



*simpco*

# ***Dakota County Rural Economic Development Strategic Plan***

2017-2018

# **Acknowledgements & Contributors**

## **Dakota County Board of Commissioners**

Scott Love, Chair  
Antonio A. Gomez  
Martin V. Hohenstein  
Kevin W. Rohde  
William B. Rohde

## **Dakota County Staff**

Joan Spencer, County Clerk  
Joe O'Neill, Dakota County P&Z Administrator

## **Steering Committee**

Village of Emerson - Cathy Duncan, Village Clerk  
Village of Homer - Diane Rewinkel, Village Clerk  
Village of Hubbard - Lisa Bousquet, Deputy Village Clerk  
Village of Jackson - Donna Hirsch, Village Clerk  
City of Dakota City - Alyssa Silhacek, City Administrator  
City of South Sioux City - Kelly Flynn, Director of Economic Development  
City of South Sioux City - Lance Hedquist, City Administrator  
Dakota County Planning & Zoning - Jean Grove, Village of Hubbard Representative  
Dakota County Planning & Zoning - Christy Henjes, Lue Franco  
Dakota County Connections Program Coordinator - Jo Ann Gieselman  
Northeast Community College - Cynthia Hanson, Executive Director  
Siouxland Economic Development Corporation - Ken Beekley, Executive Vice President  
Siouxland Ethanol - Pam Miller, Board Chair Director of Industry & Investor Relations  
South Sioux City Area Chamber - Jim Steele, President  
South Sioux City School District - Todd Strom, Superintendent  
Wayne State College - Judith Scherer Connealy

## **SIMPCO Staff**

Michelle Bostinelos, Executive Director  
Nicole Peterson, Regional Planner II  
Gabriel Appiah, Regional Planner I  
Joe Surdam, Regional Planner I

\*This study was funded by Nebraska Department of Economic Development

# Table of Contents

Introduction ..... 4  
County Context ..... 5  
Housing..... 26  
Economic Development Partners ..... 29  
Business Retention, Recruitment, Expansion..... 39  
Community Identity..... 51  
Transportation and Utilities..... 70  
Cluster Analysis ..... 83  
Site Selection ..... 110  
Implementation Action Plan ..... 120

# Introduction

## Plan Purpose

The purpose of the Dakota County Rural Economic Development Study is to collaboratively develop economic development strategies that enhance Dakota County’s prosperity, promote commerce and industry, support business retention, recruitment, expansion, enhance workforce development, and explore select commercial and industrial sites. The plan contains research and findings in the following chapter topics: Economic partners, business retention, recruitment, and expansion, community identity, transportation and utilities, cluster analysis and site selection. Each chapter in the plan informed the implementation action plan that reports the economic development strategies developed through the plan process. The implementation action plan serves as a guide for Dakota County economic development partners to fulfill the purpose of this plan and enhance Dakota County’s prosperity through economic development initiatives.

## Plan Process

The Dakota County Board of Commissioners began the plan process in November 2017. Siouxland Interstate Metropolitan Planning Council (SIMPCO) Staff facilitated several steering committee meetings to review and discuss the chapters of the plan as stated in the process schedule table below. The final plan was adopted at the May 21, 2018 Dakota County Commissioners meeting.

<b>Task - Meeting</b>	<b>Date</b>
Introduction Meeting – Board of Commissioners	November 20, 2017
Plan Review Steering Committee Meeting Introduction and Context	January 29 , 2018 2:00 pm County Courthouse
Collected Business Surveys	December-February
Plan Review Steering Committee Meeting Economic Development Partners Survey results - Business Retention, Recruitment, Expansion	March 26, 2018 1:30 pm College Center
Plan Review Steering Committee Meeting Community Identity Transportation and Utilities Cluster Analysis Site Selection Implementation Action Plan	May 7, 2018 1:30 pm College Center
Public hearing to adopt final plan – Board	May 21, 2018

## Business Survey

SIMPCO Staff administered a survey to businesses in Dakota County in December 2017 and January-February 2018. Questions from the survey were chosen to help illustrate the current state of Dakota County's economy and existing companies. The survey results are featured in the business retention section of this plan.

## Plan Amendments

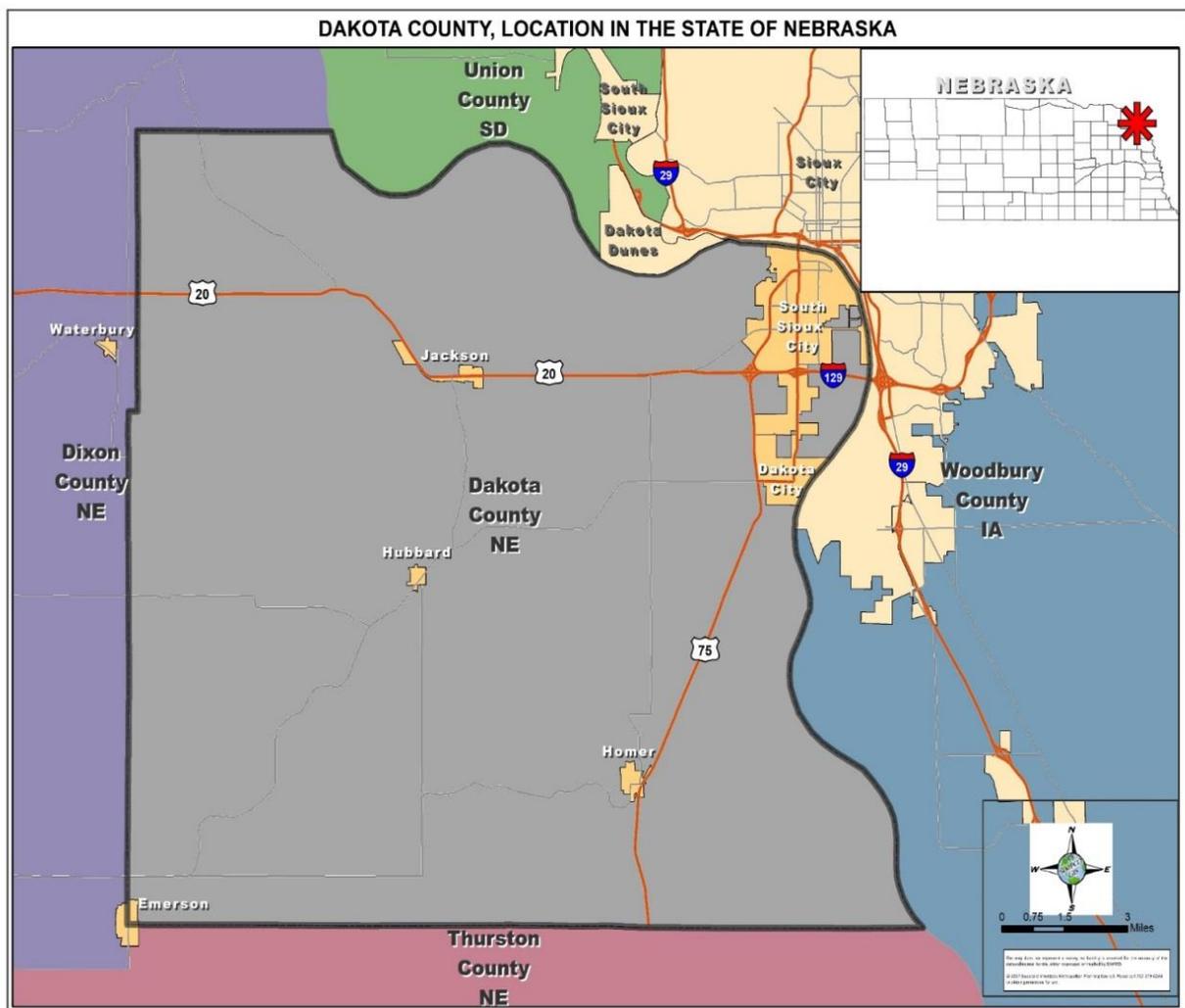
The Dakota County Commissioners and economic development steering committee members are encouraged to review and amend the plan as needed through the County Clerk.

## County Context

The Chapter highlights the county location as well as existing demographic characteristics, economic indicators, and housing characteristics in Dakota County. This chapter forms the situation analysis piece of the Rural Dakota County Economic Development Strategic Plan.

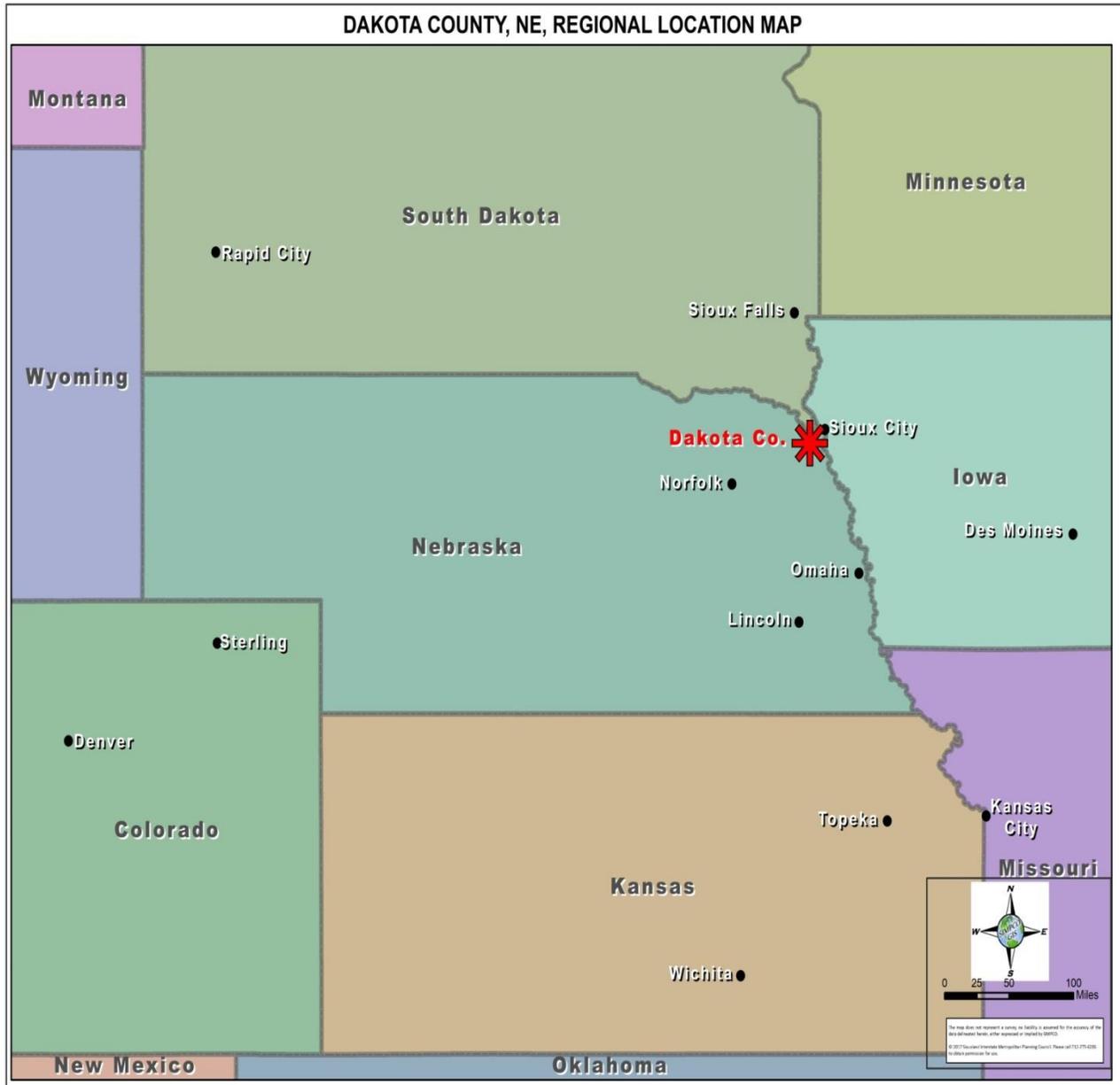
### Location

Dakota County is in the north-eastern corner of the State of Nebraska. The county is bordered to the west by Dixon County, to the south by Thurston County, to the north by Union County (South Dakota) and the east by Woodbury County (Iowa). The Missouri River separates the county from the State of Iowa and South Dakota. Dakota County has two cities -this includes South Sioux City and Dakota City; three villages – Hubbard, Homer, and Jackson. Dakota County also has one unincorporated Village – Willis; and a portion of the Village of Emerson which lies in three counties. U.S Highway 20 runs in the northern portion of the county and U.S Highway 75 runs parallel to Interstate 29 connecting the county to major cities within and outside the State of Nebraska. Interstate 129 connects the county to Sioux City Iowa, where it intersects with Interstate 29 as shown on the map below.



## Location

The map below shows the location of Dakota County in the regional context. Dakota County is within 1 mile of Sioux City, 107 miles directly north of Omaha and 129 miles from Lincoln. Other major cities in the Midwest Region which are in proximity to Dakota County include Sioux Falls, SD (106 miles); Kansas City, MO (285 miles); Des Moines IA, (206 miles); La Crosse, WI (350 miles); and Minneapolis, MN (286 miles).

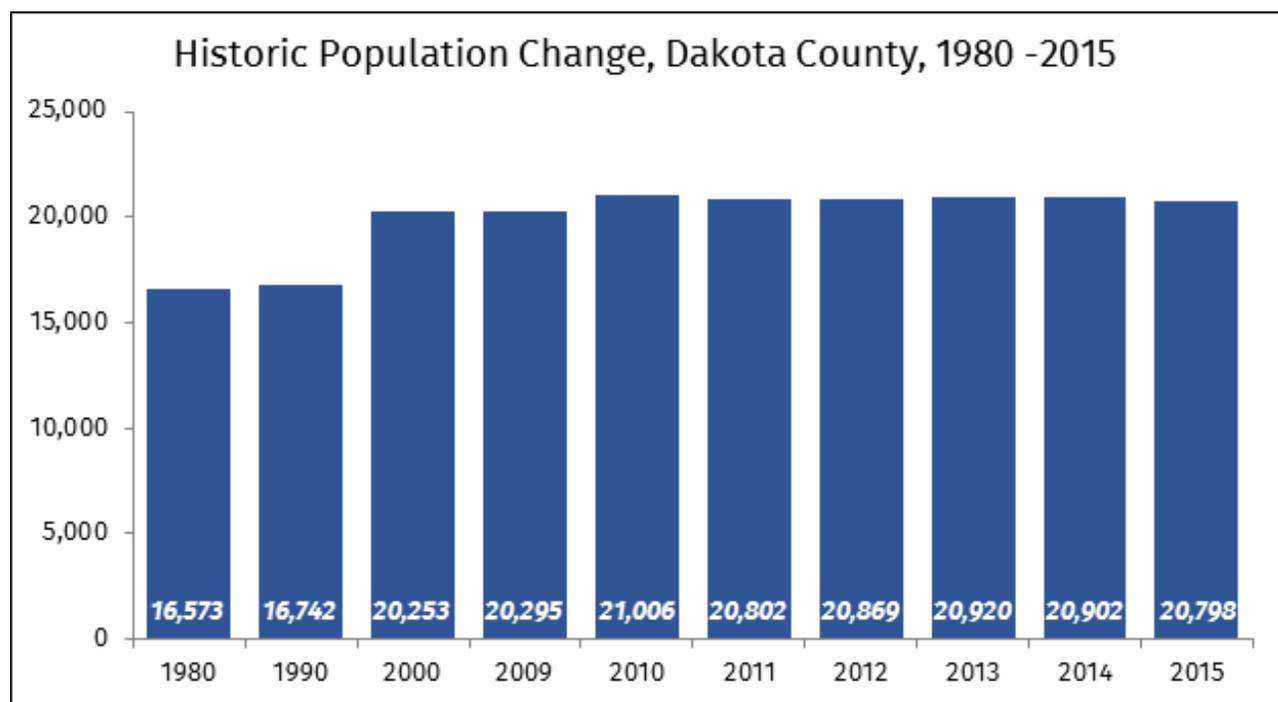


## DEMOGRAPHICS

This section includes census demographics that report the current population trends in Dakota County. Demographic characters presented under this section include population trends, age, and gender distribution. Dakota County is unique in that its rural nature is offset by the close proximity to the Sioux City, IA metropolitan area. Even though Dakota County has a rural population, it is subject to metropolitan issues that require a greater community services capacity.

### Dakota County Population

The graph below shows the decennial population from 1980-2015 in Dakota County. The population of Dakota County increased steadily from 1980 to 2000 and remained above 20,000 from 2000 to 2015. The population of Dakota County grew at an average of 4.2% from 1980 to 2015 representing an average of 766 additional people per year. The major population growth recorded in the county occurred between 1980, and 2000 representing about 3,511 additional county residents, due to Gateway Computer industry growth. American Community Survey estimates show an average decline of (0.2%) in Dakota County's population from 2010 to 2015; representing the only fall in population recorded in the county since 1970.



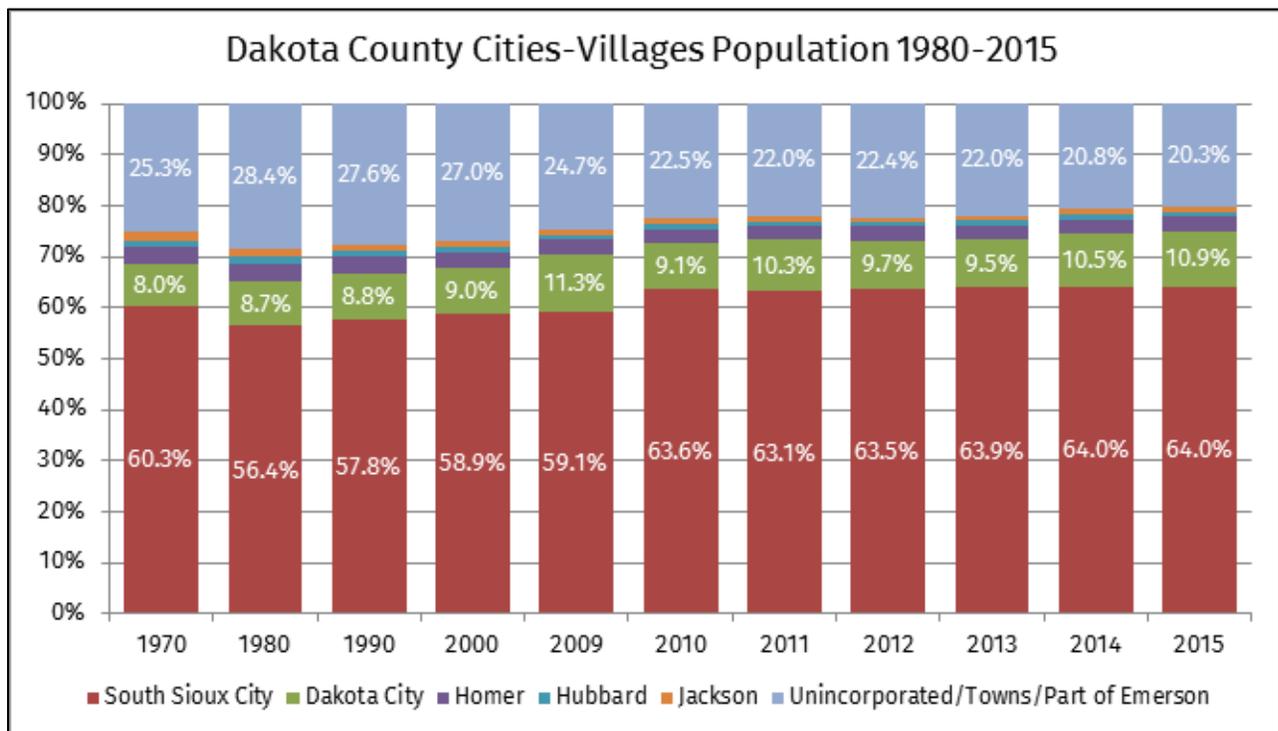
Source: U.S Census Bureau, American Factfinder, 2017

## City and Village Population Comparison

The graph below shows population distribution by cities and villages in Dakota County. South Sioux City's share of the county's population has remained between 55% and 64% from 1970 to 2015, making South Sioux City the largest city in the county. South Sioux City's population has increased at an average of 5.6% per year from 1970 to 2015, representing additional 540 residents.

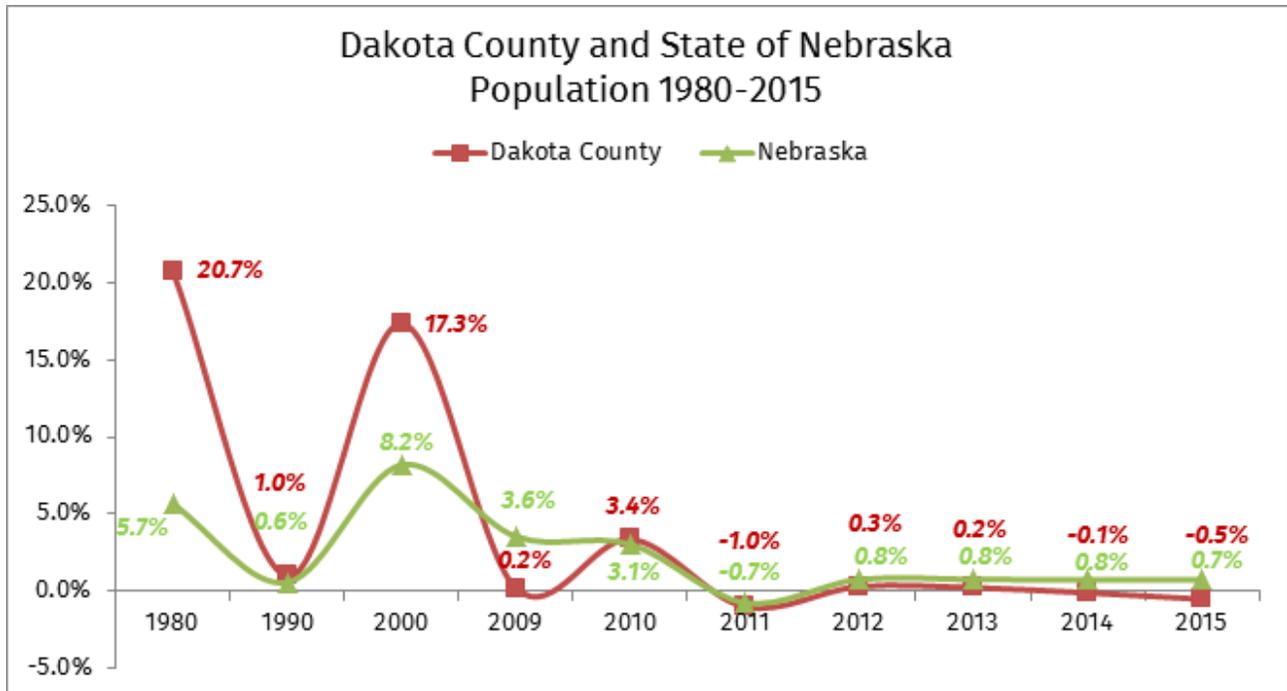
Dakota City is the second largest city in the county with a share of the county's population ranging from 8% in 1970 to 10.9% in 2015. Dakota City's population has increased at an average of 9.0% per year from 1970 to 2015.

Unincorporated/towns/part of Emerson represents the rural portion of Dakota County. The rural share of the county's population ranges from 20.3% to 27.6% from 1970 to 2015. The unincorporated/towns/part of Emerson population grew at an average of 3.3% per year from 1970 to 2015.



## State-County Population Comparison

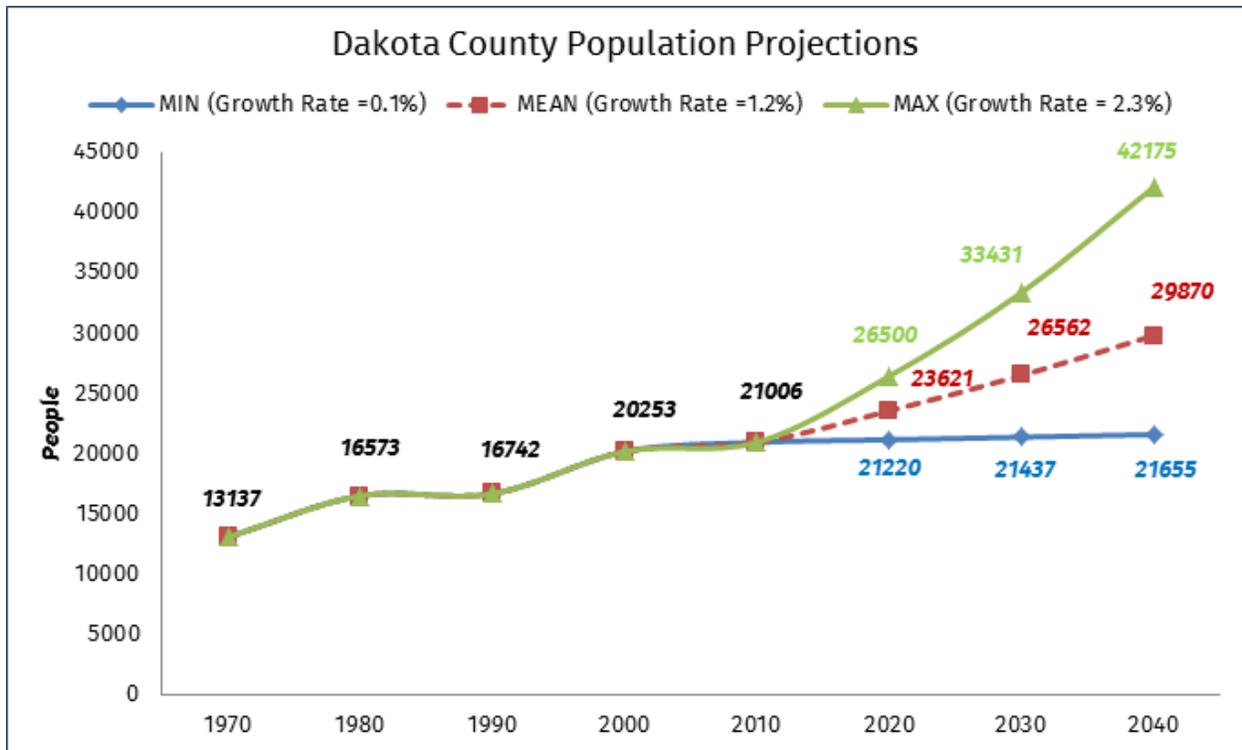
The chart below compares the percent change in Dakota County's population to that of the State of Nebraska. The chart shows that changes in Dakota County's population mirror that of the state. Dakota County experienced 4.2% growth more than the State of Nebraska from 1970 to 2010, representing an average of 8.5% per year. The population of Dakota County and the State of Nebraska shows a positive trend. This trend is good for the economy since the increase in population invariably results in growth in the labor force.



