-term growth and stability.

If the Planning Commission finds major policy issues or major changes in basic assumptions or conditions have arisen which could prompt revisions to the Comprehensive Plan, The Planning Commission should, to the best of their ability, research changes and provide recommendations that provide why changes are needed and what the needed changes would entail.

It is suggested that the Planning Commission provide the opportunity for both private citizens and developers to present possible changes to the plan. This process may lead to identification of amendments to the Comprehensive Plan, which would need to be open to public comment and Village Board approval.

Annual Review

Individuals, groups, or other interested parties may provide proposals to amend the Comprehensive Plan. It is suggested that the Village provide an annual review in which plans and proposals are evaluated. A yearly revue of possible proposals allows for the planning commission to evaluate possible effects each proposed change may encounter.

Unidentified Opportunities

Innovative development opportunities should be encouraged and should not be restricted based on unforeseen circumstances during plan development. Any innovative or unanticipated development opportunities in which the Village perceives as in line with the overall vision of the community should be encouraged. If changes to the Comprehensive Plan are required, then a review of the plan with public comment and Village Board approval is recommended.

CAPITAL IMPROVEMENTS PROGRAM (CIP)

Capital improvements can greatly influence the growth and preservation of a community. A need for modern infrastructure development and improvement can include streets, water distribution systems, sewer, and power utilities. A capital improvement program shows:

- What services Kennard will build, repair, or replace;
- Where these services are or will be located
- When construction, repair, or replacement will happen; and
- How the town will pay for these services.

The purpose of the capital improvements program is to anticipate the location and amount of service needs and to provide adequate services at a reasonable cost. It is suggested that a program in Kennard should be tailored to meet service needs of the Kennard citizens. It may be helpful to obtain a capital improvements program from a town of a similar size as a reference.

ECONOMIC DEVELOPMENT

Economic development is a long term process to determine how to expand the opportunities for people to earn a living in the community. It is encouraged to develop an ongoing effort to develop local talent, retain jobs, and foster an environment that supports job creation.

STEPS FOR ECONOMIC DEVELOPMENT

STEP 1: The Organization

The first step in economic development is to create a nonprofit economic development corporation. Since Kennard is a small town it would be suggested to create a volunteer group or committee that is independent from local government or specific to business interests. Eventually, this volunteer group should start a nonprofit economic development corporation. A nonprofit economic development corporation can do the following in which a volunteer group or committee would be unable to do:

- Hold property
- Buy and sell business park lots
- Incur debt
- Solicit donations and grants
- Accept in-kind donations and tax deductible gifts

The economic development corporation can establish goals and objectives, explore strategies for recruiting new business, retaining and expanding existing firms, and fostering new local business. Important elements of an economic development effort include:

- Public Improvements (e.g., sewer and water and roads);
- The availability of low interest loans;
- The centralized management of the downtown business district; and
- The continued involvement of business leaders, government officials, and the public at large.

STEP 2: Understanding the Local Economy

In a small town economic growth mainly occurs from exporting goods and services to regional, national, or international markets. Export base business often have good potential for growth because they can serve a larger region. A secondary base is made up of day-today goods and services to serve a local market. These business include grocery stores, laundromats, taverns, and gas stations. The 2014 Kennard Community Survey, as well as, the SWOT analysis shows that residents expressed interest in having a grocery/convenience store and gas station. As these are businesses that primarily service local needs, the potential for these businesses to grow are limited because of the relatively small number of local residents. It is recommended that Kennard initially focus on attracting businesses the provide goods and services to a larger region to encourage economic development.

Table 6.1 provides some of Kennard’s economic base data. This data can help the local economic development corporation piece together a picture of the strengths and weaknesses of the local economy. Some other base date are included in Chart 2.6, Employment by Occupation and Chart 2.7 Employment by Industrial Sector can provide a picture of the types of workforce skills in Kennard. An analysis of the local economy can set the foundation for economic development strategies and programs.

Table 6.1 Kennard Economic Base Data

Economic Base Inventory	
Estimated Unemployment Rate	3.30%
Estimated Poverty Levels (All Families)	2.00%
Estimated Poverty Levels (All People)	6.90%
*Median Property Tax (With Mortgage)	\$2,242 (1.7%)
*Median Property Tax (Without Mortgage)	\$1,563(1.7%)