Source: U.S Census Bureau, American Factfinder, 2017

## Population Projection

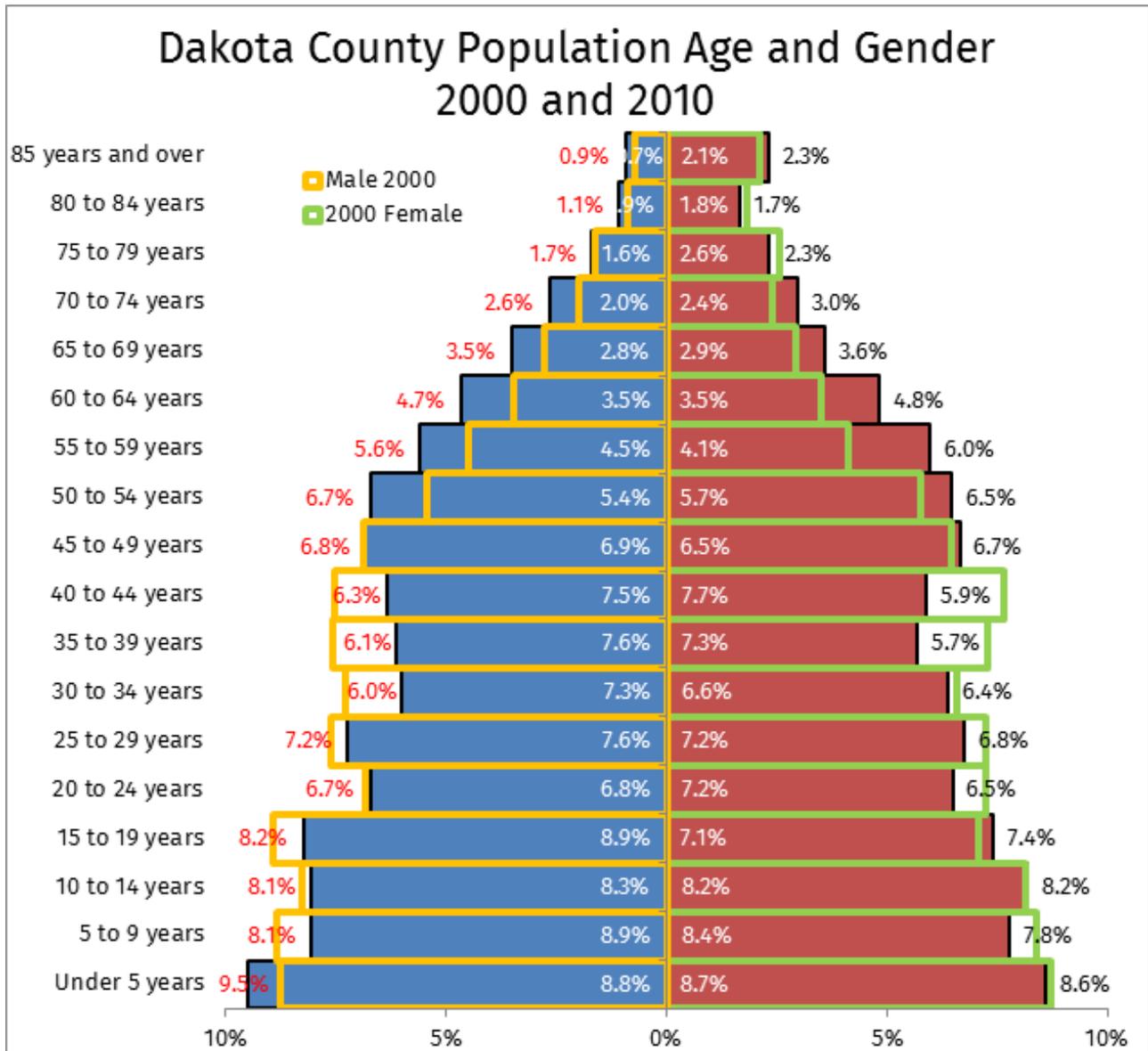
The graph below shows population forecast for Dakota County. The population projections shown below are based on the historic, recorded, decennial population of Dakota County from 1970 to 2010. An extrapolation equation was used to forecast the 2020 to 2040 population based on the historic decennial population with assumptions that past trends are expected to progress into the future. As illustrated below, there are three different population projections including: Minimum projection, maximum projection and mean or average projection. The graph below shows three trajectories of the expected population growth in Dakota County.



Source: Adapted from U.S Census Bureau, American Factfinder, 2017

## Population Age and Gender

The population pyramid below shows the percent of male and female within each census age cohort or group. The chart compares the population of Dakota County age and gender for 2000 to 2010. The female population age 9 and under declined slightly from 2000 to 2010. However, the female populations in total saw a 3.69% increase for the same years; represent about 375 additional female residents. The male population also experienced a similar trend showing an increase of 3.74%.



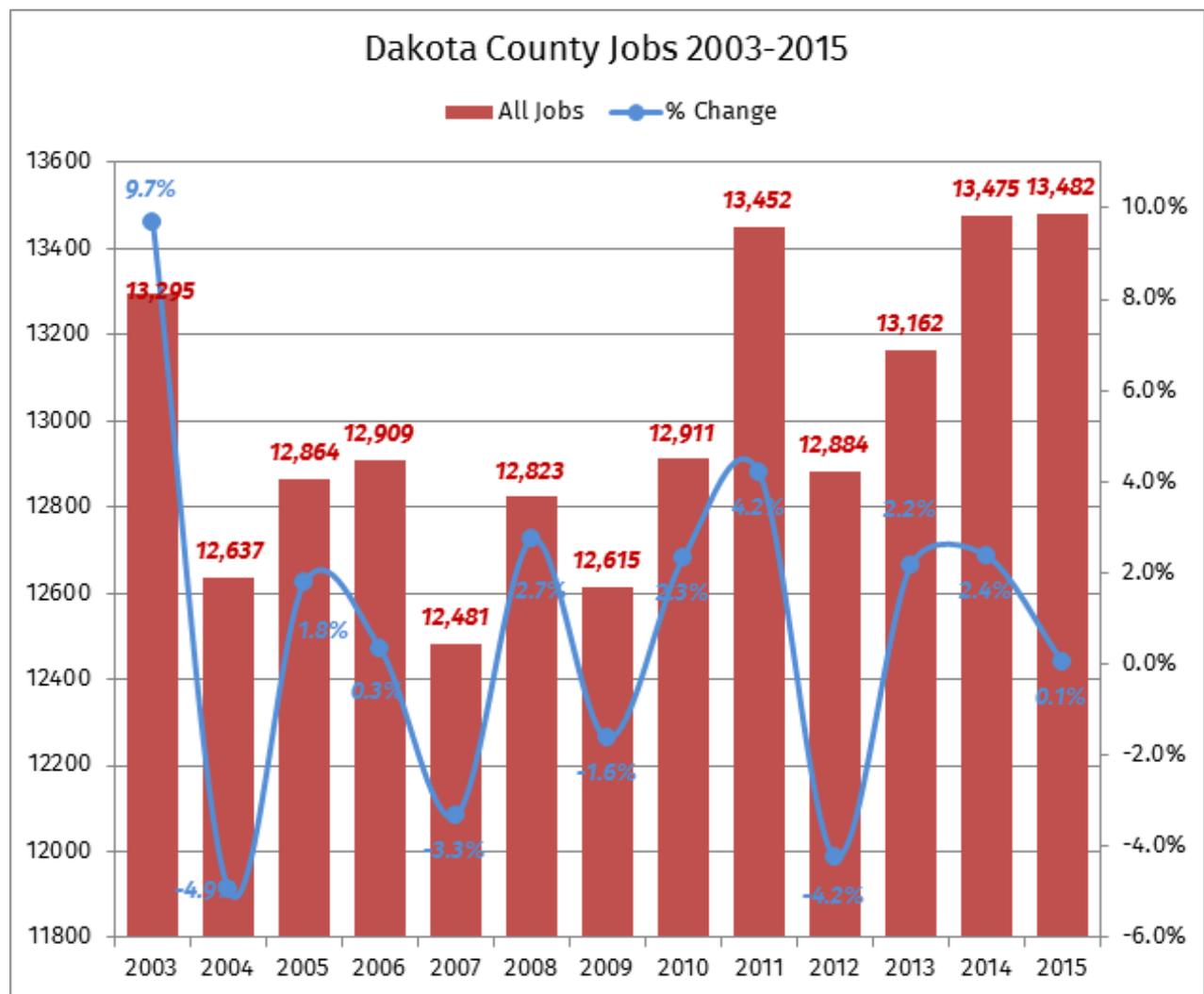
Source: U.S Census Bureau, American Factfinder, 2017

## ECONOMIC INDICATORS

This section presents economic indicators such as employment trends, unemployment, business establishment, industrial distribution, and average weekly wages.

### Employment Trends

The graph below shows the employment trends or number of jobs in Dakota County. The number of jobs in Dakota County declined in 2004, 2009 and 2012 but increased steadily from 2013 to 2015. The graph below shows a positive trend regarding job creation in Dakota County. The number of jobs in Dakota County in 2015 was slightly higher than what was recorded in 2002; with a positive trend, the county is expected to have more jobs in the immediate future.

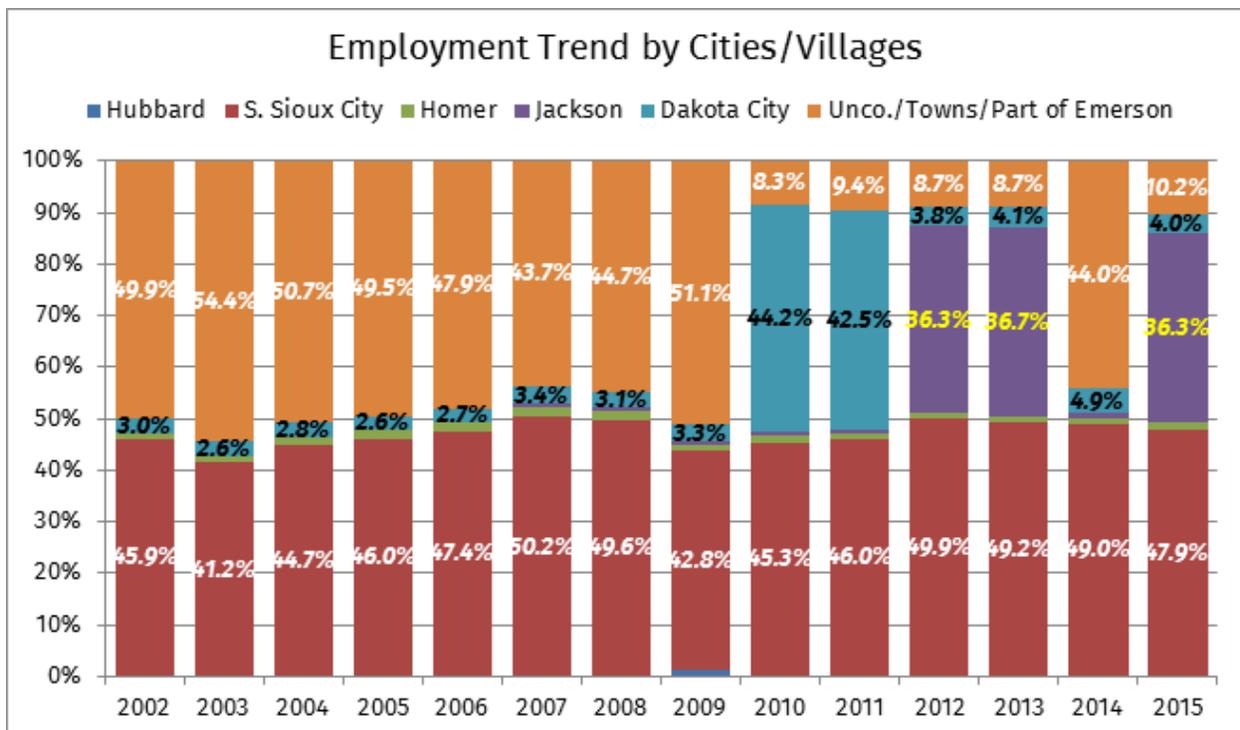


Source: U.S Census Bureau, Center for Economic Studies, <https://onthemap.ces.census.gov/>

## Percent of Jobs by City

The graph below shows the percent of jobs by City or unincorporated area in Dakota County. The majority of jobs in Dakota County are concentrated in South Sioux City. In regard to the table below, rural is defined as Hubbard, Homer, Jackson, and 'Unincorporated areas, towns, part of Emerson' and urban is defined as South Sioux City and Dakota City. The graph below shows the following trends.

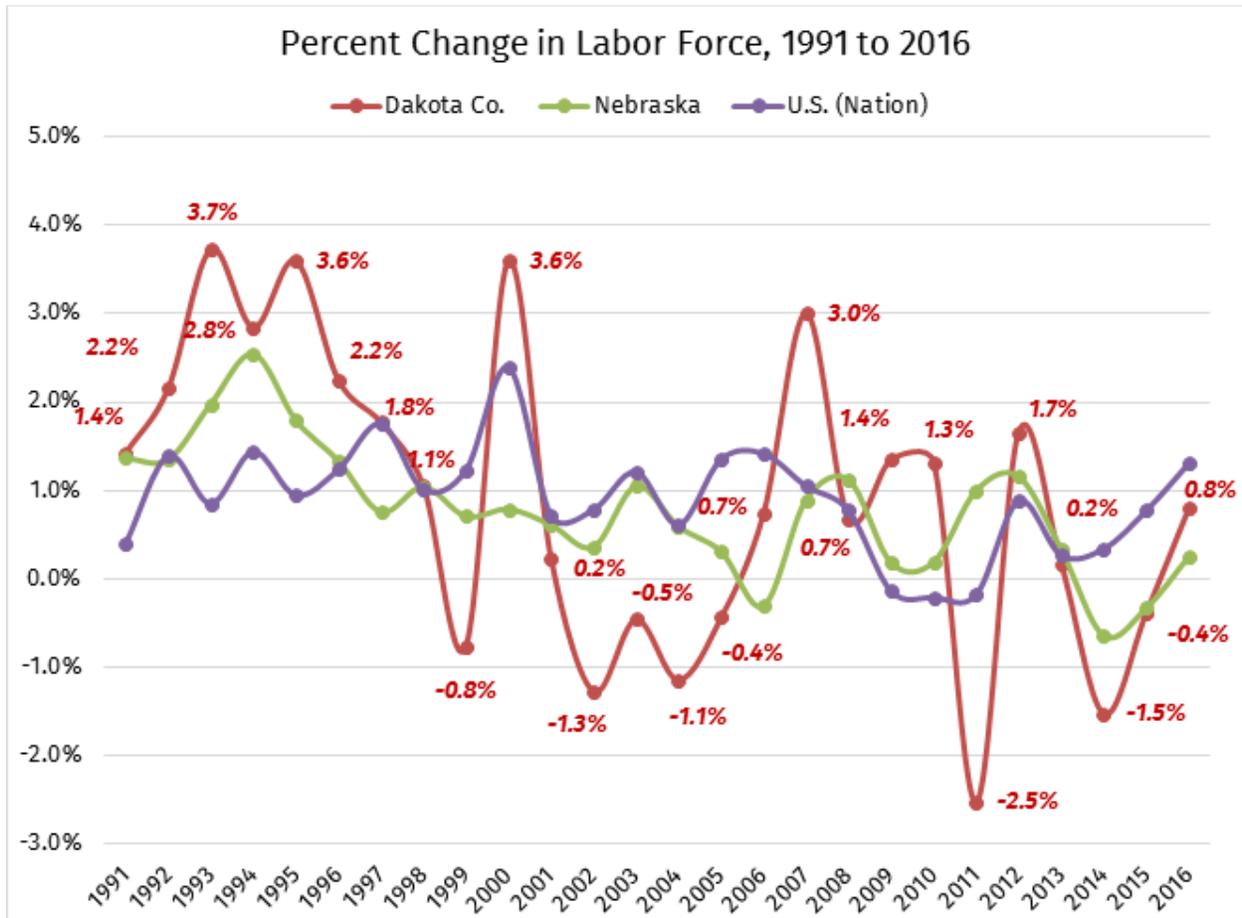
1. Rural part of Dakota County saw the majority of economic growth from 2012 to 2015
2. South Sioux City's share of the county jobs has remained above 40% from 2002 to 2015, representing an average share of 46.8% per year
3. From 2002 to 2009 the majority of jobs in the county were located within unincorporated villages/towns/part of Emerson except for 2007
4. From 2002 to 2015, unincorporated villages/towns/part of Emerson represented the second highest job concentration in the county, with an average share of county jobs of 34.4% per year
5. Jobs in the Village of Jackson increased by 53.9 percent from 2010 to 2016. This trend can be attributed to the ethanol plant recently constructed in the Village of Jackson.
6. Dakota City gained approximately 5,300 jobs in 2010 but lost about 5,228 of these jobs in 2012. This may be attributed to the BPI production law suit.
7. Village of Hubbard experienced a decline in jobs from 24 in 2002 to 13 in 2015 representing a fall of 46%.
8. Village of Homer gained additional 87 jobs between 2002 and 2015



Source: Nebraska Department of Labor Force, 2017

## Labor Force

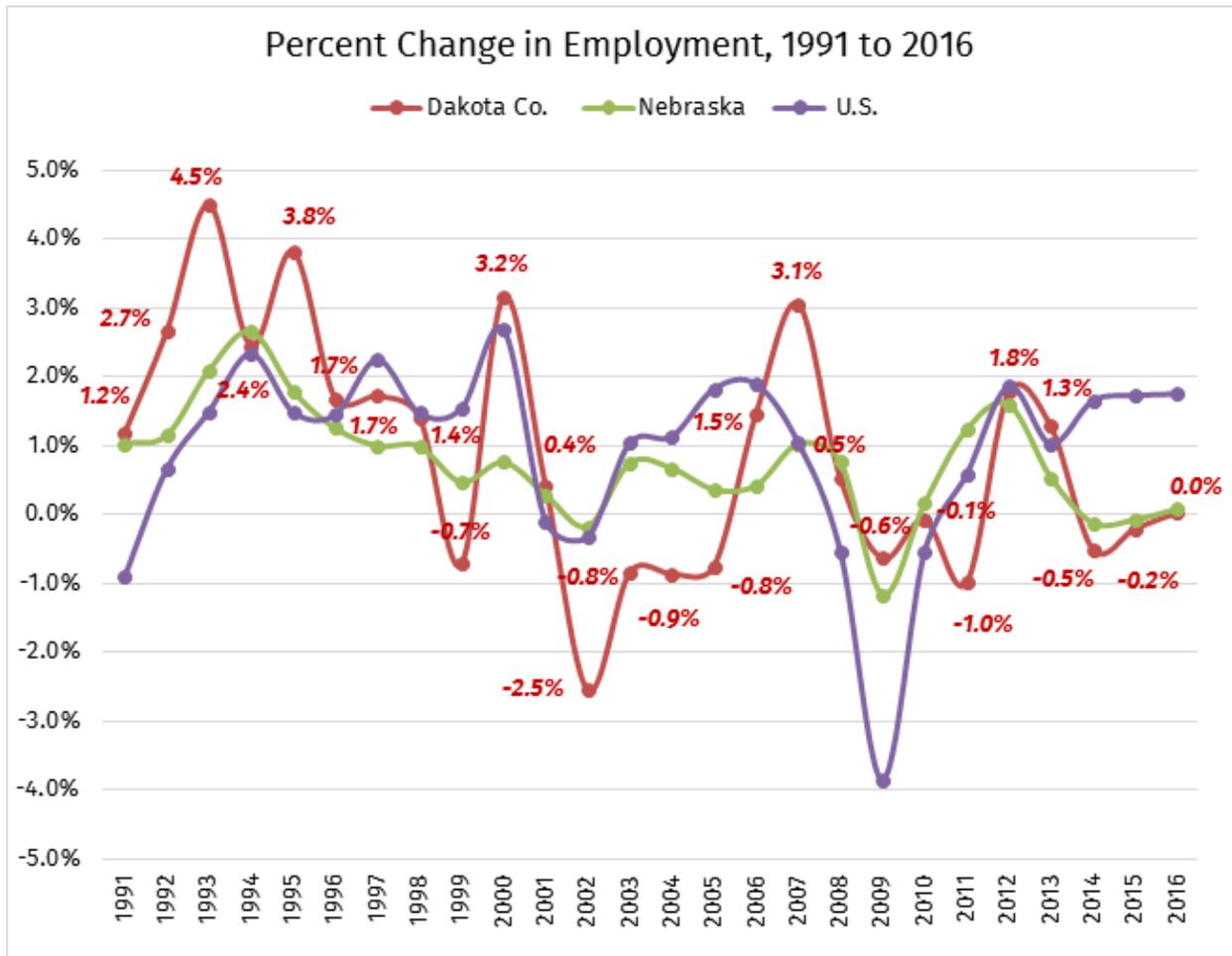
The graph below shows percent change in labor force in Dakota County compared to the state of Nebraska and the nation from 1991. Labor force includes all persons classified as employed or unemployed. In 1990 the labor force was 8,772. Numbers in the graph below represent the gains and losses in labor force from 1991. The labor force of the county has increased steadily since 1990. The growth in labor force experienced by Dakota County since 1990 is higher when compared to the State of Nebraska and U.S. (Nation). The labor force increased at an average of 19.7% per year from 1990 to 2016.



Source: Nebraska Department of Labor Force, 2017

## Employment Growth Index

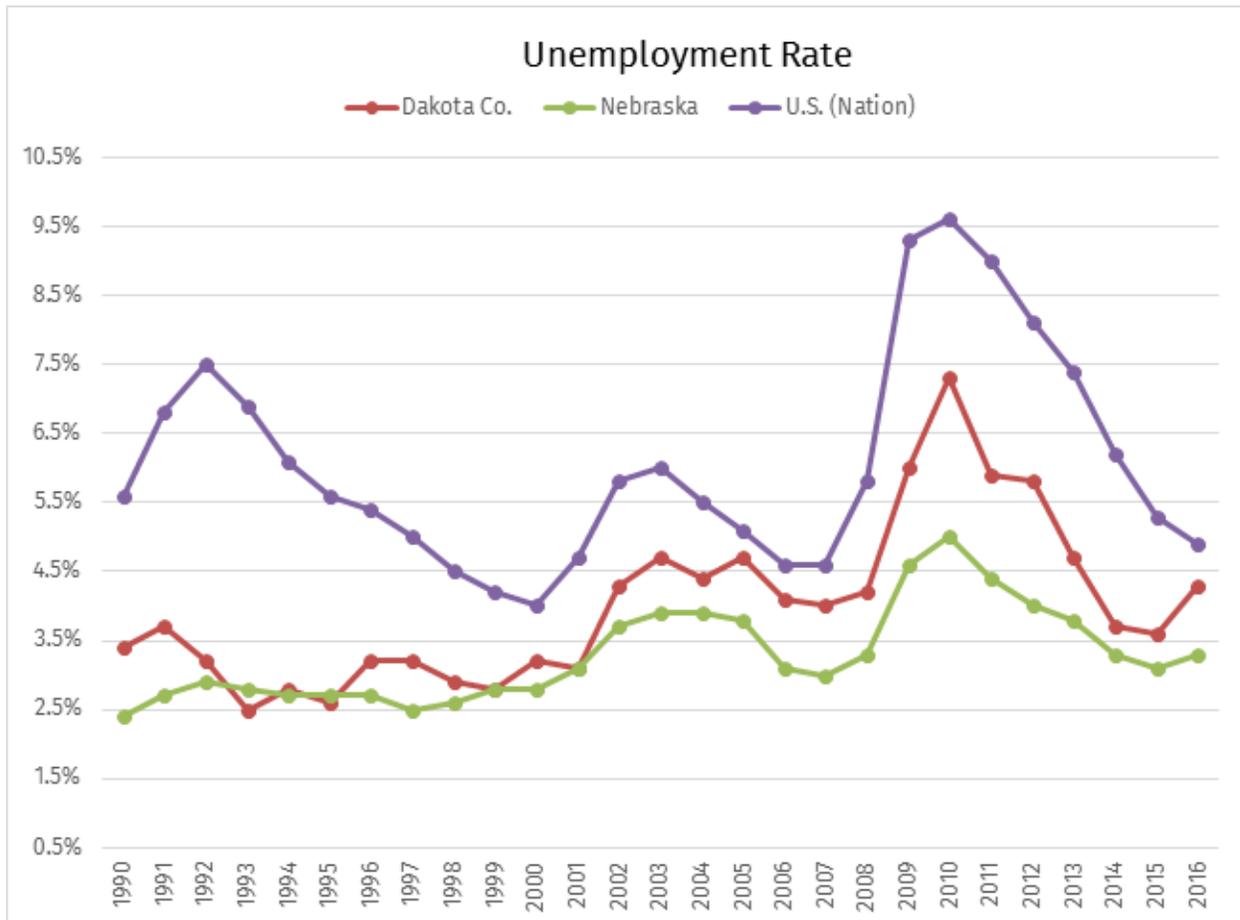
The graph below shows percent change in employment. Employment is defined as: employed persons are those 16 years and over in the civilian non-institutional population who did any work at all (Bureau of Labor Statistics, 2016). The index is based on local economic performance from 1991 to 2016. The employment growth index shows that Dakota County's economy outperformed that of the State of Nebraska and U.S. (Nation). The level of employment in Dakota County grew at an average of 18.9% per year from 1990 to 2016.



Source: Nebraska Department of Labor Force, 2017

## Unemployment Rate

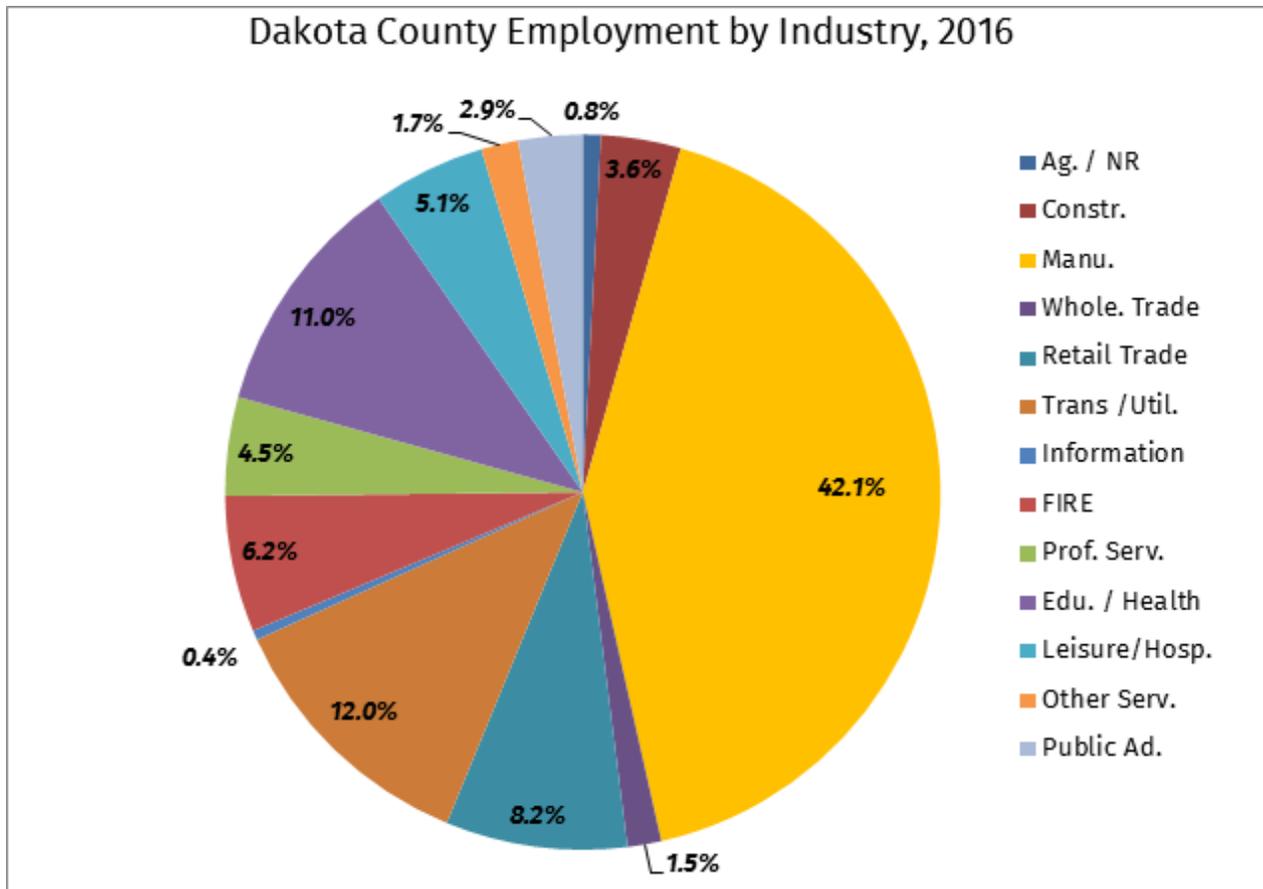
The chart below compares the unemployment rate in Dakota County to the State of Nebraska and U.S (Nation). Though growth in employment in Dakota County is faster than the State, the unemployment rate in the State of Nebraska is lower than that of the county. The unemployment rate in Dakota County is lower when compared to the nation (U.S.). The county's unemployment rate averages 4.01% per year from 1990 to 2016; this is 0.72% higher than the State but 2.04% lower than the U.S.



Source: Nebraska Department of Labor Force, 2017

## Industry Distribution<sup>1</sup>

The manufacturing industry dominates the local economy of Dakota County. The pie chart below shows that manufacturing industry share of the local economy was 42% in 2016, followed by transportation warehouse and utility (12%), education and health services (11%), and financial services and real estate (6.2%) respectively. The industrial distribution of the county differs from the State of Nebraska, and the U.S. In 2016, education and health service was the higher employer in the State of Nebraska and U.S. followed by professional service, retail trade and manufacturing respectively. Dakota County's local economy is dependent on the manufacturing industry, and it is less diverse when compared to the state and U.S.



Source: Nebraska Department of Labor Force, 2017

<sup>1</sup> Education and Health Services: Educational Data from 2001 to 2011 was confidential and as such not captured in the data presented in this document except for business establishment. Transportation, Warehouse and Utility: Data for utility was confidential except for business establishment and year 2013

Professional and Technical Services: This industry includes Administrative and waste Services, Management of Companies and Enterprises and Professional and Technical Services. Data on Management of Companies and Enterprises was confidential except for business establishment.

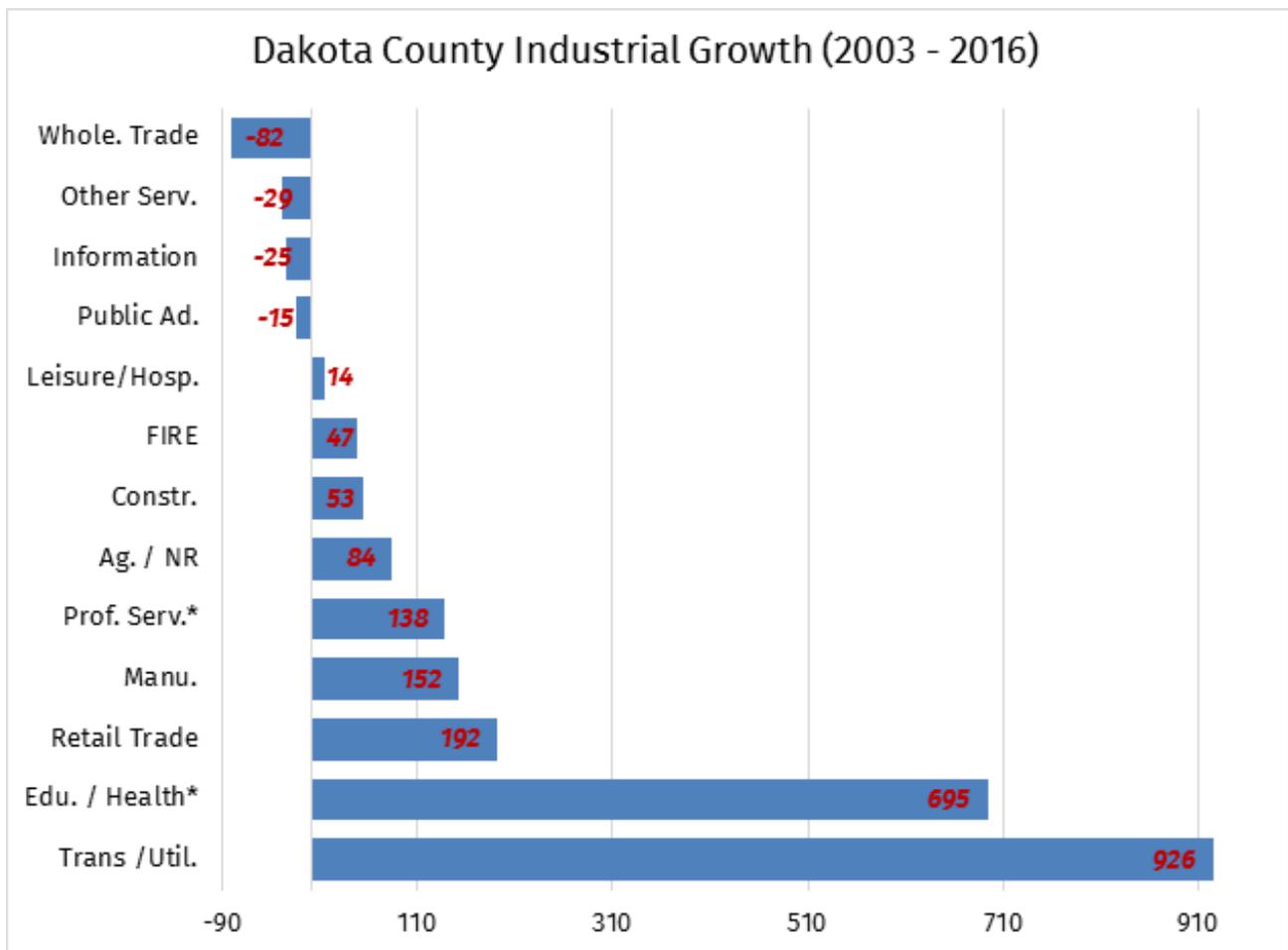
Agriculture and Natural Resources include Mining, Quarrying, and Oil and Gas Extraction; data for Mining, Quarrying and Oil and Gas extraction was confidential except for business establishment.

FIRE: This industry include Finance and Insurance, Real Estate, Rental and Leasing

## Industry Job Growth

The graph below shows the industrial growth or reduction in Dakota County by industry from 2003-2016. The numbers in the graph below represent the number of jobs reported in 2016 within each industry. The change from 2003 is represented in positive bars extending to the right or negative bars extending to the left. Percent change for select industries is stated in the text below.

Transportation, warehouse and utility industry experienced the highest growth (167%) regarding the level of employment between 2003 and 2016 in Dakota county followed by education and health services (104.7%), professional service (33.5%), retail trade (23.5%) and construction (13.6%). Information (-31.7%), wholesale (-30.4%), Other services (-12.3%), and public administration (-4.03%), employed fewer people in 2016 than they did in 2003.

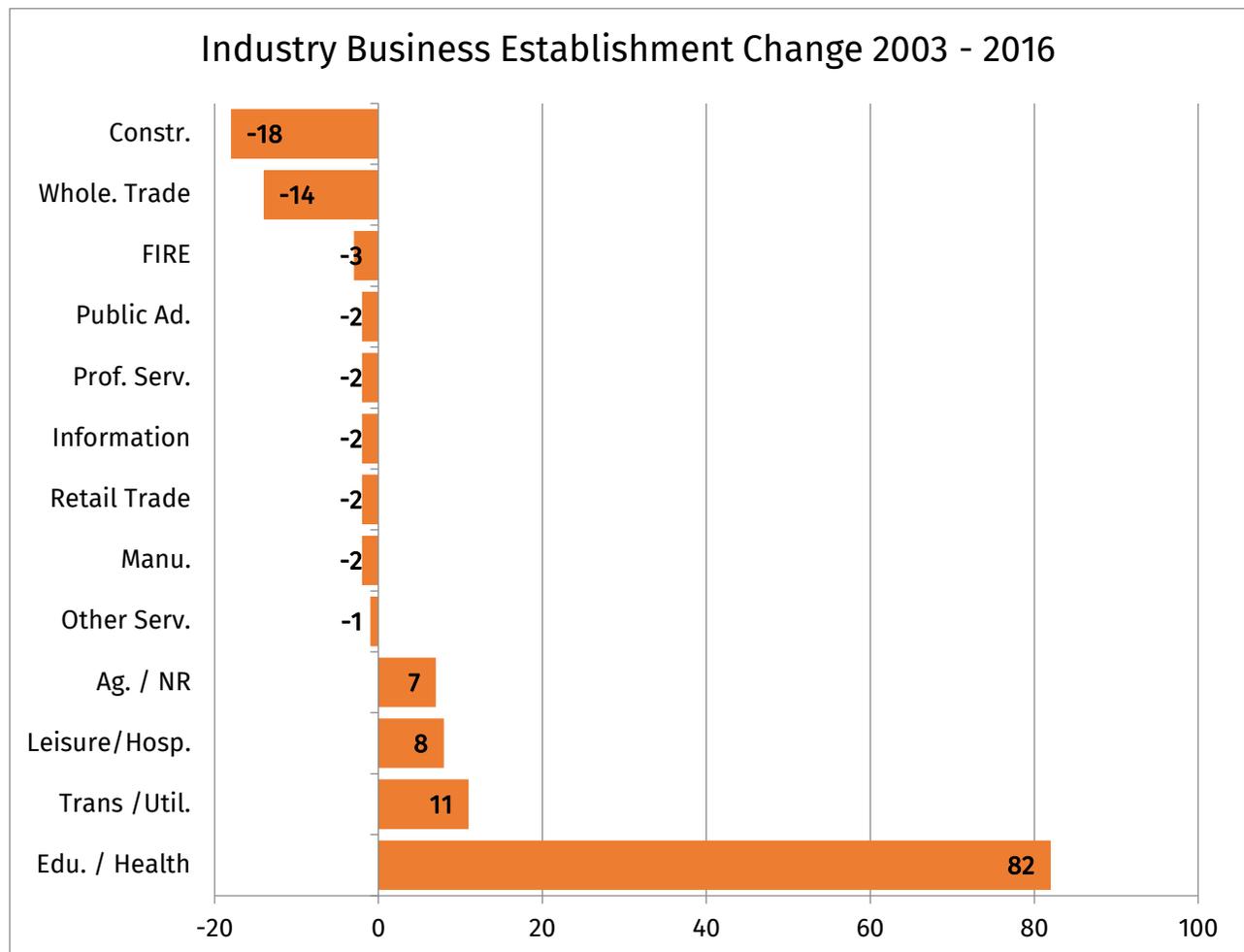


Source: Nebraska Department of Labor Force, 2017

## Industry Business Establishments Growth

The chart below shows the number of business establishments for each of the industries in Dakota County. The numbers in the graph below represent the number of business establishments reported in 2016 within each industry. The change from 2003 is represented in positive bars extending to the right or negative bars extending to the left.

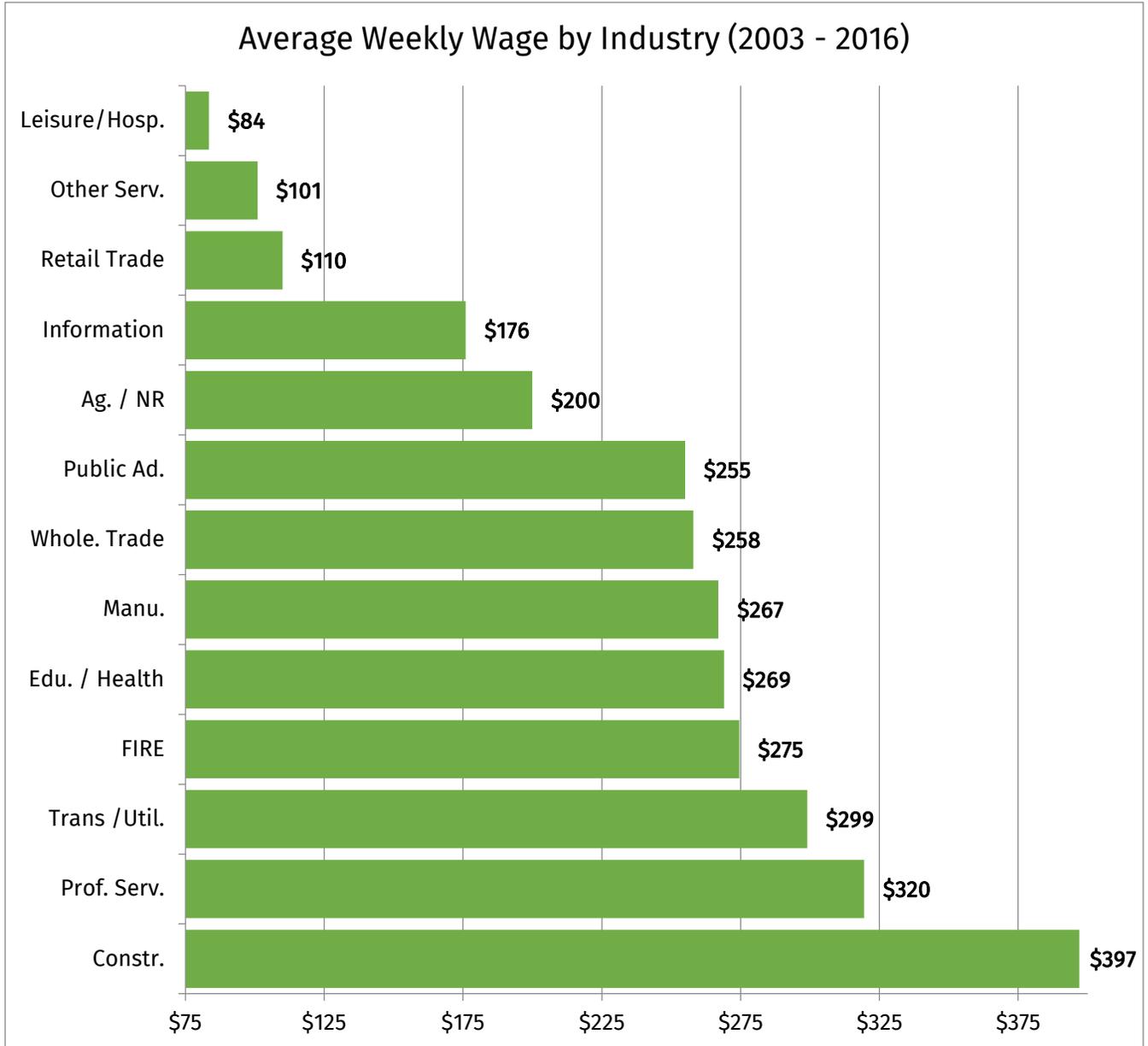
Wholesale trade, public administration, other service, and information industries had fewer businesses in 2016 than 2003; this explains why jobs offered by these industries declined between these years as shown in the graph above. The business establishments for construction, professional services, retail trade, manufacturing and other service declined, but the number of jobs offered by these industries increased – this may be attributed to the expansion of existing businesses.



Source: Nebraska Department of Labor Force, 2017

## Average Weekly Wage

The graph below shows the average weekly wage changes from 2003-2016 for each industry in Dakota County. The chart shows that the average weekly wage for all the industries increased from 2003 to 2016. Professional service had the highest increase in average weekly wage (65.1%) followed by construction (63.1%) and education and health services (54.5%).



Source: Nebraska Department of Labor Force, 2017

## Location Quotient

Location quotient helps identify exporting and importing industries in the local economy. The level of employment for each industrial category is used to calculate location quotient. This tool is useful in understanding the extent to which community needs are being met or not by local businesses. An exporting industry is one where the industry not only meets the local demand for its products but also produces enough so it can sell outside the region while an importing industry is one where local production levels are insufficient to meet local demand. A location quotient greater than 1.25 indicates exporting industries while a location quotient of less than 0.75 indicates an importing industry. An alternative interpretation is that high location quotient indicates that the industry requires more workers than average to produce a level of output necessary to meet local needs.

The table shows the location quotient for Dakota County and the State of Nebraska. From the table, the exporting industries in Dakota County include manufacturing and transportation, warehouse and utility. The caveat though is that the alternative interpretation of location quotient might be true for these industries. The importing industries, on the other hand, include wholesale, retail trade, information, public administration, professional services and others. The location quotient for the State of Nebraska indicates otherwise when compared to that of Dakota County- wholesale trade is an exporting sector while other services is an importing industry.

<b>Location Quotient for Dakota Co. and Nebraska, 2016</b>					
	Dakota Co.*	Nebraska*	U.S*	Dakota Co. Location Quotient	Nebraska Location Quotient
Ag. / NR	100	15248	2,649,407	0.47	0.91
Constr.	444	50629	9,810,128	0.56	0.81
Manu.	5175	96926	15,422,475	4.16	0.99
Whole. Trade	188	41851	4,044,274	0.58	1.63
Retail Trade	1010	110663	17,480,899	0.72	1.00
Trans /Util.	1480	52733	7,951,089	2.31	1.04
Information	54	18621	3,155,753	0.21	0.93
FIRE	757	65664	10,048,036	0.93	1.03
Prof. Serv.	550	118566	17,402,906	0.39	1.07
Edu. / Health	1359	230572	35,060,601	0.48	1.04
Leisure/Hosp.	626	91170	15,027,387	0.52	0.96
Other Serv.	206	25139	7,523,500	0.34	0.53
Public Ad.	357	50890	6,994,586	0.63	1.15

\*Data for Dakota Co. and Nebraska was obtained from Nebraska Department of Labor  
 \*Data source for the U.S. is 2016 American Community Survey 1-Year Estimates

LQ > 1.25 = Exporting industry  
 LQ < 0.75 = Importing industry

## Income Distribution

The table below shows the income distribution by households in Dakota County. The number of households earning less than \$49,999 a month declined from 2010 to 2016 while those earning above \$50,000 increased; this indicates that the average household earned more in 2016 than they did in 2010. Median income (19.7%), mean income (16.7%) increased from 2010 to 2015 while per capita income declined by 22.0%.

<b>Household Income in the Past 12 months</b>				
Income Range	2010	Percent	2016	Percent
Less than \$10,000	466	6.4%	554	7.6%
\$10,000 to \$14,999	437	6.0%	351	4.8%
\$15,000 to \$24,999	917	12.6%	859	11.7%
\$25,000 to \$34,999	1078	14.8%	639	8.7%
\$35,000 to \$49,999	1158	15.9%	1041	14.2%
\$50,000 to \$74,999	1747	24.0%	1813	24.8%
\$75,000 to \$99,999	699	9.6%	817	11.2%
\$100,000 to \$149,999	524	7.2%	843	11.5%
\$150,000 to \$199,999	226	3.1%	226	3.1%
\$200,000 or more	22	0.3%	171	2.3%
Median income (dollars)	43729		52336	
Mean income (dollars)	52954		61822	
Per Capita Income (dollars)	27,841		21,710	

Source: U.S Census Bureau, American Factfinder, 2017

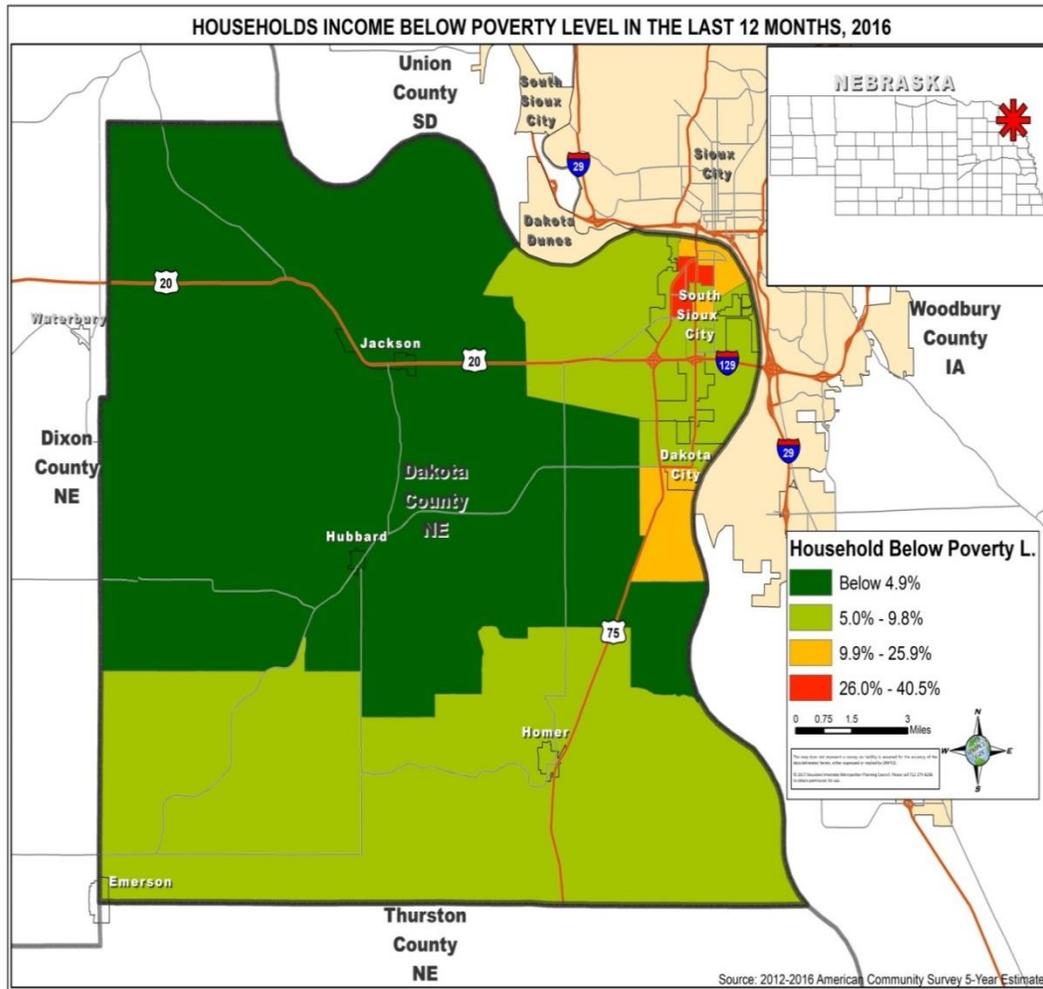
The table below shows the household income distribution in Dakota County by cities/villages. More than half of the households in Homer earned below \$49,999 in 2016. Approximately 51.3% of households in South Sioux City earned below \$49,999 while little over 31% of households in the Village of Jackson earned below \$49,999 in 2016. South Sioux City has the highest households in the county and as such households (2,265) earning above \$50,000 is higher than the rest of the city/village combined.