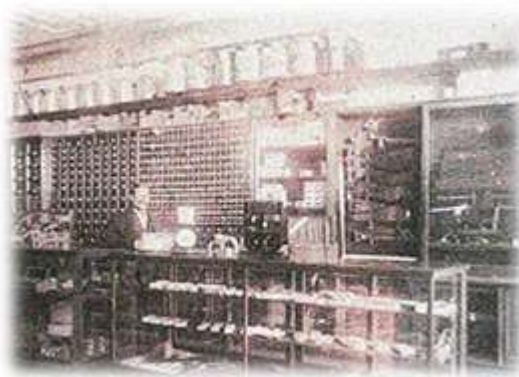
Source: 2012 American Community Survey

**Source: <http://www.city-data.com/city/Kennard-Nebraska.html>*

STEP 3: Land-Use Plans and Ordinances

To attract businesses land use must provide a sense of certainty. This lets potential investors, developers, and other business people know what type of development the community wants and where. Consistent zoning and subdivision regulations give potential companies, small businesses, or other developments a reasonable assurance that conflicts among neighboring land uses will be kept at a minimum and the necessary public services are available.

RETAIL



As part of an economic development effort, Kennard should determine its trade area for a variety of goods and services by determining how far people are willing travel to purchase goods and services out of town. In discussing strategies for retail trade consider consumer confidence, loyalty, and needs. The 2014 Village of Kennard Community Survey is a good place to start. The community survey asks the citizens of Kennard a couple of key questions 1) “Where do people in Kennard shop?” and, 2) “Why do residents shop elsewhere?”

Nearly all responses listed “Not Available” as to why residents shop elsewhere. In determining the potential for retail, Kennard should include in an economic development plan what services can be realistically offered in Kennard and if a good or service is not offered in Kennard, why is this so?

Current Economic Development Activity

Currently, Kennard has plans to improve infrastructure around the village as it pertains to the roads and storm water management. Plans to improve on existing infrastructure can illustrate that Kennard is looking to provide quality services to potential commercial industries.

Economic Development Goals

It is essential that Kennard form realistic economic goals and objectives. These goals and objectives should promote the communities economic strengths and overcome the economic weaknesses.

1) Establish a Retail Environment

This is the most obvious, but also will be the most difficult to implement. When developing a strategy to establish a retail environment, Kennard must not limit itself to retail goods, but should also include other services that are vital to the community, like health care services for example.

Objectives

- *Establish an effective public information program to inform residents what types of businesses and services are vital to the town.*

The best place to start is the 2014 Kennard Community Survey. Find out what goods people are buying and how far they are willing to travel. Retail businesses that provide durable goods will be more likely to succeed.

- *Convey information to possible or established consumer and service providers.*

Work directly with and through the local chamber of commerce, business associations, and other professional organizations would be a good strategy. Information can include, why Kennard would be a viable destination for a local business, what types of businesses would be needed and suitable for Kennard, and what would the Village do to help a business become successful.

- *Develop a public relations campaign through a network of community interests and organizations*

A “buy local” campaign can highlight the need to support local merchants and service providers. A Main Street program with special events, a website, and a newsletter can help publicize local business.

2) *Encourage Local Enterprise*

New businesses in rural towns, such as Kennard face unique challenges that are not issues in cities and suburbs. To encourage local enterprise, Kennard has decided not to have a local sales tax on goods. This could be an attractive incentive as it provides business owners more flexibility on pricing and does not require businesses to either assume the cost from the tax or pass the cost down to the consumer.

3) *Recruit Appropriate Businesses*

The Village of Kennard and its citizens must decide what economic goals and strategies are realistic, what actions it can take to improve the local economy, and what factors are beyond the community’s control. An implementation schedule can help with these decisions by reflecting what is to be done, by whom, and when.

4) *Improve Mix of Businesses on Main Street*

Business variety helps provide job opportunities for a diverse skill set, as well as, provide goods and services for potential customers.

- 5) *Work with the Nebraska Department of Economic Development and create a Business Retention and Expansion Program.*

Continual Planning Elements

- 1) Collaboration

Kennard's planning is a continual process that should involve multiple stake holders and groups in order to reach as many residents as possible to improve upon and encourage public participation.

Kennard should continue to have the public involved in multiple planning projects through community surveys and planning processes through the years in order to track progress and public opinion.

- 2) Efficiency, Transparency, and Consistency

Access to planning documentation and studies is available upon request from the village clerk. A village website would also aid in transparency, as citizens can access village documents electrically.

PART 7:

PLANNING SUMMARY

Public participation throughout the planning process was facilitated through meetings with the Kennard Planning Commission, Village Staff and citizens. Without the guidance and oversight of the Planning Commission, and the authorization of the Village Board, this plan would not have been possible. The recommendations contained herein are based on identified community needs and represent the first step in planning for and maintaining the services, infrastructure and public amenities that make life in Kennard pleasurable, safe and healthy. Dedication to implementing the projects in this plan and diligence in maintaining and updating all planning documents is necessary to ensure that the quality of life in Kennard is maintained and enhanced throughout the years.