<b>Household Income in the Past 12 months (in 2016 Inflation-adjusted dollars) by Cities/Villages</b>					
Subject	Dakota City	Homer village	Hubbard village	Jackson village	South Sioux City
Total Households	648	224	74	66	4,660
Less than \$10,000	2.30%	3.60%	0.00%	0.00%	10.50%
\$10,000 to \$14,999	2.60%	4.50%	10.80%	1.50%	5.50%
\$15,000 to \$24,999	13.90%	8.50%	8.10%	1.50%	13.80%
\$25,000 to \$34,999	9.90%	26.30%	4.10%	4.50%	8.20%
\$35,000 to \$49,999	17.30%	19.20%	27.00%	24.20%	13.30%
\$50,000 to \$74,999	22.20%	13.40%	16.20%	25.80%	27.00%
\$75,000 to \$99,999	14.00%	14.30%	13.50%	27.30%	8.90%
\$100,000 to \$149,999	14.40%	6.70%	17.60%	10.60%	9.30%
\$150,000 to \$199,999	1.70%	0.90%	2.70%	0.00%	2.80%
\$200,000 or more	1.70%	2.70%	0.00%	4.50%	0.60%
Median income (dollars)	55,476	39,545	52,500	62,500	48,438
Mean income (dollars)	\$63,073	55,864	63,235	78,300	53,266
Per Capita Income (dollars)	21,714	23,495	24,863	34,314	18,618

Source: U.S Census Bureau, American Factfinder, 2017

## Poverty by Census Block Group

The map below shows the number of households earning below the poverty level in the last 12 months for 2016, in Census Block Groups. The majority of households earning below the poverty level lived in South Sioux City while few of such households lived in the rural part of the county.



<b>Poverty by Census Block Group</b>				
Geographic ID	Block Group Number	Total Households	Households earning below Poverty Level	Percent
103002	Block Group 2	350	64	18.3%
103003	Block Group 3	500	42	8.4%
101001	Block Group 1	666	151	22.7%
102002	Block Group 2	478	124	25.9%
102003	Block Group 3	529	47	8.9%
102004	Block Group 4	899	88	9.8%
101003	Block Group 3	844	342	40.5%
104001	Block Group 1	631	31	4.9%
101002	Block Group 2	515	169	32.8%
101004	Block Group 4	266	49	18.4%
103001	Block Group 1	552	43	7.8%
102001	Block Group 1	437	37	8.5%
104002	Block Group 2	647	54	8.3%

Source: 2012-2016 American Community Survey 5 Year Estimates

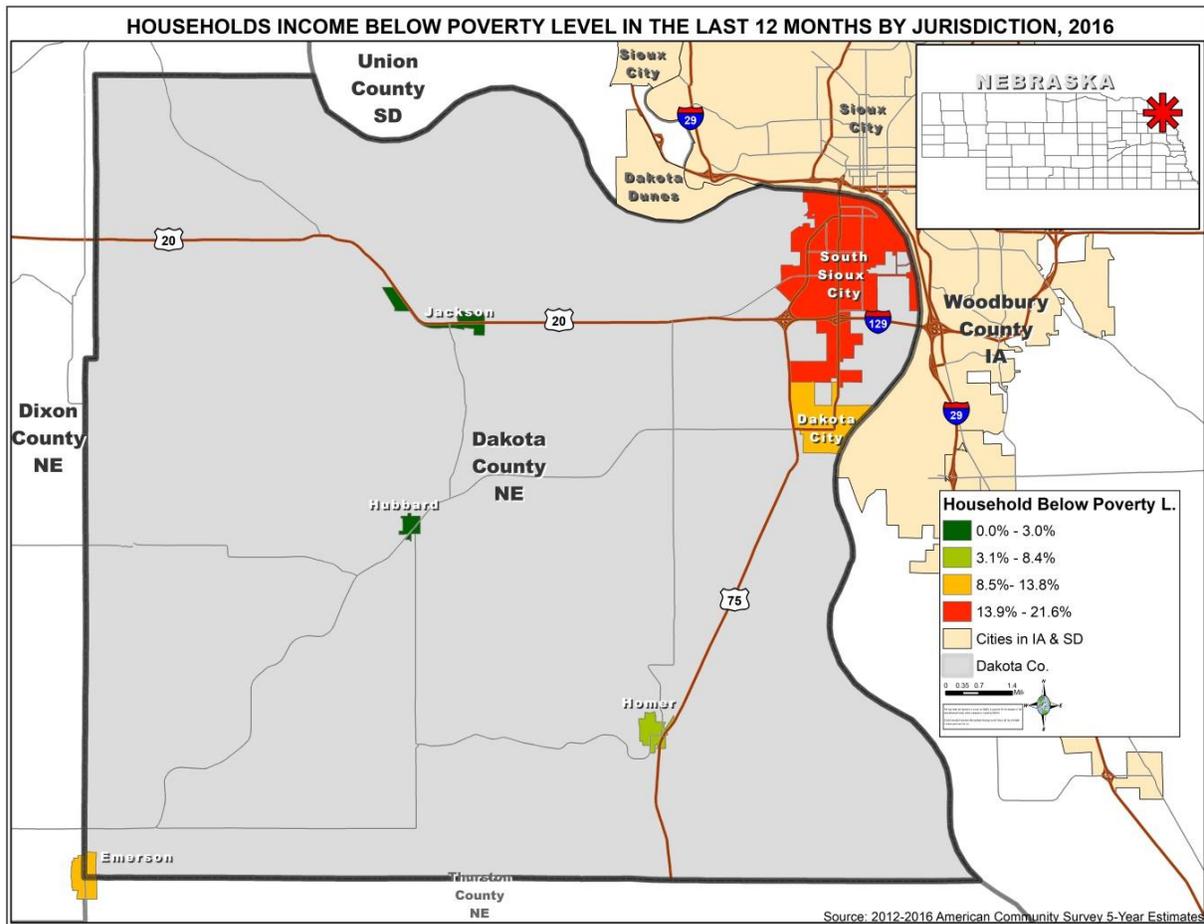
## Poverty by Jurisdiction

The map below shows the number of households earning below the poverty level in the last 12 months for 2016, by jurisdiction. Out of 1,241 households in Dakota County earning below the poverty level in the last 12 months for 2016, 81.1% (1,007 households) lived in South Sioux City. Fewer households (3.0%) in the village of Jackson earned below poverty level followed by Homer (8.5%), Dakota City (13.9%) and none of the households in the Village of Hubbard earned below the poverty level in 2016.

**Urban** Total % Poverty (South Sioux City, Dakota City) = 20.7%

**Rural Towns** Total % Poverty (Hubbard, Homer, Jackson, part Emerson) = 8.7%

**Rural Country** Total % Poverty = 6.3%

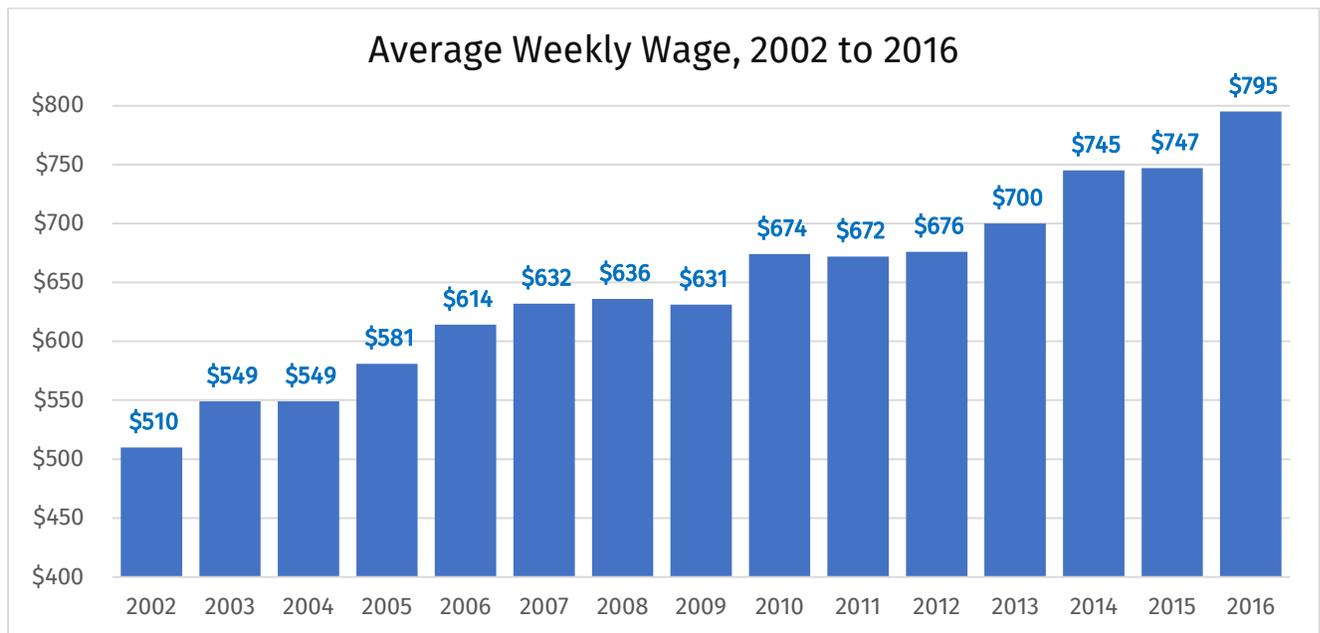


Dakota County Percent Poverty	Total Households	Households Below Poverty	Percent Households Below Poverty
Emerson	358	42	11.70%
Homer	224	19	8.50%
Hubbard	74	0	0
Jackson	66	2	3%
<b>Rural Town's Total</b>	<b>722</b>	<b>63</b>	<b>8.70%</b>
South Sioux City	4660	1007	21.60%
Dakota City	648	90	13.90%
<b>Urban Total</b>	<b>5308</b>	<b>1097</b>	<b>20.70%</b>
Rural Country	1284	81	6.30%
<b>Dakota County Total</b>	<b>7314</b>	<b>1241</b>	<b>17.00%</b>

Source: 2012-2016 American Community Survey 5 Year Estimates

## Average Weekly Wage

The graph shows the average weekly wage for all the industries in Dakota County. The average weekly wage increased steadily from 2002 to 2016 except 2009 and 2011 where it fell. From 2002 to 2016 the average weekly wage in Dakota County increased at an average of \$20 per year, representing an average of 3.2% per year; this is slightly higher than the state average per year (\$19.5).



Source: U.S Bureau of Labor Statistics, 2017

## Cost of Living

The cost of living is another economic indicator that can inform economic development initiatives and strategies. According to Sperling's Cost of Living indices, South Sioux City is below the national average cost of living (85.8%).<sup>2</sup> Sperling's cost of living indices are based on a US average of 100. An amount below 100 means South Sioux City, Nebraska is cheaper than the US average.

<b>COST OF LIVING</b>	<b>South Sioux City, Nebraska</b>	<b>United States</b>
Overall	86	100
Grocery	95.7	100
Health	98	100
Housing	62	100
Utilities	96	100
Transportation	97	100
Miscellaneous	98	100

<sup>2</sup> Source: Sperling's Cost of Living indices, South Sioux City retrieved May 2, 2018 online from: [https://www.bestplaces.net/cost\\_of\\_living/city/nebraska/south\\_sioux\\_city](https://www.bestplaces.net/cost_of_living/city/nebraska/south_sioux_city)

## Housing

This section presents data on housing unit and tenure, housing value, rental cost, and building permits.

### Housing Tenure

The table below shows the total housing unit and tenure in Dakota County. The housing unit increased from 2000 to 2010; representing 1.4% increase – this is 8.9% less when compared to the State of Nebraska. Occupied housing unit increased while owner-occupied housing unit declined, but renter-occupied housing units increased from 2000 to 2010. Homeowner vacancy rate and rental vacancy rate declined in Dakota County, but homeowner vacancy rate (1.8%) remained the same for Nebraska while rental vacancy rate increased by 1.7% for the state from 2000 to 2010.

<b>Housing Tenure and Number of Units</b>								
	1990	Percent	2000	Percent	2010	Percent	Change 2000 - 10	Percent
Total Housing units	6486		7528		7631		103	1.4%
Total Occupied Housing units	6035	93.0%	7,095	94.2%	7,218	94.6%	123	1.7%
vacant housing units	451	7.0%	433	5.8%	413	5.4%	-20	-4.6%
Owned-occupied housing units	4120	68.3%	4,781	67.4%	4,612	63.9%	-169	-3.5%
Renter-occupied housing units	1915	31.7%	2,314	32.6%	2,606	36.1%	292	12.6%
Homeowner vacancy rate			1.3		1.0		-0.3	-23.1%
Rental Vacancy rate			9.3		7.4		-1.9	-20.4%
Average household size of owner-occupied unit			2.97		3.02		0.05	1.7%
Average household size of renter-occupied unit			2.48		2.62		0.14	5.6%

Source: U.S Census Bureau, American Factfinder, 2017

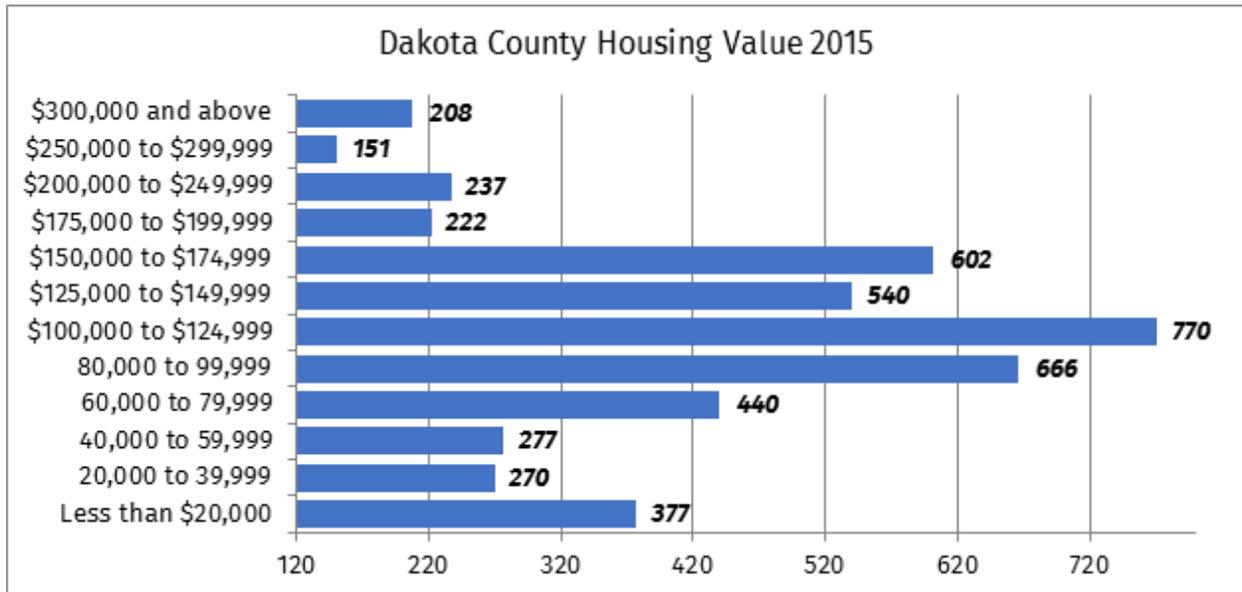
The table below shows housing units and tenure by cities/villages in Dakota County.

<b>Housing Tenure and Number of Units by Cities/Villages</b>										
	Dakota City		Homer		Hubbard		Jackson		S. Sioux City	
	2000	2010	2000	2010	2000	2010	2000	2010	2000	2010
Total Housing units	627	657	222	228	95	89	90	90	4557	4,739
Total Occupied Housing units	596	637	211	213	83	80	83	85	4304	4,512
vacant housing units	31	20	11	15	12	9	7	5	253	227
Owned-occupied housing units	457	480	161	213	57	57	64	64	2551	2,548
Renter-occupied housing units	139	157	50	58	26	23	19	21	1753	1,964
Homeowner vacancy rate	1.7	0.8	1.2	4.3	0	0	3	0	1.4	1
Rental Vacancy rate	5.4	4.8	9.1	3.3	21.2	14.8	17.4	12.5	8.8	7.3
Average household size of owner-occupied unit	3.12	3.1	2.89	2.66	2.82	2.68	2.67	2.75	2.95	3.17
Average household size of renter-occupied unit	2.56	2.29	2.48	2.34	2.81	3.61	1.79	2.24	2.4	2.62

Source: U.S Census Bureau, American Factfinder, 2017

## Value of Housing

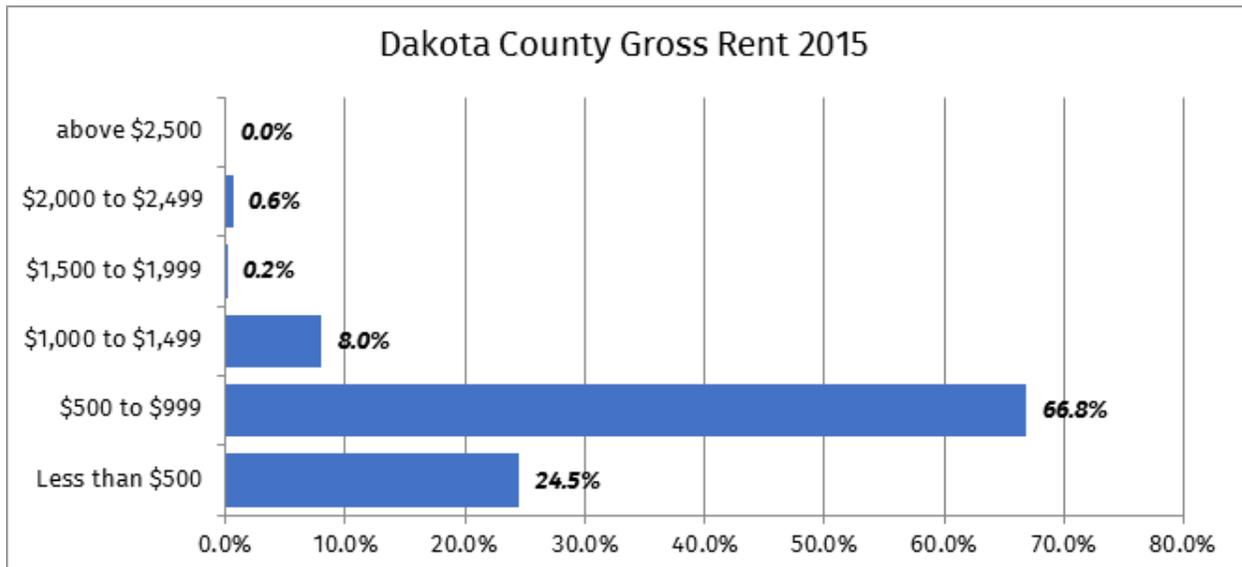
The value of the majority of houses (63.8%) in Dakota County range from \$99,999 to \$249,999, less than 29% of the value of houses fell below \$79,999. Approximately 12.5% of houses in Dakota County value more than \$200,000; this is 15.4% less when compared to the State of Nebraska. From 2010 to 2015 housing units valuing less than \$100,000 decreased by 10.1%; this indicates that the value of houses in the county increased in 2015.



Source: U.S Census Bureau, American Factfinder, 2017

## Gross Rent

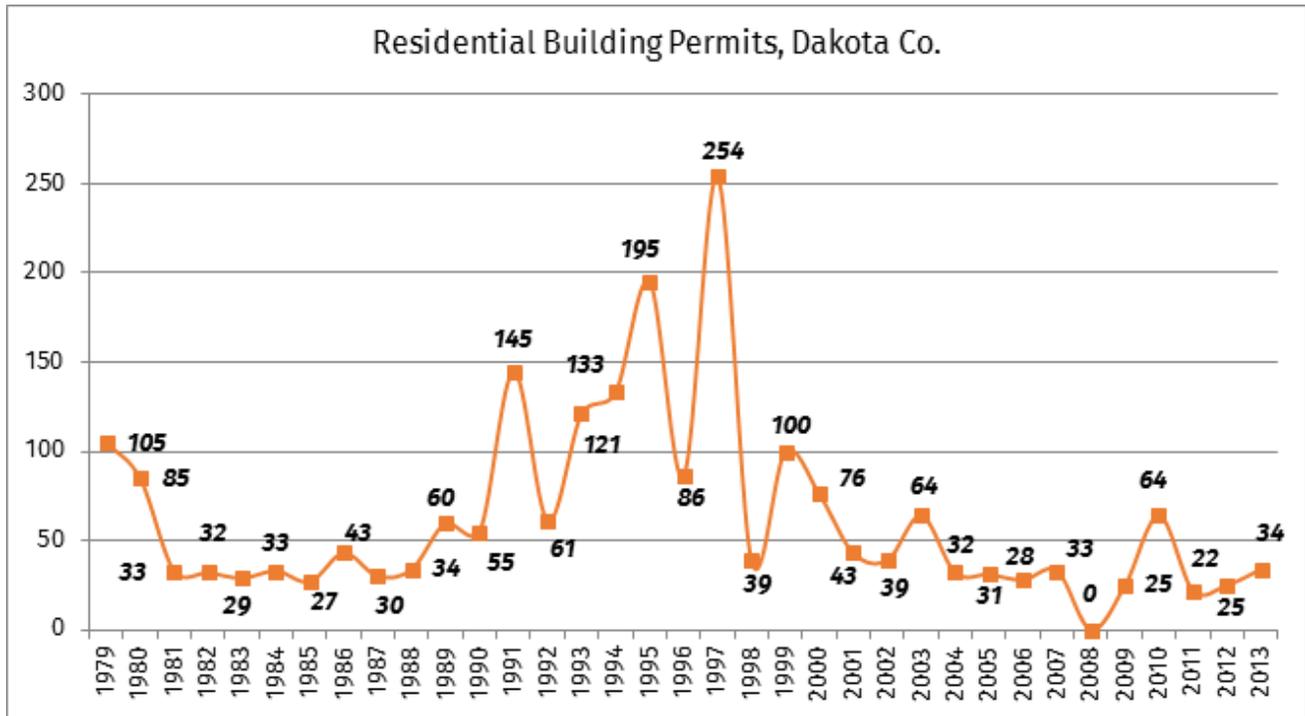
The occupied rental units paying rent in 2015 was 2,417. Approximately 91.3% of residents' rent was below \$1000 per month; this is 11.5% higher when compared to the state of Nebraska. From 2010 to 2015 Dakota County residents who paid rent above \$1000 per month declined by 0.2%.



Source: U.S Census Bureau, American Factfinder, 2017

## Building Permits<sup>3</sup>

The graph below shows the number of building permits issued in Dakota County from 1979 to 2013. Approximately 2,216 residential building permits have been issued in Dakota County since 1979. The majority of the residential building permits (57.1%) were issued between 1990 and 2000. Residential building permits issued in Dakota County between 2000 and 2013 is below 20%.



Source: US Census Bureau, Building Permits Survey

## Chapter Summary

1. American Community Survey, (2011 to 2016) estimates show a decreased in the county's population from 2010 to 2016.
2. Rural part of Dakota County saw the majority of economic growth (Measure indicators: number of jobs, labor force, employment) from 2012 to 2015.
3. Dakota County economy is dependent on manufacturing industry
4. From 2011-2016 the number of business establishments increased.
5. Increased average weekly wage since 2002
6. Increased housing units in the cities from 2000 to 2010
7. Housing units in the rural part of the county decreased or remained the same from 2000 to 2010.

<sup>3</sup> Residential building permit, not specified new construct

## Economic Development Partners

Dakota County works with several groups and organizations to support economic development initiatives and quality of life in Dakota County. This chapter is dedicated to highlighting and listing all the economic development partners that collaborate in Dakota County.

### *Dakota County Board of Commissioners and County Staff*

The Dakota County Board of Commissioners is made up of 5 elected members. Dakota County is staffed with excellent personnel that provide the most current information on recent activity of the county including available business sites and permitting processes directly related to economic development in the County. Other committees that support Dakota County economic development include Dakota County Planning & Zoning. Dakota County houses the following offices.

<b>Dakota County Offices:</b>	Election Commissioner	Public Defender
Assessor	Emergency Manager	Register of Deeds
Attorney	Health Department	Sheriff
Clerk	Highway Superintendent	Treasurer
Clerk of District Court	Planning and Zoning	Veterans Services
Corrections	Probation	

Website: <http://www.dakotacountyne.org>

Dakota County Comprehensive Plan:

[http://www.dakotacountyne.org/pdfs/Comprehensive\\_Plan\\_2014.pdf](http://www.dakotacountyne.org/pdfs/Comprehensive_Plan_2014.pdf)

### *Dakota County Connections*

Dakota County Connections is a community collaborative in Dakota County, Nebraska that unites partners from many different community agencies for the single purpose of improving the quality of life and social-emotional well-being of children and families in the community.

Website: <http://dakotacountyconnections.com/>



### *Dakota County Employers*

A large share of the partnerships in economic development in Dakota County belongs to the many large and small employers. The business employers in Dakota County provide jobs that fuel the economy, and provide support and promotion of the regional economy. Dakota County employer partners are featured in the Business Retention, Recruitment, Expansion chapter of this plan.

## Villages

Dakota County has three villages and a portion of a fourth village within the County boundary. Dakota County is also home to two cities including Dakota City and South Sioux City. The following cities and villages play a large role in furthering economic development in Dakota County.

### ***Village of Homer***

Homer, Nebraska is located in the southeast portion of Dakota County. According to the 2010 Census, Homer has a population of 549 people, 213 households, and 154 families residing in the village. The town's website features many events, news, and attractions in Homer.

Website: <http://www.homerne.net/>



### ***Village of Hubbard***

Hubbard is the hub of a very proficient farming community. The town has a heritage of strong-willed citizens and a firm foundation for a bright future. The Village Board is made up of 5 members that meet monthly.

Website: <http://hubbardne.com/>



### ***Village of Jackson***

The Village of Jackson had a population of 227 as of July 1, 2017. Jackson is located in the northwest part of Dakota County.

Website: <https://nebraska.hometownlocator.com/ne/dakota/jackson.cfm>



### ***Village of Emerson***

Emerson, Nebraska is an attractive community of over 800 residents in the hills of Northeast Nebraska. Emerson is at the crossroads of Highways 35 and 9 and is located partially in Dakota County.

Website: <http://emerson-ne.com/>



## Cities

### **City of Dakota City**

Dakota City is located ‘on the Banks of the Missouri’ and has a population of 1,919 according to the 2010 Census. Dakota City’s vision statement describes the city as “a thriving community of opportunity for everyone.” The Dakota City City Council meets twice per month and is comprised of a Mayor and four City Council members. Website: [www.dakotacity.net/](http://www.dakotacity.net/)



### **City of South Sioux City**

South Sioux City is located in the northeast corner of Dakota County and had a population of 13,353 in the 2010 Census. The City’s Council is made up of eight Council members and the Mayor. South Sioux City features a riverfront northern border on the Missouri River and offers almost every type of business, civic organization, and activity. The city’s comprehensive plan shows a steady increase in population since 1920.



Website: [www.southsiouxcity.org](http://www.southsiouxcity.org)

South Sioux City Comprehensive Plan:

[https://www.southsiouxcity.org/egov/documents/1521832006\\_19409.pdf](https://www.southsiouxcity.org/egov/documents/1521832006_19409.pdf)

### **South Sioux City Area Chamber**

The South Sioux City Area Chamber of Commerce is dedicated to promoting growth and prosperity to the local businesses in all cities in Dakota County including Dakota City, Homer, Hubbard, Jackson and Emerson. The Chamber’s purpose is to advance the commercial, industrial, agricultural, civic, educational and general interest of the South Sioux City trade area. The Chamber’s mission is to increase business, quality of life, and employment in the greater Siouxland Area. Programs and services provided by the Chamber include: Dakota County Leadership program, chamber events, organizational advocacy, local discounts, job postings, marketplace, and community promotion.



Website: <http://southsiouxchamber.org>

## School Districts

The community school districts in Dakota County are key partners in the economic development and prosperity of the County. Successful workforce development begins with educational programs and facilities. The following school districts offer educational programs and facilities in Dakota County.

### ***Allen Consolidated School District***

Allen School District offers K-12 educational programs and facilities and covers the rural communities around the village of Allen, located in Dixon County, in the western portion of Dakota County.



### ***Emerson-Hubbard School District***

Emerson-Hubbard School District offers K-12 educational programs and facilities and covers the rural communities around the villages of Emerson and Hubbard in the southwestern portion of Dakota County.

Website: <http://www.emersonhubbardschools.org/>



### ***Homer Community Schools***

Homer Community School District offers K-12 educational programs and facilities and covers the rural communities around the village of Homer in the southeastern portion of Dakota County.

Website: [www.homerknights.org/](http://www.homerknights.org/)



### ***Ponca Schools***

The Ponca School district offers K-12 educational programs and facilities to the northwest area of Dakota County including Jackson.

Website: <https://www.poncaschool.org>



### ***South Sioux City School District***

The South Sioux City School District offers K-12 educational programs and facilities to the northeast area of Dakota County including Dakota City and South Sioux City.

Website: <http://www.sccardinals.org>



### ***St. Michaels School***

St. Michaels Catholic School offers K-12 educational programs and is located in South Sioux City in northeast portion of Dakota County.

## Higher Education

The higher education institutions in Dakota County are key partners in the economic development and prosperity of the County. Successful workforce development begins with educational programs and facilities. The following higher education institutions offer educational programs and facilities in Dakota County.

### **Northeast Community College**

The South Sioux City Extended Campus of Northeast Community College offers students the opportunity to gain skills to start a career or build a strong foundation for a bachelor's degree. Our degree programs and short-term technical training are focused on skills needed for high demand, local careers. You have the opportunity to learn at one of the nation's top 10 community colleges. And 99% of Northeast graduates continue their education or find a job! Northeast Community College offers classes and services available on-site, online, or in a combination of delivery methods. We provide support services to help you succeed with your studies and your career after college. We also partner with your business or organization to keep it strong and competitive with customized business and industry training programs. Success starts here!" Website: <http://northeast.edu/South-Sioux-City/>



### **Wayne State College**

Wayne State College at the College Center in South Sioux City offers quality bachelor's and master's degree programs in a convenient location and at the region's most affordable rate. With the College Center's state-of-the-art classrooms and computer labs, as well as one-on-one attention from faculty and staff, WSC is committed to quality. If your desire is to stay in the Siouxland area for an affordable, accessible and quality education, consider Wayne State's programs in South Sioux City. Wayne State College partners with community colleges for the easy transfer of credits. Three undergraduate majors are available: Elementary Education, Business Administration, and Human Service Counseling. For graduate studies, the center offers: Master of Science in Curriculum and Instruction The location is also a site for Wayne State's online graduate students who live in Siouxland and are pursuing the Master's in Business Administration (MBA), Master of Science in Organizational Management (MSOM), Master of Science in Education (MSE) or the Education Specialist (ED.S.). Wayne State College is right here in South Sioux City and offers you what led Money Magazine to choose WSC as 'Best College in Nebraska' - a high quality degree at an affordable price. "Our focus is on your future", and it is important to us to get to know you and to make Wayne State College at South Sioux City the best educational experience you have ever had. Website: <https://www.wsc.edu/south-sioux-city>



### **University of Nebraska Extension**

The University of Nebraska Extension is located in Dakota City within the Natural Resources Department building. Educational opportunities include: Classes, Media releases, Newsletters, Publications, Web-Based Seminars and University Classes (undergraduate and graduate), Health Fairs, County Fair, and Ag Days. Website: <http://www.dakotacountyne.org/webpages/extension/extension.html>

## Regional Partners

### **Keep Northeast Nebraska Beautiful (KNNB)**

Keep Nebraska Beautiful is a non-profit organization started in 1964 by Governor Frank Morrison. In 1980 Keep Nebraska Beautiful became a statewide affiliate of Keep America Beautiful (KAB) which is a national, non-profit public education organization. KNNB administers educational and community-improvement programs that address local needs including litter awareness and litter cleanups; beautification; reuse and recycling programs and neighborhood revitalization.

Website: <http://www.knb.org/about.html>



### **Siouxland Chamber of Commerce**

The Siouxland Chamber of Commerce promotes and energizes the Siouxland community including the counties and cities located at the adjoining points of Iowa, Nebraska and South Dakota. The Chamber is sponsored by hundreds of caring, supportive businesses and organizations that encourage the prosperity and quality of life of the Siouxland region. Siouxland is a prime example of separate states, counties and cities working together to create one united community.

Website: <http://siouxlandchamber.com/>



### **Siouxland Economic Development Corporation (SEDC)**

Siouxland Economic Development Corporation (SEDC) was formed in 1979 to help businesses start up or expand in a ten-county area of Iowa, Nebraska, and South Dakota. SEDC is a non-profit organization governed by a volunteer board of directors and staffed by seasoned loan professionals. SEDC offers loans to all varieties of businesses.

Website: <http://www.siouxlandedc.com>



### **Siouxland Interstate Metropolitan Planning Council (SIMPCO)**

SIMPCO's mission is to be a catalyst for regional cooperation, uniting local governments of the Tri-State Siouxland Region into an effective Council of Governments, to promote the best possible planning practices and advocate partnerships throughout the region, and to partner with local governments in long-range planning, community development activities, and professional regional program management, which foster intelligent growth, economic development, and safe, accessible transportation.

Website: [www.simpco.org](http://www.simpco.org)



## State Partners

### **Nebraska Center for Rural Affairs**

The Nebraska Center for Rural Affairs (NCRA) stands up for rural Nebraska, the small family farmer and rancher, new business owner, and rural communities. For more than 40 years, NCRA has been a leading force engaging people to build a better rural future. NCRA supports rural stories and culture on their website and in their newsletter that states, “We live this work. Welcome to our rural revolution.” Offices are located in Lyons and Hartington.

Website: <http://www.cfra.org/about>



### **Nebraska Department of Agriculture**

The Nebraska Department of Agriculture supports the following programs and services: Ag promotion & development, animal & plant health protection, food safety & consumer protection, and scientific laboratories.

Website: <http://www.nda.nebraska.gov>



### **Nebraska Department of Economic Development**

The mission of Nebraska Department of Economic Development (NDED) is Provide quality leadership and services that enable Nebraska’s communities, businesses, and people to succeed in a global economy. The NDED funded this economic development plan. NDED has the following functions:

- Support communities with development efforts
- Assist with starting, retaining, and expanding businesses
- Promote the state for business locations and expansions.

Website: <https://opportunity.nebraska.gov/>



### **Nebraska Department of Game and Parks**

The Nebraska Game and Parks Commission was established by the Legislature in 1901. The Department and Commission works to conserve Nebraska’s natural resources. The agency has a board of nine commissioners. Among the many duties of the Commission and staff are establishing hunting seasons and regulations for game species; managing Nebraska’s state parks, state recreation areas and other public lands; managing the fisheries at numerous public lakes across the state; helping landowners establish good conservation practices on their land; working to conserve Nebraska’s threatened and endangered species; and providing hunter and boater education, as well as other resources for those who wish to learn to enjoy the outdoors. We are committed to the idea that time spent outdoors, whether it be hunting, fishing, hiking, biking, bird-watching, canoeing, camping or one of the many other outdoor activities Nebraska has to offer, is time well spent.

Website: <http://outdoornebraska.gov>



### ***Nebraska Department of Labor and Workforce Development***

The Nebraska Department of Labor supports the following programs and services: Employment and training, unemployment insurance for employers, unemployment benefits for employees, labor standards, legal resources, labor and market information, safety and health consultations. The

Nebraska Workforce Development Board is established by the Governor in accordance with Section 101 of the Workforce Innovation and Opportunity Act of 2014 (WIOA). The Board's purpose is to convene state, regional, and local workforce system partners to enhance the capacity and performance of the workforce development system and lign and improve outcomes and effectiveness of federally-funded and other workforce investments.

Website: <https://www.dol.nebraska.gov>



### ***Nebraska Department of Natural Resources***

The The Nebraska Department of Natural Resources manages our most precious natural resource through sound partnerships, cooperation, and science-based decision making. DNR supports the following programs and services: Floodplain management, dam safety, natural resources planning, water planning and integrated management, storage of natural resources and related data, administration of state funds, and monitoring and managing surface and groundwater quality.

Website: <https://dnr.nebraska.gov>

### ***Nebraska Department of Transportation***

The Nebraska Department of Transportation (NDOT) is responsible for the planning, development, design, construction, maintenance and administration of the state highway system. The goals of the Department are to preserve the billions of dollars Nebraskans have invested in their state highway system, making the highways safe and efficient, and accomplishing this in a timely and cost-effective manner. Nebraska Department of Transportation mission is to provide the best possible statewide transportation system for the movement of people and goods. DOT has eight strategic goals including: safety, fiscal responsibility, environmental stewardship, project delivery, asset management, mobility, communication, coordination, collaboration, & cooperation, workforce development.

Website: <http://dot.nebraska.gov>



### ***Nebraska Energy Office***

Nebraska Energy Office provides the following services and programs: Home energy rating of home efficiency, low-income home weatherization, and home energy efficiency loans.

Website: <http://www.neo.ne.gov>



### ***Nebraska Environmental Trust***

The Nebraska Environmental Trust was established in 1992 to conserve, enhance and restore the natural environments of Nebraska. It was created on the conviction that a prosperous future is dependent upon a sound natural environment and that Nebraskans could collectively achieve real progress on real environmental issues if seed money were provided. The Nebraska Environmental Trust receives 44.5% of the profits of the Nebraska Lottery.



Website: <http://www.environmentaltrust.org/>

### ***Nebraska Historical Society***

Nebraska Historical Society manages the states historic sites and markers. Access to Nebraska's marked historic places is available by county and category on the Society's website.



The NHS hosts events and exhibits, features historic collections, provides educational programs, and hosts the following divisions: Archeology, collections, conservation, historic preservation, and publications.

Website: <https://history.nebraska.gov>

### ***Nebraska Housing and Community Development***

The federal Community Development Block Grants (CDBG) program provides funding for community and economic development projects to encourage additional federal, state, and private resources. Communities receiving CDBG funds use those grants to provide decent housing, a suitable living environment, and expanded economic opportunities. The Nebraska Department of Economic Development (DED) administers the CDBG program for most of the state. Due to population size, some cities in Nebraska are the administrators of the CDBG program in their communities.

Website: <https://opportunity.nebraska.gov/program/community-development-block-grant>

### ***Nebraska Investment Finance Authority***

Nebraska Investment Finance Authority (NIFA) was created by the Nebraska Legislature on August 26, 1983 to merge three similar agencies including: Nebraska Mortgage Finance Fund, Nebraska Agricultural Development Corporation and Nebraska Development Finance Fund. NIFA Board of Directors is comprised of nine members. NIFA partners with a network of approved participating lenders who are knowledgeable and trained to process and close loans in home, agricultural farm start-up, residential development, and industrial development programs, and investment or real estate programs.



Website: <https://www.nifa.org>

### ***Nebraska Public Power District (NPPD)***

Nebraska Public Power District's (NPPD's) goal is to have communities prepared for economic growth opportunities. NPPD provides the following services in conjunction with public power partners and other state and regional agencies.



Website: <http://econdev.nppd.com/>

### **Nebraska Tourism Commission**

Nebraska Tourism Commission sponsors the visit Nebraska website. The site hosts descriptions of the state's attractions and tourism programs including: natural resources, entertainment, passport program, travel guide, historic sites, and attraction locations in Nebraska.  
<https://visitnebraska.com>



### **Federal Partners**

#### **United States Department of Agriculture**

United States Department of Agriculture (USDA) provides leadership on food, agriculture, natural resources, rural development, nutrition, and related issues based on public policy, the best available science, and effective management. USDA has a vision to provide economic opportunity through innovation, helping rural America to thrive; to promote agriculture production that better nourishes Americans while also helping feed others throughout the world; and to preserve our Nation's natural resources through conservation, restored forests, improved watersheds, and healthy private working lands.  
Website: <https://www.usda.gov>



#### **United States Economic Development Administration**

The US EDA mission is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy. The U.S. Economic Development Administration's investment policy is designed to establish a foundation for sustainable job growth and the building of durable regional economies throughout the United States. This foundation builds upon two key economic drivers - innovation and regional collaboration. Innovation is key to global competitiveness, new and better jobs, a resilient economy, and the attainment of national economic goals. Regional collaboration is essential for economic recovery because regions are the centers of competition in the new global economy and those that work together to leverage resources and use their strengths to overcome weaknesses will fare better than those that do not. EDA encourages its partners around the country to develop initiatives that advance new ideas and creative approaches to address rapidly evolving economic conditions.  
Website: <https://www.eda.gov>



### **Related Plans**

Labor Information and Publications:  
<https://networks.nebraska.gov/gsipub/index.asp?docid=417>

## Business Retention, Recruitment, Expansion

Chapter 5 provides an in-depth overview on the business climate in Dakota County discussing the major employers, annual sales volume, number of employees, level of employment to business establishment ratio, types of businesses, and year of establishment. Data used for this chapter was primarily obtained through *ReferenceUSA*, an InfoGroup Company who has built a vast online database of businesses using over 5,000 public sources. Per *ReferenceUSA*, 571 businesses are located in Dakota County. Concluding the business climate portion of the chapter is a summary of the Dakota County Rural Economic Strategic Plan Business Survey that was distributed to local businesses in the beginning stages of the study.

There is a wide variety of businesses in Dakota County and all contribute to the economy's success and well-being of residents in unique ways. The content used within this chapter is devoted to retaining the County's major employers and in support of the study's goals, objectives, and action plan. In the following table, the top five employers from each community are listed. For a complete listing of major employers, refer to the chapter's appendix.

<b>Major Employers List</b>		
	<u>Company Name</u>	<u>Number of Employees</u>
Dakota City	Tyson Fresh Meats	5000
	Dakota County Government	210
	Siouxland Family Ctr.	50
	SSC School District – Dakota	40
	City Elementary School	
Emerson	Heritage Of Emerson	42
	Emerson Hubbard Elementary	30
	Emerson-Hubbard Jr-Sr High	22
	Iron Horse Bar & Casino	15
Homer	Homer School District	51
	Homer Government	24
	Harris Construction Shop	19
	Pronto Market	10
Hubbard	Hubbard Government	35
	Lux Brothers	20
	Siouxland Roofing Siding	5
	Art & Veterinary Svc.	4
Jackson	Siouxland Ethanol	35
	NNTC	35
	Gill Hauling	28
	Jackson Public School	20
South Sioux City	South Sioux City School District	531
	Great West Casualty	500
	BPI	450
	Walmart	322

Source: ReferenceUSA

### Annual Sales Volume:

With the exception of a few businesses, there is a limited range on the annual sales volume amongst businesses in Dakota County. Per *ReferenceUSA*, nearly a dozen intervals are used to group businesses annual sales volume. For assessment purposes, the intervals have been grouped together. Businesses that have an annual sales volume of *Less Than \$1 Million* account for nearly two-thirds of total business at 65% and approximately 84% of businesses have an annual sales volume less than \$10 million. Similar trends exist amongst the six communities as well. Over half of the businesses in five of the six communities have an annual sales volume of *Less Than \$1 Million* and over two-thirds of businesses in all communities have an annual sales volume less than \$10 million. A breakdown on the annual sales volume range amongst businesses in each of the six communities is displayed in the following table.

<b>Businesses Annual Sales Volume Range</b>						
	<u>&lt; \$1 M</u>	<u>\$1-10 M</u>	<u>\$10-50 M</u>	<u>\$50-500 M</u>	<u>&gt; \$1 Billion</u>	<u>N/A</u>
Dakota City	38	11	1	0	1	12
Village of Emerson	15	4	0	0	0	8
Village of Homer	12	8	0	0	0	6
Village of Hubbard	12	2	0	0	0	3
Village of Jackson	15	7	0	1	0	3
South Sioux City	287	105	13	5	0	42

*Source: ReferenceUSA* *M = Million; B = Billion; < = Less Than; > = Greater Than; N/A = Not Available;*

There are four businesses that go against this trend and are on the higher end of the annual sales volume range. Tyson Fresh Meats, based in Dakota City, has the largest annual sales volume with more than \$1 billion. Recording the second highest annual sales volume is Richardson Milling Inc. with \$100-\$500 million. Following Richardson Milling Inc. is Pepsi Beverages Company and Siouxland Ethanol who have an annual sales volume of \$50-100 Million. In the following table, the two highest annual sales volumes amongst businesses in each community are listed. For a complete listing of annual sales volume, refer to the chapter's appendix.

<b>Major Employers Annual Sales Volume List</b>		
	<u>Company Name</u>	<u>Annual Sales Volume</u>
Dakota City	Tyson Fresh Meats	Over \$1 Billion
	Broyhill Co.	\$10-20 Million
Emerson	Heritage Of Emerson	\$1-2.5 Million
	Two Businesses Tied	\$1-2.5 Million
Homer	Harris Construction Shop	\$2.5-5 Million
	Seven Businesses Tied	\$1-2.5 Million
Hubbard	Hubbard Implement	\$1-2.5 Million
	Randy, Lussier	\$500,000-1 Million
Jackson	Siouxland Ethanol	\$50-100 Million
	Two Businesses Tied	\$2.5-5 Million
South Sioux City	Richardson Milling Inc.	\$100-500 Million
	K & B Transportation Inc.	\$100-500 Million

*Source: ReferenceUSA*

### Number of Employees:

There is a wide range on the number of employees amongst businesses in Dakota County. Per ReferenceUSA, an overwhelming number of businesses staff less than 50 employees. Businesses staffing less than 50 employees account for more than 90% of all businesses in each of the six communities. A breakdown on the number of employees staffed amongst businesses in each community is displayed in the following table.

*\*Please note ReferenceUSA uses multiple intervals on the number of employees staffed. With over 90% of all businesses staffing less than 50 employees, the following table includes grouped intervals.*

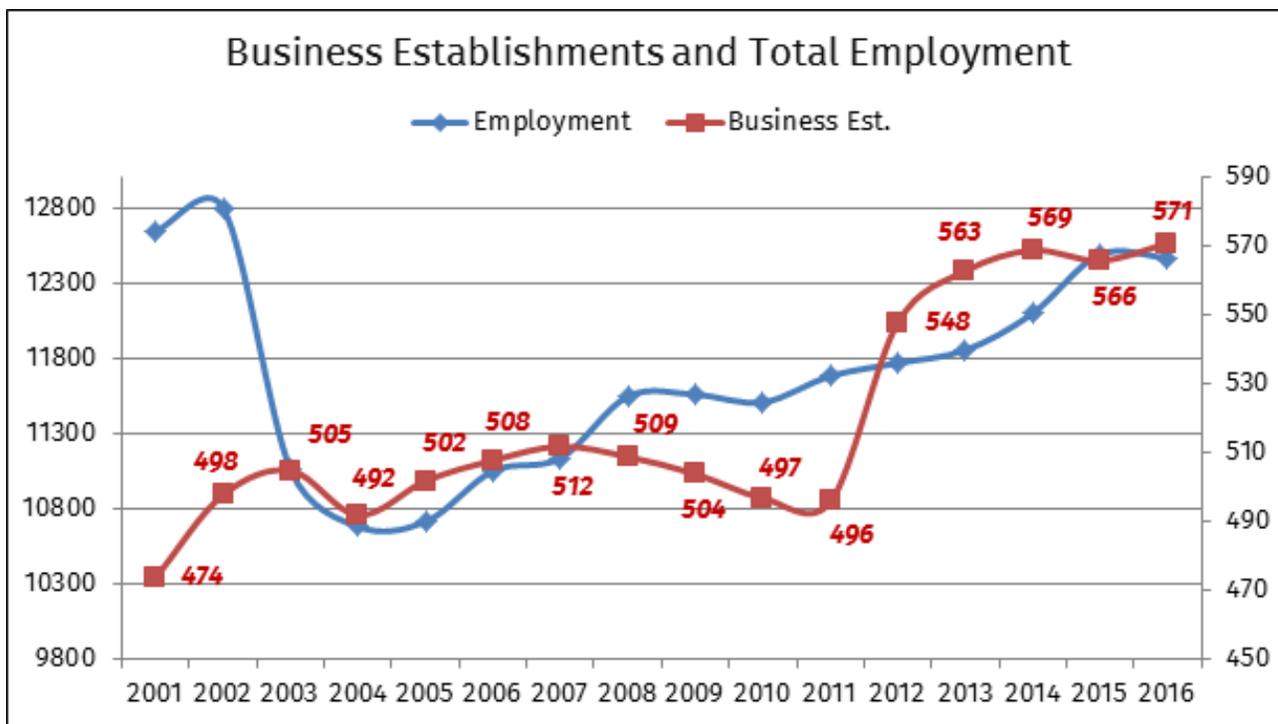
<b>Number of Employees</b>				
	<u>1 to 49</u>	<u>50 to 99</u>	<u>100 or More</u>	<u>N/A</u>
Dakota City	60	1	2	0
Village of Emerson	23	0	0	1
Village of Homer	22	1	0	0
Village of Hubbard	14	0	0	1
Village of Jackson	21	0	0	0
South Sioux City	396	14	9	6
<b>Source: ReferenceUSA</b>				

ReferenceUSA uses four intervals [1 to 4, 5 to 9, 10 to 19, 20 to 49] to document businesses that staff less than 50 employees. More than half of the businesses in each of the six communities staff less than 5 employees and over 75% of businesses in five out of six communities staff less than 10 employees. A full breakdown on the number of employees staffed amongst businesses in each of the six communities using the four intervals is displayed in the following table.

<b>Number of Employees</b>				
	<u>1 to 4</u>	<u>5 to 9</u>	<u>10 to 19</u>	<u>20 to 49</u>
Dakota City	39	13	5	3
Village of Emerson	17	0	3	3
Village of Homer	13	6	3	0
Village of Hubbard	12	1	1	0
Village of Jackson	13	3	3	2
South Sioux City	248	77	47	24
<b>Source: ReferenceUSA</b>				

### Business Establishment <sup>4</sup> and Employment

The employment level, or number of jobs, is related to the number of business establishments. As new businesses are created and/or existing businesses are retained and expanded in the economy, the employment level or number of jobs increases. The graph below compares business establishments in the county to the number of jobs created. The number of business establishments in Dakota County has remained above 450 since 2001. From 2001 to 2016, an average of 6 businesses per year was established in the county; representing 1.3% - this is 0.8% less than the state average (2.1%).



Source: U.S. Census Bureau of Labor Statistics, 2017

<sup>4</sup> Department of Labor defines Business Establishment as an economic unit that processes goods or provides services, such as a factory, mine, or store. The establishment is generally at a single physical location and is engaged primarily in one type of economic activity....An establishment may also be a store, office or other physical entity that sells or produces goods or services that is physically distinct from any other facility operated by a business.

### Business Types:

Having broken down the industrial distribution of businesses in Chapter 1, the following information categorizes the existing business types in Dakota County as “Home Business”<sup>5</sup> or “Commercial Business”. Per ReferenceUSA, commercial businesses account for more than 80% of total businesses in five out of the six communities in Dakota County. The least disparity between Home and Commercial Businesses is in the Village of Hubbard, where Home Businesses account for nearly one-third of the total businesses at 31%. A full breakdown of existing Home and Commercial Businesses is displayed in the following table.

<b>Home vs. Commercial Businesses</b>		
	<u>Home Business</u>	<u>Commercial Business</u>
Dakota City	9	53
Village of Emerson	2	22
Village of Homer	0	23
Village of Hubbard	5	11
Village of Jackson	4	17
South Sioux City	23	402

**Source: ReferenceUSA**

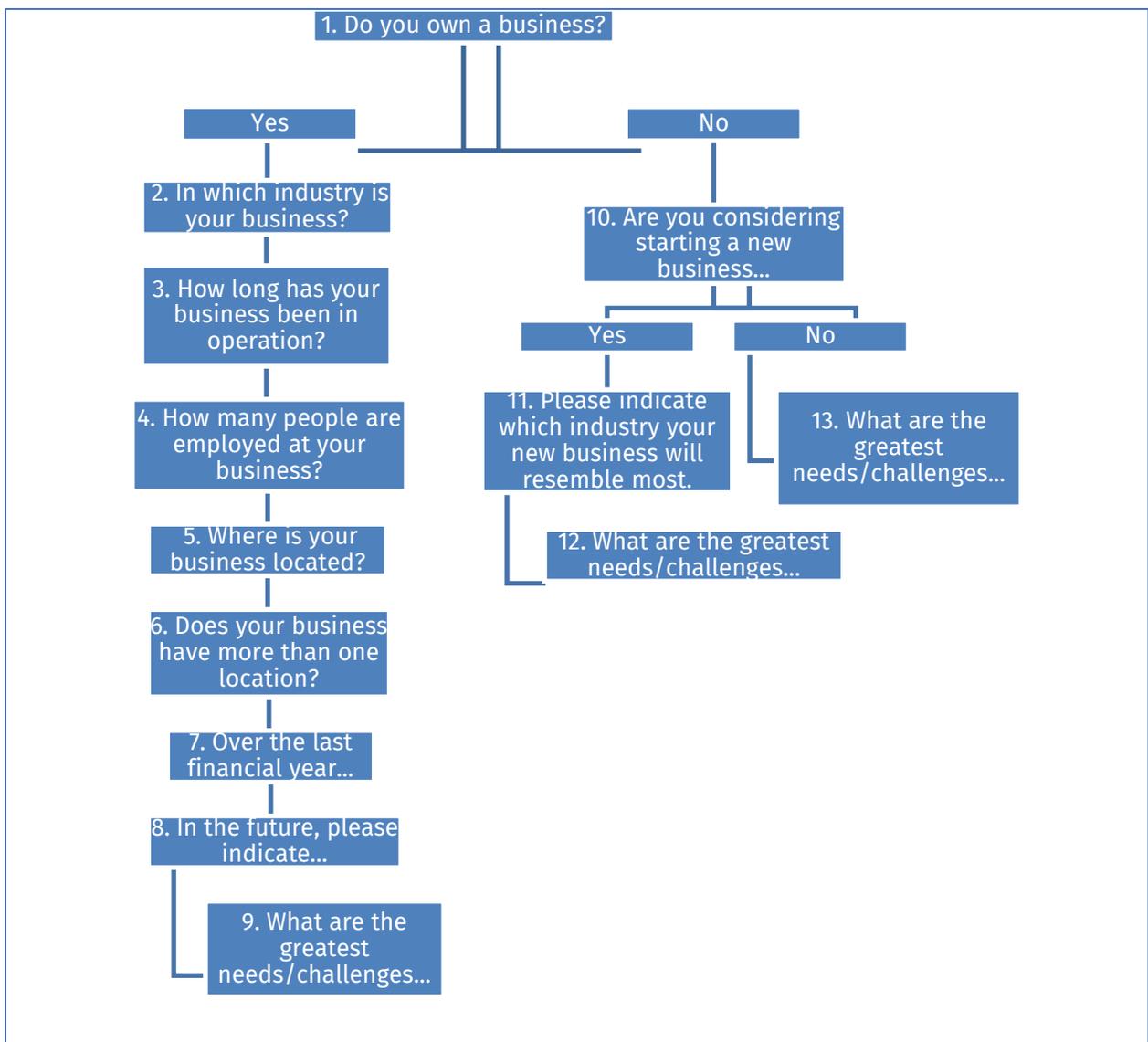
Assessing the existing business types using the *Urban* [Dakota City, South Sioux City] and *Rural* [Emerson, Homer, Hubbard, Jackson] classification, the disparity between Home and Commercial Businesses is similar with Commercial Businesses accounting for 93% of total businesses in Urban communities and 87% in Rural communities. It is expected for Commercial Businesses to account for a significant proportion of total businesses in both Urban and Rural communities. However, there is typically a greater presence of Home Businesses in Rural communities as evident in the previously mentioned Village of Hubbard. Following the Village of Hubbard is the Village of Jackson, where Home Businesses account for nearly one-fifth of the total businesses at 19%. The two remaining Rural communities, Village of Emerson and Village of Homer, have a significantly lower proportion of Home Businesses with both accounting for less than one-tenth of total businesses.

---

<sup>5</sup> Home-based business is any business where the primary office is located in owner’s home. They don’t have to own the property, but they do need to be running a business out of the same premises they live in for the business to be considered a home business.

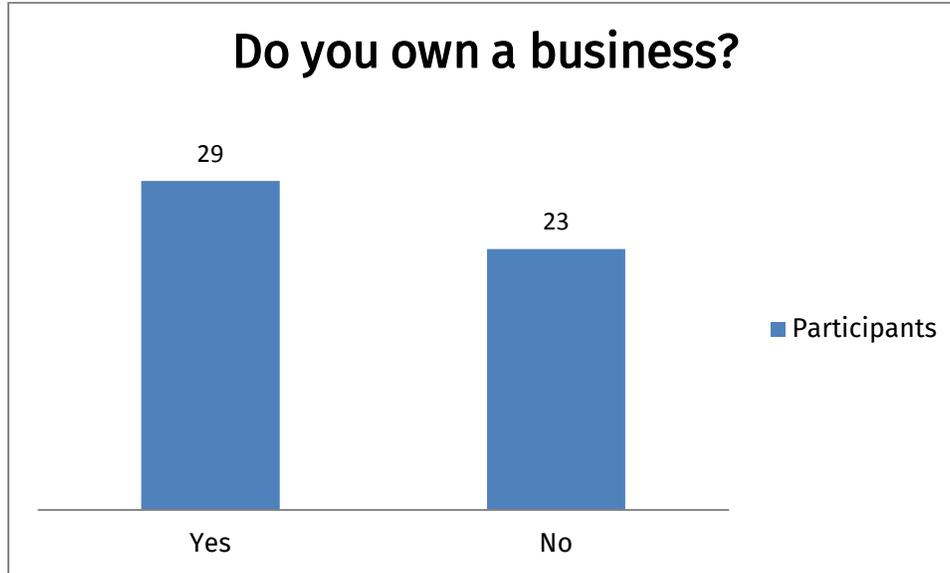
## Survey Results:

In the beginning phases of the study, the *Dakota County Rural Economic Strategic Plan Business Survey* was distributed on January 5<sup>th</sup> to all steering committee members and to 101 local businesses as part of the study's outreach efforts. The survey gives surrounding businesses an opportunity to become aware of the study and to voice their opinions on what are the county's greatest needs and challenges. In addition to the greatest needs and challenges, the survey intends to illustrate the current state of the economy and existing businesses. Closed on February 28<sup>th</sup>, the survey had 52 responses within a 55-day window. Depending on participants' responses, there are three different paths available to complete the survey which is displayed in the flow chart below. Following the flow chart are multiple subsections that entails a review of the participants' responses for each question.



### Question 1: Business Ownership

The opening question of the survey asked participants to indicate whether they owned a business or not. Slightly over half of the participants indicated they did own a business. The following chart shows the number of business owners who participated in the survey.



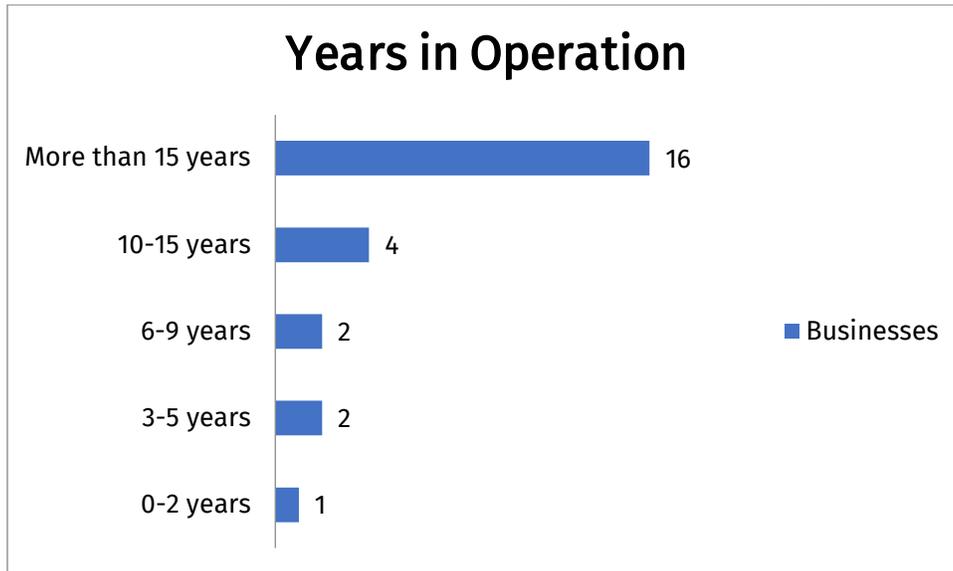
### Question 2: Industry of Businesses

The second question is directed towards participants who are business owners asking them which industry their business is in. The industry most represented by the business owners participating in the survey was the *Services* industry, accounting for just over one-fifth of businesses. With the exception of the *Services* industry, majority of the industries were evenly represented. A full breakdown on the industries represented is in the following table.

<b><i>In which industry is your business? Please select all that apply.</i></b>		
<u>Answer Choices</u>	<u>Responses</u>	
Agricultural, Forestry, and Fishing	14.00%	4
Construction	10.00%	3
Finance, Insurance, and Real Estate	10.00%	3
Manufacturing	14.00%	4
Mining	0.00%	0
Public Administration	0.00%	0
Retail Trade	14.00%	4
Services	21.00%	6
Transportation, Communications, Electric, Gas, and Sanitary Services	3.00%	1
Wholesale Trade	3.00%	1
Other	10.00%	3

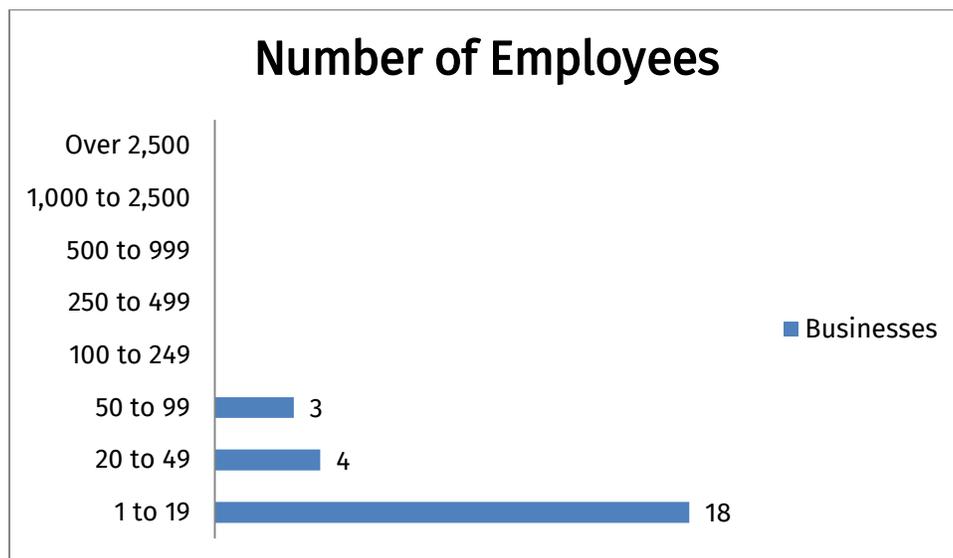
### Question 3: Business in Operation

The third question is asking business owners to report how long their business has been in operation for. A vast majority of participating businesses have established themselves within Dakota County, with approximately 80% of businesses being in operation for longer than ten years and 64% of businesses being in operation for more than 15 years. A breakdown on how long businesses have been in operation for is displayed in the following chart.



### Question 4: Number of Employees

The fourth question asks business owners to report how many employees are staffed at their business. The number of individuals involved in the operation of these participating businesses is generally small with 72% of businesses reporting to have no more than 19 employees. Only three businesses reported having between 50 to 99 employees. A breakdown on the number of employees staffed at each participating business is displayed in the following chart.



### Question 5: Business Location

Question five asks business owners to provide where their business is located in Dakota County. Among the responding business owners, the number of businesses in urban and rural communities was well balanced. As anticipated, South Sioux City was represented most by the business owners. The location of participating businesses is displayed in the following table.

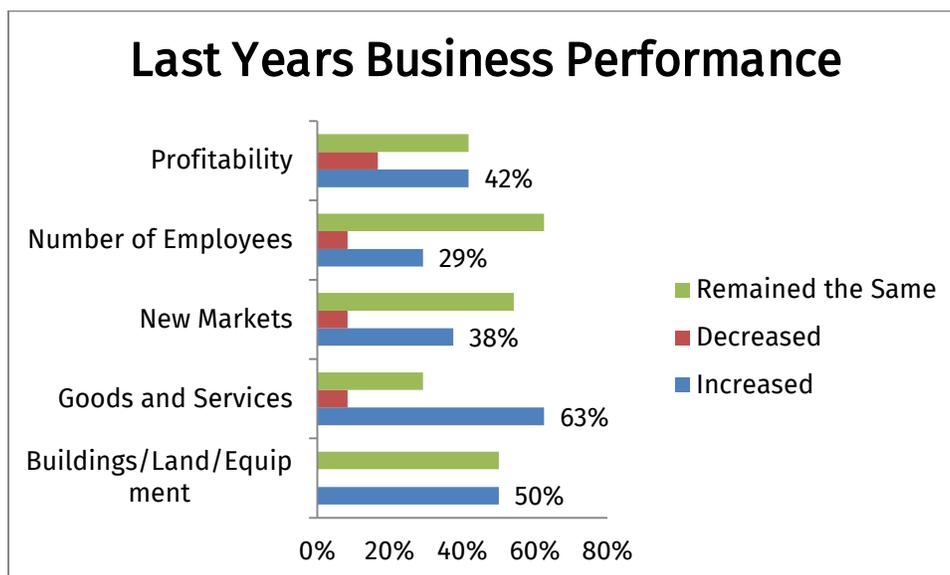
<b>Where is your business located?</b>		
<u>Answer Choices</u>	<u>Responses</u>	
Dakota City	4.00%	1
South Sioux City	48.00%	12
Village of Jackson	16.00%	4
Village of Homer	12.00%	3
Village of Hubbard	4.00%	1
Rural Dakota County	16.00%	4

### Question 6: Businesses with more than One Location

Question six is a follow up to question five asking for business owners to indicate whether they have an additional business located within Dakota County. Only two participating owners responded with one indicating having an additional business in Rural Dakota County, and the other owner having two additional businesses in South Sioux City.

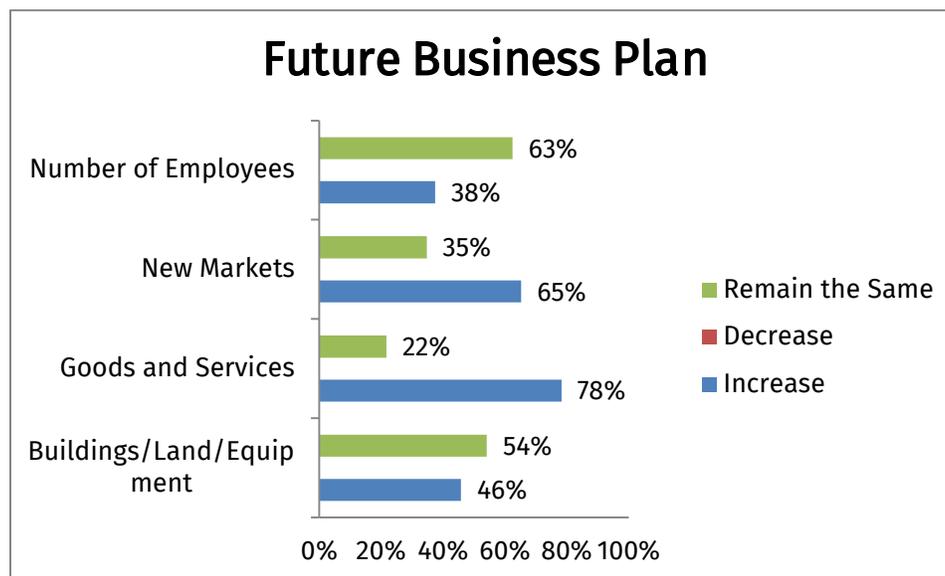
### Question 7: Last Financial Year

The seventh question focuses on the financial aspect of participating businesses. From a set list of financial components that pertain to businesses, business owners are asked to indicate what has increased, decreased, or remained the same in the past financial year. Nearly two-thirds of businesses reported experiencing an increase in their goods and services in the past financial year. A full breakdown on the financial changes experienced by business owners in the past financial year is displayed in the following chart.



### Question 8: Future Financial Change

Building off of question seven, question eight asks business owners whether they plan to increase, decrease, or keep the same for the same set of financial components used in the previous question. Just over three-fourths of businesses indicated they plan to increase their goods and services in the future. A full breakdown on the financial changes business owners plan to make in the future is displayed in the following chart.



### Question 9: Greatest Needs and Challenges in Dakota County

The ninth question asks business owners to identify the greatest economic development needs and challenges in the county using a set list of options. Non-business owners and non-business owners who are considering starting a new business were also asked this question. For assessment purposes, we have combined the responses received from question nine, twelve, and thirteen. Please refer to the Question 13 subsection for an analysis on the consolidated responses.

### Question 10: Starting a New Business

Question ten is directed towards participants who indicated they did not own a business asking if they are considering starting one. Of the 23 participants who don't own a business, only two indicated they are considering starting a new business.

### Question 11: Industry of New Business

Building off of question ten, question eleven asks those who are considering starting a new business what industry their business will resemble most. Of the two considering starting a new business, one indicated their business will be in the *Agricultural/Forestry/Fishing* industry and the other did not specify, selecting *Other* as their response.

### Question 12: Greatest Needs and Challenges in Dakota County

Question twelve asks non-business owners to identify the greatest economic development needs and challenges in the county using a set list of options. Business owners and non-business owners who are considering starting a new business were also asked this question. For assessment purposes, we have combined the responses received from question nine, twelve, and thirteen. Please refer to the Question 13 subsection for an analysis on the consolidated responses.

### Question 13: Greatest Needs and Challenges in Dakota County

The final question of the survey was directed to non-business owners who are considering starting a new business asking to identify the greatest economic development needs and challenges in Dakota County using a set list of options. As previously mentioned, this subsection consolidates the responses from question nine, twelve, and thirteen. In order, the greatest need and challenge identified by participants are listed in the following:

- 1) Qualified Workforce
- 2) Housing
- 3) Funding & Incentives
- 4) Labor Supply
- 5) Infrastructure
- 6) Shovel Ready Sites
- 7) Transportation

A complete breakdown of participant’s ranking on the greatest needs and challenges in Dakota County is displayed in the following table and graph. Please note the ranking system scale is between 1 and 7, whereas 1 is the greatest need or challenge and 7 is the least need or challenge.

<b>Greatest Needs &amp; Challenges</b>									
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	Total	Score
Qualified Workforce	40.0% (16)	22.5% (9)	10.0% (4)	7.5% (3)	12.5% (5)	7.5% (3)	0.0% (0)	40	2.53
Housing	16.2% (6)	21.6% (8)	27.0% (10)	2.7% (1)	8.1% (3)	18.9% (7)	5.4% (2)	37	3.43
Funding & Incentives	21.6% (8)	5.4% (2)	13.5% (5)	32.4% (12)	16.2% (6)	8.1% (3)	2.7% (1)	37	3.51
Labor Supply	13.5% (5)	32.4% (12)	13.5% (5)	8.1% (3)	5.4% (2)	5.4% (2)	21.6% (8)	37	3.62
Infrastructure	13.5% (5)	8.1% (3)	16.2% (6)	24.3% (9)	27.0% (10)	8.1% (3)	2.7% (1)	37	3.78
Shovel Ready Sites	0.0% (0)	5.4% (2)	16.2% (6)	10.8% (4)	21.6% (8)	27.0% (10)	18.9% (7)	37	5.05
Transportation	2.6% (1)	2.6% (1)	0.0% (0)	15.8% (6)	7.9% (3)	26.3% (10)	44.7% (17)	38	5.82
<i>Source: Dakota County Rural Economic Strategic Plan Business Survey</i> <i>*The percentages listed are the proportion of total votes received for each need and challenge listed in each row.</i> <i>* The numbers listed are the amount of votes received for each need and challenge listed in each row.</i>									

## *Chapter Summary:*

The discussion and analysis on the major employers, annual sales volume, number of employees, level of employment to business establishment ratio, types of businesses, and the greatest needs and challenges identified in the business survey provided a general overview of Dakota County's business climate. Key points readers should take away from this chapter include the following:

The overwhelmingly greatest need and challenge identified by participants in the Dakota County Rural Economic Strategic Plan Business Survey was Qualified Workforce. Following the greatest need and challenge identified, Housing, Funding/Incentives, Labor Supply, and Infrastructure received similar rankings and are a concern participants feel should be addressed. The votes made towards Shovel Ready Sites and Transportation indicates both are not a priority to address.

The data from both ReferenceUSA and the business survey indicate a high proportion of businesses in Dakota County staff a small number of employees.

### *Key Points*

- According to the business survey, 78% of respondents want to increase goods and services in Dakota County
- Most businesses in Dakota County employ 50 or less people
- According to the business survey, the Greatest Need and Challenges include:
  1. Qualified Workforce (skills match employer needs)
  2. Housing
  3. Funding/Incentives
  4. Labor Supply (Unskilled workers)
  5. Infrastructure

## *Business Retention, Recruitment, and Expansion Strategies*

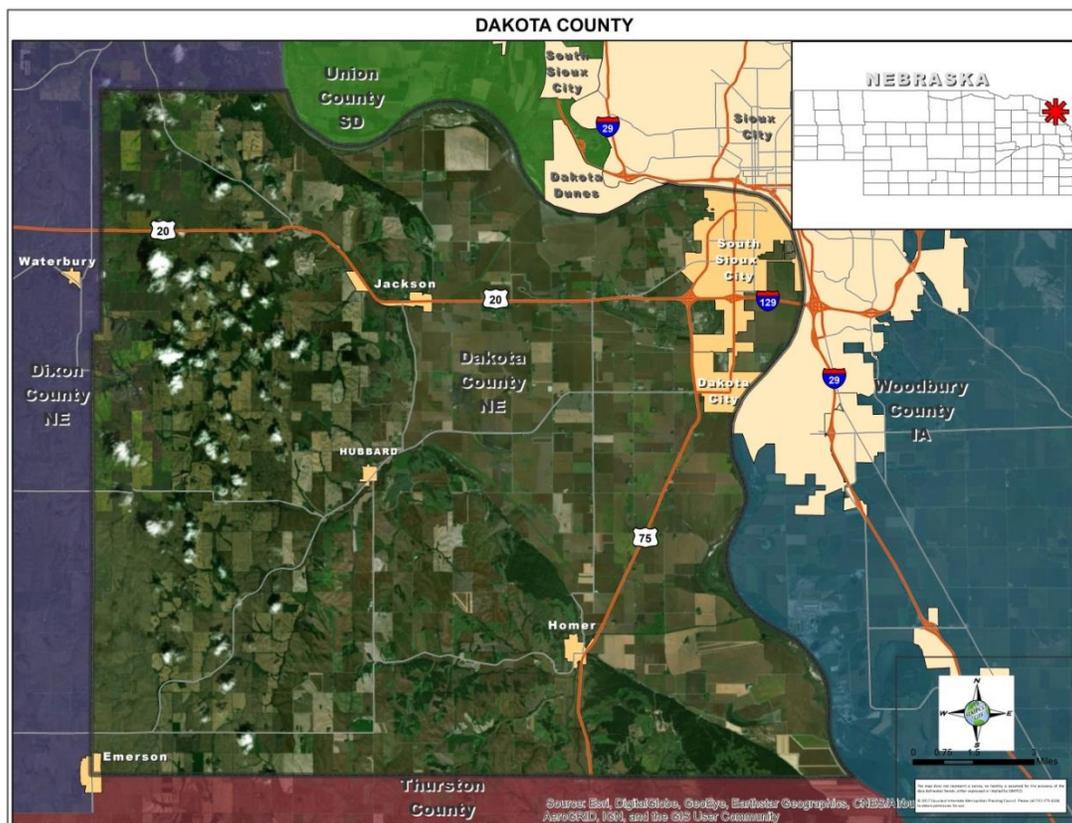
1. Work with colleges and area schools to match the education programs with business needs to develop a qualified workforce
2. Identify funding and implement programs that support quality, diverse, workforce housing
3. Market Dakota County as an attractive place to live and work to recruit labor supply
4. Assist existing businesses with expansion efforts
5. Create an enabling environment for existing businesses to improve
6. Identify funding and develop incentive packages for business retention, expansion, and recruitment
7. Develop a comprehensive inventory of buildings and sites: Businesses cannot expand or relocate to the county if there are no appropriate sites
8. Contact and survey existing businesses on an annual basis to identify business needs
9. Succession Planning Training
10. Entrepreneur Support
11. Participate in regional housing study initiative to inventory housing needs and identify opportunities

## Community Identity

This chapter is dedicated to recording the community identity of rural Dakota County and each community within the County. For the purposes of this plan, ‘community identity’ is defined as a community’s vision, mission, attractions, unique characteristics, events, tributes, natural features, art, monuments, history, and culture.

Contents	
Rural Dakota County	Rural area identity
Homer	Village identity
Hubbard	Village identity
Jackson	Village identity
Emerson	Village identity
Dakota City	City identity
South Sioux City	City identity

This chapter was drafted with information from related community plans and a community questionnaire gathered in March and April of 2018. SIMPCO staff sent questionnaires to community leaders and partners in Dakota County and the villages and cities within the County. Participants were asked eight questions in regard to community identity and site selection. The community identity results of the questionnaires are recorded below under each jurisdiction and combined with information from related community plans. The site selection results of the questionnaires are found in the site selection chapter.



## Dakota County Rural Identity

Dakota County's identity can be defined by the following elements: vision, attractions, unique characteristics, events, tributes, natural features, art, monuments and culture. This section highlights the overall County features that illustrate the community identity. The 2014 Dakota County Comprehensive Plan states the following County mission and vision statements.<sup>6</sup> Related community plans and questionnaire respondents revealed the following community identity elements in Dakota County.

*Mission Statement: Dakota County is "home" to its businesses, organizations and people. Dakota County provides residents, visitors and the business community excellent county services in a capable, economic and considerate manner and develops quality of life through planning and visionary leadership.*

*Vision Statement: Dakota County will strive to preserve its character and identity while guiding the creation of compatible new developments; protecting the environment; encouraging diversity and offering opportunities for a safe and prosperous life.*

### Missouri River

Dakota County's northern and eastern borders are defined by the wide Missouri River. The Missouri River is the longest river in the United States. It flows roughly 2,320 miles from its headwaters in Montana to its convergence with the Mississippi River at St. Louis, Missouri. In Nebraska, the river flows for approximately 400 miles along the state's eastern border. The Missouri River and lands are open to public access. Missouri River banks offer excellent fishing, hunting, boating, canoeing, kayaking and many other activities. Fish Species in the Missouri include: Catfish Species, Shovelnose Sturgeon, Walleye, Sauger. The pallid sturgeon is an endangered fish species and thus illegal to possess.



Missouri River access points and areas that are within Dakota County include: 1) Cottonwood Cove in Dakota City and 2) Scenic Park in South Sioux City. Omadi Bend Wildlife Management includes a ramp to the oxbow river, but water levels during normal river flows are too low to float a boat to the Missouri. There is no permanent water in the oxbow to support fish. Limited hunting opportunities exist for pheasant, quail, and waterfowl due to the small size of the area. Primitive camping and wildlife viewing are available at Omadi.

Photos: Nebraska State Game and Parks and Lincoln Journal  
Website: <http://outdoornebraska.gov/mrrecreationguide/>

---

<sup>6</sup> 2014 Dakota County Comprehensive Plan: [http://www.dakotacountyne.org/pdfs/Comprehensive\\_Plan\\_2014.pdf](http://www.dakotacountyne.org/pdfs/Comprehensive_Plan_2014.pdf)

### ***Dakota County Rural Agricultural Heritage***

Dakota County has a strong agricultural heritage and many historic markers from early settlement and farming in the County. The Nebraska Pioneer And Heritage Farm Awards recognize Nebraska farm families who have consecutively held ownership of land in the same family for 100 and 150 years, respectively. The awards are sponsored by AKSARBEN Foundation, Nebraska Farm Bureau and the Nebraska Association of Fair Managers. Dakota County is recognized by the State of Nebraska as a Livestock Friendly County. The Nebraska Livestock Friendly County (LFC) program is a voluntary program that recognizes counties that actively support the livestock industry. The program assists counties and agricultural producers promote the livestock industry.



### ***Dakota-Thurston County Fair***

The Dakota-Thurston County Fair is held every year in August. Activities include numerous livestock exhibits, food and beverage vendors, drawings and raffles, and bands. Other entertainments are bull-riding, tractor pull, impact pro wrestling, escape room trailer, dueling pianos, wine and beer tasting, mud volleyball tournament, laser tag, horse shoe tournament, barrel racing, open horse show, prince and princesses contest, kids day, film showing, and parade. Residents from all over the county come to enjoy food, entertainment, and each other.



Photo: Open horse show, fair website

Website: [www.dakotathurstonfaironline.com](http://www.dakotathurstonfaironline.com)

### ***Dakota County Rural O'Connor House***

The O'Connor House is a 14-room mansion located 2 miles east of Homer. Constructed over a 10-year period from 1865-1875, the 14-room mansion was literally built on a rock and was home to Captain Cornelius O'Connor, his wife and 10 children. Stone slabs were shaved and fitted together to form the foundation and then topped with brick. Listed on the National Register of Historic Places, it is run by the Dakota County Historical Society. The first two weekends in November, the society hosts an open house.



### ***Dakota County Rural Danish Alps State Recreation Area***

Danish Alps State Recreation Area is centered around Kramper Lake Reservoir in Dakota County near Hubbard. The area is named for the early Danish settlers. Kramper Reservoir is named after Vince Kramper. Danish Alps opened in Summer of 2015. The site is managed by the Nebraska Games & Parks Commission and is the only State Park in Dakota County. The recreation area includes 226 surface-acres of water and 520 acres of park land. Recreational opportunities include “no wake” boating, 5 miles of hiking and biking trails, 10 miles of equestrian trails and separate RV campgrounds, equestrian campgrounds and tent campgrounds as well as 3 day-use picnic areas. The park offers great fishing, including a handicap accessible fishing pier, jetties and off-shore breakwaters to protect the shoreline and improve angler access. The site is uniquely suited to mountain biking. Coordination with regional mountain biking associations resulted in the incorporation of two single-track mountain biking trails.

Website:

<http://outdoornebraska.gov/danishalps/>



### ***Dakota County Rural Combs School***

The Combs School was built in 1857 and closed in 1964. Combs School historical marker is located near Homer. The old frame schoolhouse is part of Nebraska’s pioneer heritage. Originally erected in the spring of 1857 at Omadi, 4 miles south of Dakota City, the school shared the town site’s peril when the Missouri River began to undermine the area. Since the school faced destruction, it was moved to Thomas Smith's claim, about 2 miles south of Homer. Here, a new school district was organized. When construction on the Burlington Railroad from Sioux City to Lincoln began, the school was found to be on railroad property. The building was then shifted to its present site near the old Combs mill. School redistricting eliminated the need for the old Combs School, and its doors closed for the last time May 22, 1964. The board of education of the newly-formed district donated the building to the Dakota County Historical Society, who has set it aside as a monument to the pioneer fathers' belief that, "Men are ennobled by understanding." Dakota County Historical Society, Historical Landmark Council. Each May, students and teachers from area schools hold a regular day of school, using a curriculum of the late 1800s. They come dressed, as they would have years ago, bringing their noon lunch in a dinner bucket.



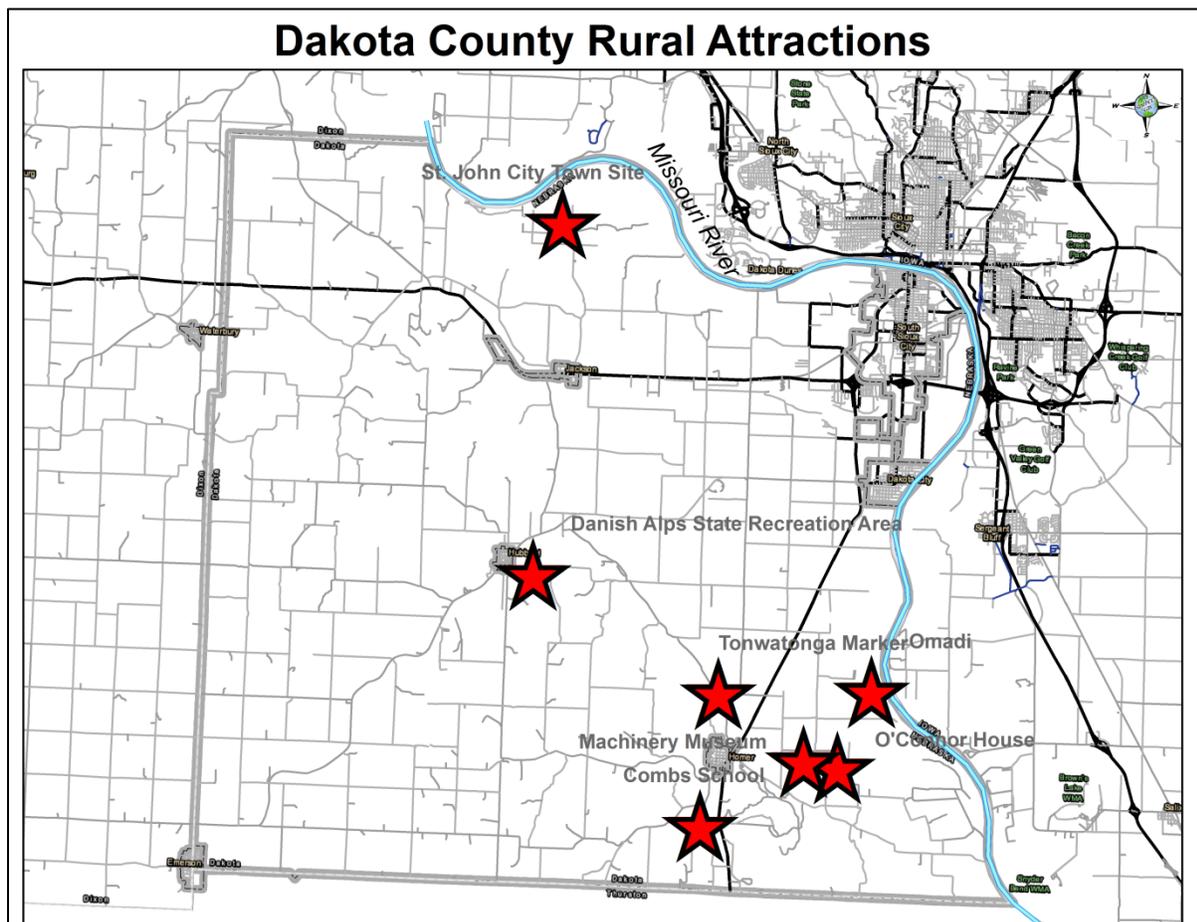
Photo: [www.nebraskalife.com](http://www.nebraskalife.com) AJ Dahm [ajdahm@flagshipublishing.com](mailto:ajdahm@flagshipublishing.com)

## Dakota County Historical Society

The Dakota County Historical Society hosts a website: <http://www.dakotacountyhistoricalsociety.com/>

### Dakota County Rural Tributes and Markers

- The Lewis & Clark expedition team traveled through Dakota County in August 1804. The Lewis the Clark expedition team followed the Missouri River on their journey west.
- Machinery Museum - Located just west of O'Connor House. Same hours as the O'Connor House.
- Tonwatonga Wayside Exhibit. A dedication marker on Hwy 77 indicating the site of the earth lodge Omaha Indian Town of Tonwatonga. Two miles north of Homer, the site marks where hundreds of Omaha Indian graves were found.
- St. John City Town Site. Settled in June, 1856 by Fr. Treacy, now extinct. Located just north of Jackson, Nebraska. Historical marker is near Jackson detailing the abandoned site of 'St. John's' 1856 - first Catholic parish in Nebraska.



## Village of Homer

Homer, Nebraska is located in the southeast portion of Dakota County. According to the 2010 Census, Homer has a population of 549 people, 213 households, and 154 families residing in the village. The town's website features many events, news, and attractions in Homer.

Website: <http://www.homerne.net/>



### History

The location of Homer is built on what was once the home of the Omaha Indians. Their village was one of the largest in the northwest. The village was decimated by small pox, and is recorded by the Lewis & Clark expedition. When they arrived in August of 1804, some of the expedition explored the ruins of the village, Tonwantonga, which means, "large village". The Omaha tribe burned the village and moved south. The village is commemorated by a marker on Highway 75, just north of Homer.



In October of 1871, Squire Martin Mansfield came to town with a load of lumber and his tools, and by sunset, he had completed the first house ever erected in town; which was occupied before dark by John & Joseph Smith, with a stock of general merchandise. In 1874, the Smith brothers had the town plotted and surveyed. The streets in Homer are named for the children of John & Joseph Smith.

In 1875, the county commissioners incorporated the town under the name of Homer and appointed the following trustees; Robert Smith (1851-1924, buried in Omaha Cemetery), A.F. DeBorde, Alfred Pilgrim, Henry Loomis, and John Smith Jr. The government progressed for 12 years, and then languished until 1887 when it was revived by M. S. Mansfield (1842-1909, buried in Omaha Cemetery) and the newly appointed trustees were; Samuel A. Brown (1852-1924, buried in Taylor Cemetery), Henry Loomis (1835-1923 buried in Hale/Grove/Fiddler Creek Cemetery), Albert Nash, (buried in Evergreen-Walthill Cemetery) Arthur Turner and Thomas Ashford Jr. (1864-1946 St. Cornelius Cemetery, Homer).

In the winter of 1880-81, 8' of snow fell to the ground, and everywhere was covered to a depth of 4 feet. Roads in many places were abandoned, many lives were lost, and hundreds of stock were frozen to death. In the spring, low lands were flooded, bridges washed away, and vast amounts of property destroyed.

The first newspaper in Homer was The Herald in 1889, succeeded by The Independent in 1893. In 1893, the population of Homer was 400. There were 5 general stores, one drug store, one hardware store, one meat market, one millinery store, two hotels, one barber shop, two livery barns, a stage line, one bank, two dressmakers, two blacksmith/wagon shops, one saloon, 4 churches, one newspaper, two carpenters, one house & sign painter, two plasterers and masons, one jail, a circulating library, one well digger, one real estate & loan, two insurance agents, a school and a post office, two bands, the Homer Cornet and the Homer Orchestra, one brick yard, the Homer Driving Park & Picnic Grounds Assoc. (which was organized by CJ O'Connor, A.W. Turner, Col. H. Baird. They have a half mile race track and picnic ground one half mile northeast of Homer).

### ***Village of Homer Memorial Day Tribute***

Homer honors our nations veterans each Memorial Day with a ceremony at Memorial Park. The programs includes: Tributes, ceremonial speakers, music, Taps, and fellowship.

### ***American Legion and Veterans Fish Fry***

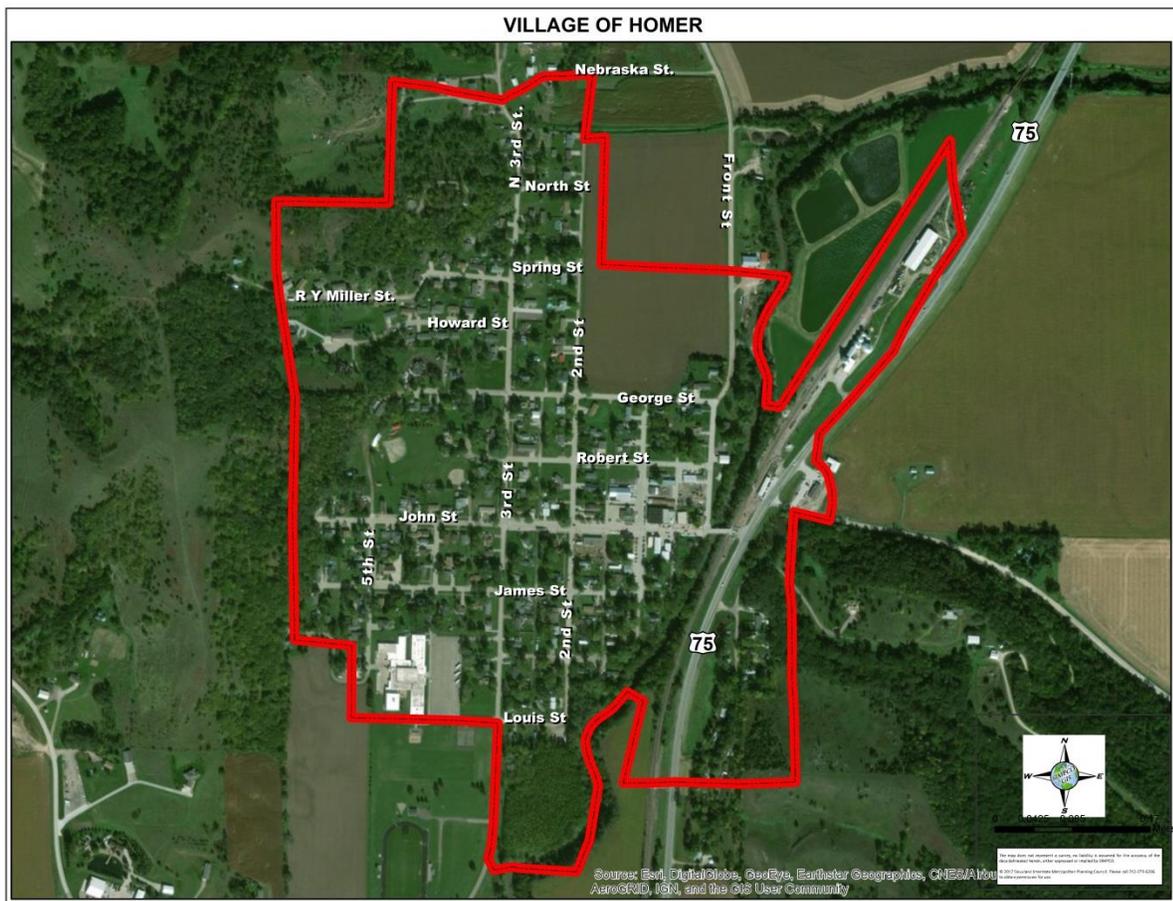
Local fish fry is held at the Legion the 1st Saturday of each month, September through May. The Veterans Ladies Auxiliary hosts coffee hours in town.

### ***Homer P.R.I.D.E and Community Club***

The Homer P.R.I.D.E (People Responsible for Improving and Developing Economic Growth) group is focused on helping maintain a positive image for our community. We do fun community events, such as a Chili and Salsa Cook off, a Wine Tasting Event, and many more to come. We also have helped maintain our town's first impression, by taking care of gardens and general appearance issues. We are working on new banners for main street, and are open to new people, and new ideas! We'd love to have you join us! Meetings are held at the Emporium at 7 p.m. the last Thursday of each month. The Homer Community Club supports the summer baseball and softballs teams. They have an annual fish fry fundraiser.

### ***Omaha Creek***

Omaha Creek runs north-south through the City parallel to the eastern boundary.



### **Village of Homer Culture**

The Homer website includes the following statement about life in Homer.

*“Many people choose to live in a rural community for the quality of life. That means many things, from a great school, to low crime rates, to more affordable housing. Homer not only has those things, but our housing prices have maintained their value, making an investment in a Homer property a sound investment. Midwest values and work ethic also make Homer employees a valuable asset to the businesses in our area. With an agricultural economy, and a wide base of employers, our unemployment numbers are lower than the national and area averages.”*



*“Living in small town is exactly what you think it will be. It’s the kind of place where you know all your neighbors, and if someone isn’t from here, people tend to notice. You’ll find a bar or two, and a small restaurant where all the locals go to gossip. You might find them playing cards, talking about their kids, and lying about the fish they caught. You go in town to eat home-made chicken noodle soup, or fried chicken, because it just tastes best there.*

*“In Homer, you’ll see kids playing at the park, riding bikes around town, and chasing fireflies. We enjoy living in the land of safe and sound. You can watch the Veterans on Memorial Day, and no one will say anything at all if tears slide down your face as you listen to “Taps” for the 119th time.”*

*“You can go to a high school football game, and squint the first hour, because the home team faces the sun going down, while the guests get to sit with their backs to the sunset, and no one complains. Just wait a few more minutes. You can cheer with the cheerleaders, and watch as they try to lead the little kids through the dance routine they taught them for the halftime show.”*

*“If your kid is seeing someone special, sit by a teacher. They’ll tell you everything you need to know. There are a myriad of school events, and since it’s a K-12 school, you can watch the kids grow up right before your eyes. Don’t blink. Your neighbors are your friends. When something happens, people don’t call, and say, “how can I help?” They show up on your doorstep, with a hot dish and hug. There is always a garden that needs weeding, money that needs to be raised, and friends that love your unannounced visit. You can go for quiet walks around town, and wave at your neighbors. And if your car breaks down, someone will stop and lend a hand. We have some interesting characters in town, and we like it that way.”*

*“Homer is the kind of place to build a home, raise a family, and create your very own fairy tale.”*

## Village of Hubbard

Hubbard is the hub of a very proficient farming community. Hubbard is located in the center of the county and in 2010 had a population of 236. Hubbard is friendly, welcoming, and neighborly. The website states that the town has a heritage of strong-willed citizens and a firm foundation for a bright future. The Village Board is made up of 5 members that meet monthly.

Website: <http://hubbardne.com/>



## History<sup>7</sup>

Hubbard was named for Judge Asahel Hubbard, president of the Covington, Columbus & Black Hills Railroad. However, the town was laid out by the Chicago, St. Paul, Minneapolis & Omaha Railway Company in 1880. The Village of Hubbard was surveyed by James Leahy in 1881. The depot was the first building in town, followed by a hotel and store run by John Meyer, the first postmaster. In 1885 a Catholic parish began, named St. Mary's by Bishop O'Conner. In 1890, the population of Hubbard precinct (the town and rural area), was 385. By 1895 the citizens of the town boasted of their progress, having at that time two general stores, a coal and lumber dealer, a blacksmith, a saloon, three dressmakers, a station agent, three carpenters, a music teacher, and a school teacher.



The first school was a mile east of Hubbard, April 1888. The high school built in 1906. The first school burned in 1922 and was replaced with a new building that fall, and continues to serve the community. The gymnasium, a WPA (Work Progress Administration) project, was added in the early 1940s. In April 1961 the community, realizing the need for a larger building and improved curriculum, merged with Emerson to form Emerson-Hubbard Schools.

From 1900 to the 1920s, there were eight passenger trains going through Hubbard every day, and additional freight trains. The line was discontinued in 1977 and the rails removed. Trinity Lutheran Church was established in 1908. Highway 35 came through Hubbard in 1959, changing the town forever. All the buildings on the east side of the street, except the hotel, had to go. Jack Heeney built a new store on the west side of the street, and the post office was moved to the lot where the Woodman Hall stood, and was destroyed by fire when the grocery store burned. Main Street was paved in 1972.

Hubbard's water system was installed prior to 1925. In 1979, with the assistance of a block grant, old water mains were replaced, new fire hydrants installed, and the village name painted on the tower. Further modernization was done in 1968 when a sewerage system was installed. Several new homes were built in 1976 (the first in many years). In the 1980's an existing building was moved to a city lot for a fire hall (1988). In 1947 when a train wrecked and many Clyde Beaty Circus animals escaped. An estimated 3,000 persons came to Hubbard to view the sight.

---

<sup>7</sup> By Charlene Jensen, Box 91, Hubbard, NE 68741. Excerpts from Hubbard Centennial Booklet, 1880-1989. University of Nebraska, Virtual Nebraska online: <http://www.casde.unl.edu/history/counties/dakota/hubbard/index.php>. Photo: The Village of Hubbard 1906.

### ***Village of Hubbard Continued***

The following information was gathered from the Hubbard website and Village staff and board members.

### ***Hoot Owl Days***

The Village of Hubbard celebrates Hoot Owl Days the weekend before Labor Day each year. Hoot Owl Days includes food, entertainment, and games for all ages.

### ***Danish Alps State Recreation Area***

The Danish Alps State Recreation Area is located just east of the Village of Hubbard. The State run recreation area includes 226 surface-acres of water and 520 acres of park land. Recreational opportunities include “no wake” boating, fishing 5 miles of hiking and biking trails, 10 miles of equestrian trails and separate RV campgrounds, equestrian campgrounds and tent campgrounds, 3 day-use picnic areas, and mountain biking.

Website: <http://outdoornebraska.gov/danishalps/>

### ***John F Heffernan Memorial Park***

The Memorial Park features a playground and monument dedicated to veterans. The VanLent family flag dedication was held at the park. Memorial Day services and ceremonies are hosted by the park.

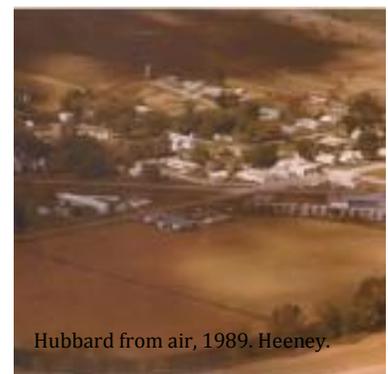


### ***Hubbard Community Center***

The Hubbard Community Center features gathering space for community events.

### ***Events and Tributes***

- Old Hubbard School
- Semi Annual Clean-Up Weekend – held in the spring and fall of each year
- Ecumenical Thanksgiving Service – Trinity Lutheran and St. Mary’s Catholic Churches host the event.
- Annual Easter Egg Hunt – The day before Easter in Heffernan Park
- Trinity Lutheran Church
- St. Mary’s Catholic Church



Hubbard from air, 1989. Heeney.

## Village of Jackson

The Village of Jackson had a population of 227 as of July 1, 2017. Jackson is located in the northwest part of Dakota County.

Website: <https://nebraska.hometownlocator.com/ne/dakota/jackson.cfm>



### History<sup>8</sup>

"St. John's City," established in 1856, was one of the very early settlements along the Missouri River. The site, however, did not prove to be a good one, as the unruly Missouri was prone to flooding and changing its course every now and then. The river had already cut away some of the land on which the town stood when a tornado came roaring down the valley and destroyed nearly all the buildings in the town. The people, quite dismayed by their misfortune, moved from the valley. Some took farm land to the east while others established a new town farther south. This became our town of Jackson.

The Village of Jackson was named in honor of Andrew Jackson. The town was incorporated in 1865. Before cars and trucks became the primary mode of transportation, Jackson had two railroads: the Chicago, St. Paul, Minneapolis & Omaha and the Pacific Shortline. Jackson had several short-lived newspapers. The "Jackson Herald (1878-79), the "Reporter," and "Citizen" in the years that followed. The "Jackson Criterion" was started in 1885 by James Twohig and William Barrett. The last editor was Mr. Cilley.

A small frame schoolhouse was built in 1860. During Fr. Lawless's pastorship in the 1880s, a brick church was built. A larger brick schoolhouse was built in 1886. St. Catherine's Academy was established in 1893. St. Patrick's Benevolent Society of Jackson was organized in 1888. Its hall had a stage, with seating for 500 people. For many years the society's "Fife and Drum" band, with Irish and American flags. The town experienced steady growth, with almost every type of business represented in the 1900s. The Riley Opera House was a busy place with entertainment. In July 1906 a semi-centennial of the Catholic Church was celebrated.

In 1916 a drainage ditch, started 12 years earlier, was completed. It was designed to confine Elk Creek within its banks and channel it into the Missouri River, to prevent flooding on the lowlands. In 1940 there was a devastating flood that enveloped the whole town. The ditch wall gave way, bridges washed out, and businesses were inundated. During WWII (1941-1944) many young eligible men and some young women entered the service to preserve freedom and serve their country. When the war was over, Jackson paved the streets and added street lights. With the completion of Gavins Point Dam in 1955, the "Mighty Mo" was finally brought under control.

In 1960 a centennial celebration was held under the leadership of Fr. Boland. In the year since, a new park, named for Dr. R.F. Magirl, and a shelter house, named for Jake Sullivan were built. Lights have been added to the baseball field to accommodate late night games. A historical marker was erected in 1981 to commemorate 125 years of progress of St. Patrick's Parish.



---

<sup>8</sup> By Alice Smith, Box 151, Jackson, NE 68743. ADDITIONAL MATERIAL: Warner's Dakota County History, 1893; and Dakota County, Nebraska History, 1982. University of Nebraska, Virtual Nebraska online: <http://www.casde.unl.edu/history/counties/dakota/hubbard/index.php>.

**Jackson Community Center Harty-McNally Legion and Auxiliary**

The Legion and Community Center in Jackson provides a place for community gathering and celebration. The Center hosts events and celebrations of all kinds. Community organizations can meet and enjoy food and fellowship.



**Annual Easter Egg Hunt**

The annual Easter egg hunt in Jackson is greatly celebrated and attended. The event is held at the Jackson park and children look forward to meeting the Easter Bunny and gathering treats.

**St. Patrick's Day Celebration**

Village of Jackson celebrates St. Patrick's Day with events at Providence Hall.



**Christmas Event**

Jackson community sponsors a 'Coming home for Christmas' celebration with Santa and Mrs. Clause visit, dinner, and home made goodies.

The Village of Jackson is located on Highway 20 running east and northwest through town. Elk Creek meanders through Jackson and the county and provides natural habitat to wildlife and scenic views in the area.

VILLAGE OF JACKSON



## Village of Emerson

Emerson, Nebraska is an attractive community of over 800 residents in the hills of Northeast Nebraska. Emerson is at the crossroads of Highways 35 and 9 and is located partially in Dakota County.

Website: <http://emerson-ne.com/>



### History

Nestled in the rolling hills of northeast Nebraska, the town of Emerson has the distinction of being located in three counties. The largest western section is in Dixon County, while the northeast part is in Dakota County, and the southeast part of town is in Thurston County.

Established as a junction on the Chicago, St. Paul, Minneapolis & Omaha Railway in 1881, it was first known as "Kenesaw Junction." Since there was another town in Nebraska by that name, a new one, "Emerson," for the author Ralph Waldo Emerson, was chosen. Emerson incorporated in 1888 when the population was between 200 and 300. By 1893 the village had grown to 600 residents.



Emerson, born as a railroad junction, had 67 trains daily until well into the 1930s, and was the home for many railroad workers. There were three section houses, an extensive waterworks, car scales, and a good stockyard. Every four hours a passenger train left for Omaha, Sioux City, or Norfolk. Four hotels flourished, and at one time the town had a cigar factory and a roller mill. As rail traffic declined, truck lines took over. The depot and roundhouse still stand, but now house other business establishments and the tracks have been removed.

### Recreation

Emerson has an American Legion Post, Public Library, low-income and elderly housing. The beautiful City Park is featured regionally for its Christmas lights. Emerson also has ball diamonds, swimming pool, tennis courts, and horseshoe pits for recreation. Plus a 2 mile Walking Path on paved streets.



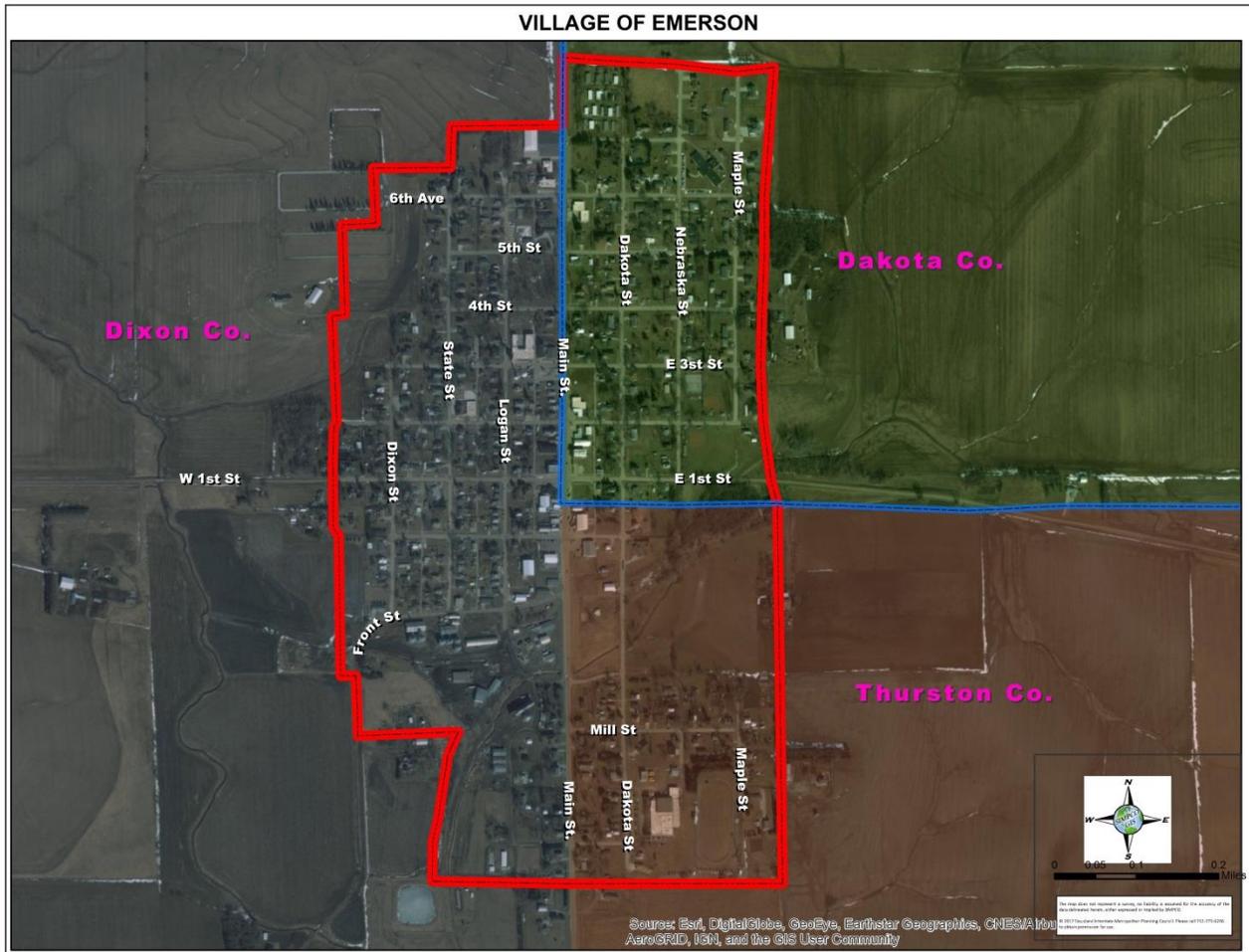
Emerson Municipal Swimming Pool

Emerson's RV park is located at 5th & Logan streets next to the swimming pool. The RV park has six cement pads and one space on the grass, all with electric, water and sewer hook up. The fee is \$8 per night. Camping pads are non-reservable. Contact the Village Office to register. Come spend some time with us and see what Emerson has to offer!



### Emerson Location

Emerson is located within three counties, Dakota, Dixon, and Thurston, making it an ideal location for any consolidation of agencies that serve all three counties. Emerson is lucky to have an excellent K-12 school system, a newer swimming pool, beautiful park, an extensive recreation program, and active community members. Emerson will be one of the few cities within a mile of the newly proposed expansion of Highway 35 and is planning an Industrial Park between the village and highway.



## City of Dakota City

Dakota City is located 'on the Banks of the Missouri' and has a population of 1,919 according to the 2010 Census. Dakota City's vision statement describes the city as "a thriving community of opportunity for everyone." The Dakota City City Council meets twice per month and is comprised of a Mayor and four City Council members.

Website: [www.dakotacity.net/](http://www.dakotacity.net/)



## History<sup>9</sup>

Dakota City was named after the Dacotah tribe of Native Americans, who were commonly called Sioux. The Dakota City Land Company was organized in 1856 by Augustus Kountze to promote the growth and development of Dakota City. The founder of Dakota City was J. D. M. Crockwell, who, as an agent of the Dakota City Land Company. Crockwell filed a plat of the town for record on September 20, 1856. One of Nebraska's oldest communities, the site of Dakota City, was first visited by the Lewis and Clark Expedition. The expedition reached the mouth of Omaha Creek on August 16, 1804.

The town site of Dakota City was laid out nearly two miles long, east and west, with the eastern end of the town site ending on the bank of the Missouri River. Dakota City soon became a port of call by the many steamboats plying the river. Its founders had visions of it becoming a large city, which by its location and rapid growth they had every reason to expect. The main street of Dakota City was laid out east and west and was named Broadway. As the name would imply, the street was designed 150 feet wide. The intent for Broadway was to make it a canal, with a lane for automobiles on either side, so that boat traffic from the Missouri River could get to the middle of the community.

Presbyterians were the first denomination to hold worship in Dakota City in the spring of 1857. The Methodists organized here in June 1857. The first Lutheran sermon at Dakota City was delivered in 1858. For more than 15 years the county records were scattered around in log cabins and rented houses. On January 2, 1860, the county commissioners ordered that steps be taken for the building of a courthouse and jail, but the project failed for want of sufficient funds. Around 1870 the first County Courthouse was built, one-third paid by Dakota City. A two-story brick school house was erected in 1866.

The first opera house west of the Missouri River was located in a hotel in Dakota City. Very early the river began cutting into the town site and in the early 1900s, the river took one-third of the original town site. The fifth oldest Masonic Lodge in the state is located at Dakota City. The present hall was constructed about 1915. The Hanson-Greenleaf American Legion Post was chartered in 1963, and a legion hall was built by veterans of the Dakota City area in 1972.

---

<sup>9</sup> 2017 Dakota City Comprehensive Plan. ADDITIONAL MATERIAL: History of Dakota City, by Warner; Dakota City Centennial Book, 1958; Dakota City's 125th Anniversary, 1983; a promotional VHS Video, "Dakota City 1858-1989, Craig Broyhill.

### ***Dakota City Fire Station and Infrastructure***

Dakota City built a new fire station in 2017. In recent years, Dakota City has placed increased emphasis on infrastructure. The City has improved quality of life through the following projects: rehabilitated water treatment plant, replaced one well site, rehabilitated the other well site, paved streets, installed storm sewers, rehabilitated four lift stations, and are building a new wastewater treatment facility.



### ***Tributes***

Dakota City is one of the first established communities in Nebraska (if not the first). We are home to the oldest Lutheran Church in Nebraska. Susan B. Anthony once spoke in Dakota City (at the Courthouse) in support of women's suffrage. We are home to the largest Tyson plant.

### ***Cottonwood Cove Park***

Cottonwood Cove is a 4.5-acre park located on the banks of the Missouri River in Dakota City. The park features a public boat dock, sand volley ball, horseshoes, shelter houses, and lookout over the Missouri River. Cottonwood Cove Campground includes 13 sites with basic hookups as well as additional areas for tent camping.

### ***Dakota City Cottonwood Days Event***

Cottonwood Days is our annual community festival held in Cottonwood Cove Park. This year will be the 7th annual event. Dakota City various community groups also hold a number of special events and fundraisers.



### ***Beermann Park***

Beermann Park, located at South 17th & Hickory Street, has a full block of activities, that include a tennis court, soccer field, neighborhood playground, shelter house.

### ***Odd Fellow Lodge Park***

Odd Fellow Lodge Park, located in the north-east part of Dakota City, has neighborhood playgrounds and shelter house. This park sits along the Missouri River with fantastic views of the river.

### ***Sportsmanship and Lundberg Fields***

Sportsmanship field is softball and Lundberg Field hosts baseball.

### ***Jim Cahill Memorial Trail***

Looking for the best bike trails around the Jim Cahill Memorial Trail at Dakota City, Nebraska. Find the top rated bike trails in Dakota City, whether you're looking for an easy short bike trail or a long bike trail, you'll find what you're looking for.



***Dakota City Oldest Luthern Church in Nebraska***

Emanuel Lutheran Church is the oldest church built in the Nebraska Territory. National Historical Landmark, dedicated July 19, 1964. Located in Dakota City, Nebraska. Oldest church building erected in Nebraska Territory (1860). Free parking and open year round.



***Dakota City Train Depot***

The city of Dakota City was awarded almost \$130,000 for the renovation of the exterior of the former Chicago and Northwestern Railroad Depot. Constructed in 1922, this one-story brick depot building is eligible for listing in the National Register of Historic Places. This facility was a key link in the Omaha to Minneapolis rail corridor from 1922 until 1957 when it was abandoned. The rails and ties are still located immediately north of the building. It is located one block from the Dakota City Public School and 125 feet from the end of the Dakota City Trail.



***Dakota City Public Library***

The Dakota City library is located in a historic brick building. The library contains 5,257 books, 765 DVD's and 167 audio. The library circulates 3,032 items per year. Story Hour is the 3rd Thursday of every month from 3:30 p.m. to 4:30 p.m.



***Dakota County Courthouse***

The Dakota County Courthouse is located in Dakota City. The Courthouse includes County programs, services, departments and offices.



***Col. J.F. Warner***

Col. Jesse F Warner was a lawyer by profession. In 1857, he came to Nebraska, locating in Dakota City. He served in the Civil War and when the war was over, he returned to Nebraska, and soon thereafter located on the farm in Homer. Was a member of the Electoral college in 1868. He is buried in Dakota City.



## City of South Sioux City

South Sioux City is located in the northeast corner of Dakota County and had a population of 13,353 in the 2010 Census. The City's Council is made up of eight Council members and the Mayor. South Sioux City features a riverfront northern border on the Missouri River and offers almost every type of business, civic organization, and activity. The city's comprehensive plan shows a steady increase in population since 1920.

Website: [www.southsiouxcity.org](http://www.southsiouxcity.org)

South Sioux City Comprehensive Plan: [https://www.southsiouxcity.org/egov/documents/1521832006\\_19409.pdf](https://www.southsiouxcity.org/egov/documents/1521832006_19409.pdf)



### South Sioux City Library

The South Sioux City library is located in the heart of downtown. The beautiful brick building was erected in 2012. The library includes: books, videos, periodicals, internet, computers. In 2018, the library featured a Maker Space including: digital camera, 3-D printer, laminating machine, button maker, t-shirt maker, heat press printer, vinyl sign printer, C& C router, laser glass cutter-etcher, and sewing embroider.



### Cardinal Days

This annual celebration proposed by Al Bengtson, the late South Sioux City Councilman, is an old school festival, filled with lots of fun family activities. The three day festival includes the Glow in the Dark Run, Bar-b-que Competition, Family Fun Night, Mud Volleyball Tournament, Exhibits, Displays, Musical Entertainment, Bingo, Geocaching, Classic Car Show, Fireworks, complete with Beer Garden and much, much more!



### Freedom Park

Freedom Park features a 250-foot black granite Vietnam Veterans Memorial Wall which is the only replica that duplicates the original design in Washington, D.C. The granite for it came from the same quarry in India as that used for the original memorial. The wall's completion opens the first phase of the \$4 million, 55-acre park—dedicated to those who have served and died for their country. The 5,000 square foot interpretive center broke ground in May 2017.



### Norm Waitt, Sr. YMCA

The Norm Waitt, Sr. YMCA was built in 2008 on the banks of the Missouri River in South Sioux City. The facility houses a lap pool, family pool, gymnasium, fitness center, weight room, and daycare for children of members.

### ***South Sioux City Aquaplex***

The South Sioux City Aquaplex is home to a 109-foot figure-8 water slide. The Aquaplex features a 50-meter, 8-lane competition style swimming pool with two diving boards as well as a 40-foot by 40-foot wading pool with fountain.

### ***Scenic Park***

Located along the Missouri River, Scenic Park in South Sioux City is a full service, year-round campground with 135 R.V. sites, four cabins, and tent sites. The 133 acre park has a YMCA, tennis court, swimming pool, 5 softball/baseball fields, 15 soccer fields, boat ramp river access, and miles of walking trails.

### ***Al Bengston Bike Trail***

Al Bengston Bike Trail connects South Sioux City to the Tri-State Trail, which connects Iowa, South Dakota and Nebraska. It runs from Veterans' Bridge through Scenic Park, residential areas, Cardinal Park and Crystal Cove. The most recent addition includes 2.5 miles along Dakota Avenue to Dakota City, and 1 mile heading east on 29th St. toward the Missouri River.



### ***Crystal Cove Park***

A beautiful park located on the southwest corner of South Sioux, Crystal Cove is a 60-acre park with lake, 1.5-mile bike/hike trail, nature trails, fishing and shelter for rent. The park is home to over 200 species of birds and wildlife. Bird watching is a favorite activity of visitors to this park. The lake is stocked three times yearly with fish for summer and ice fishing.

### ***Riverview Complex***

Riverview Complex is home to five baseball/softball fields, 2- 300-foot fields & 3- 200-foot fields, batting cage facilities, press box with concessions, and restrooms. Home to Cardinal Little League, SSC girls softball and have hosted many State and regional softball and baseball tournaments. All fields are agri-lime and 3 fields are lit, two- 200-foot and one 300-foot.

### ***Soccer Fields***

The Riverview Complex is home to the Siouxland Soccer Foundation. It has 15 full-size fields that can be converted to varying sizes. The soccer complex sits right along the bank of the Missouri River and Al Bengston Trail.

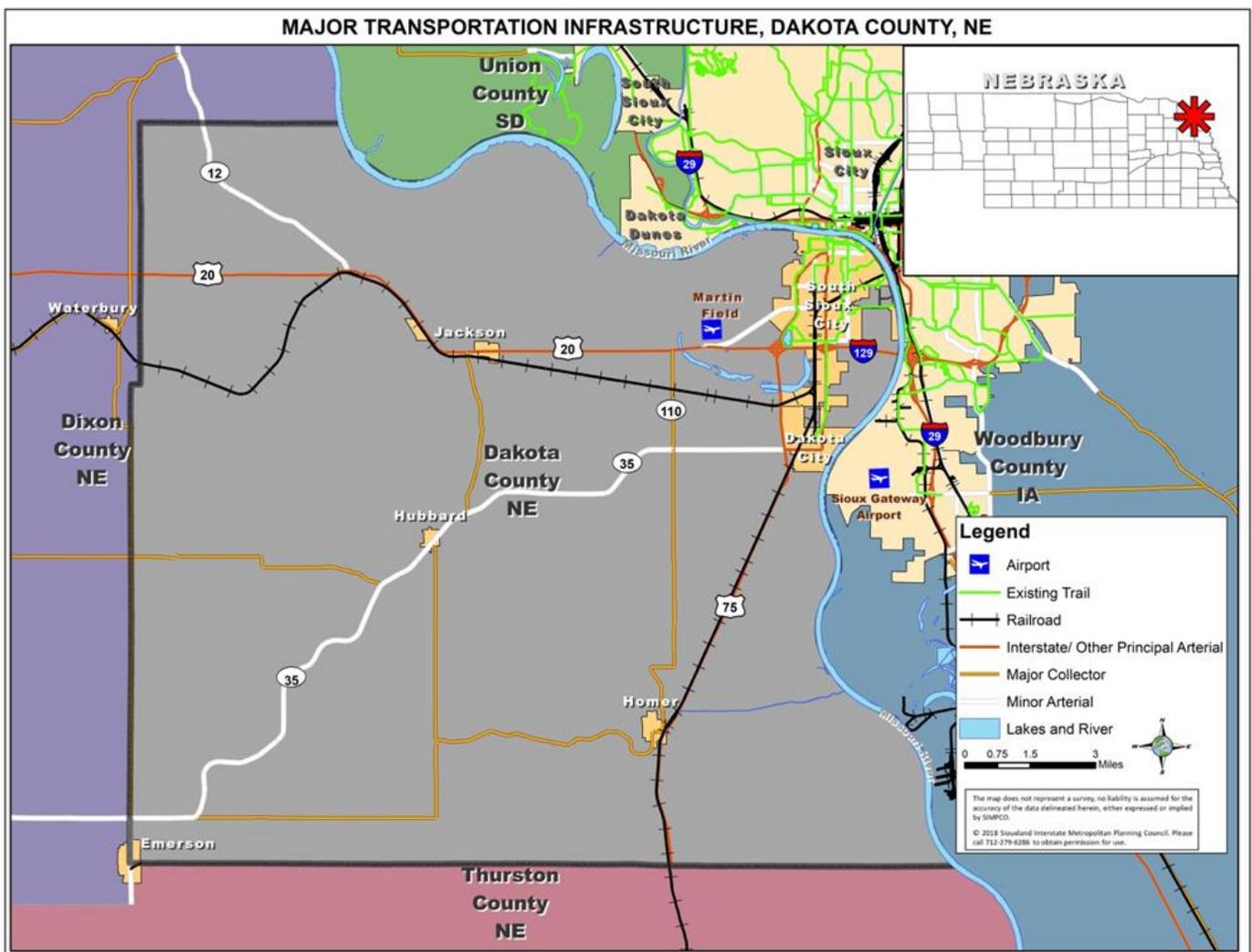


## Transportation and Utilities

Transportation is an essential component of any economy. The movement of goods and people from one place to another is made possible by the availability of transportation infrastructure. The availability of reliable and well-maintained transportation infrastructure spurs growth and development. This section provides information on transportation system modes, means of commuting and commuting time to work and an inventory of existing transportation infrastructure.

### Major Transportation Infrastructure

The transportation infrastructure in Dakota County is illustrated in the map below. Major transportation modes featured include: Roads, trails, airports, and waterways.



Source: Siouxland Interstate Metropolitan Planning Council (SIMPCO), 2018

## *Dakota County Road Network*

U.S Highways 20 and 75; Interstate 129; State Highway 12 and 35 are the major roads in Dakota County, connecting the county to cities within and outside the region. U.S Highway 20 runs from east to west of the county (see Map below). U.S Highway 75 runs from north to



south, parallel to Interstate 29. State Highway 35 connects South Sioux City and Dakota City to Hubbard, Emerson and other cities within and outside the State of Nebraska. In addition to the major road network in the county, cities and villages maintain the local road system. The local road network within the cities and villages in the county enable residents to access and enjoy facilities and services thereby encouraging economic growth. Local road network also connects residents to the major roads in the county, which in turn links the county to other cities within and outside the State of Nebraska.

## *Priority Commercial System*

U.S Highways 20 and 75 and State Highway 35 are among the road network designated in 1988 as Priority Commercial System by the State of Nebraska. The Priority Commercial System was designated to provide a continuous network of routes designed to carry higher traffic volumes, especially commercial vehicles (NDOT, 2017). U.S Highway 20 (west of the Village of Jackson) and State Highway 35 (Hubbard Southwest and Northeast) are scheduled for resurfacing and repair in FY 2017 to 2021. These scheduled maintenances are required to improve the system's ability to move traffic in and out of the county. This is vital to the growth of economic activities in the county.

## *Annual Average Daily Traffic (AADT)*

The Annual Average Daily Traffic (AADT) for the major roads in Dakota County was 10,762 in 2012; out of this truck traffic represented 8.4 percent. Federal Highway Authority has projected AADT for the major roads in Dakota County to increase to 31,251 by 2045. Also, Vehicle Mile Travel (VMT) in Dakota County has increased steadily from 2008 to 2016. From 2008 to 2016 VMT for the county increased by 12.9 percent (Nebraska Department of Transportation). This trend partially indicates that a lot more people are traveling to enjoy facilities within the county; this trend has the potential to stimulate economic growth in the county.

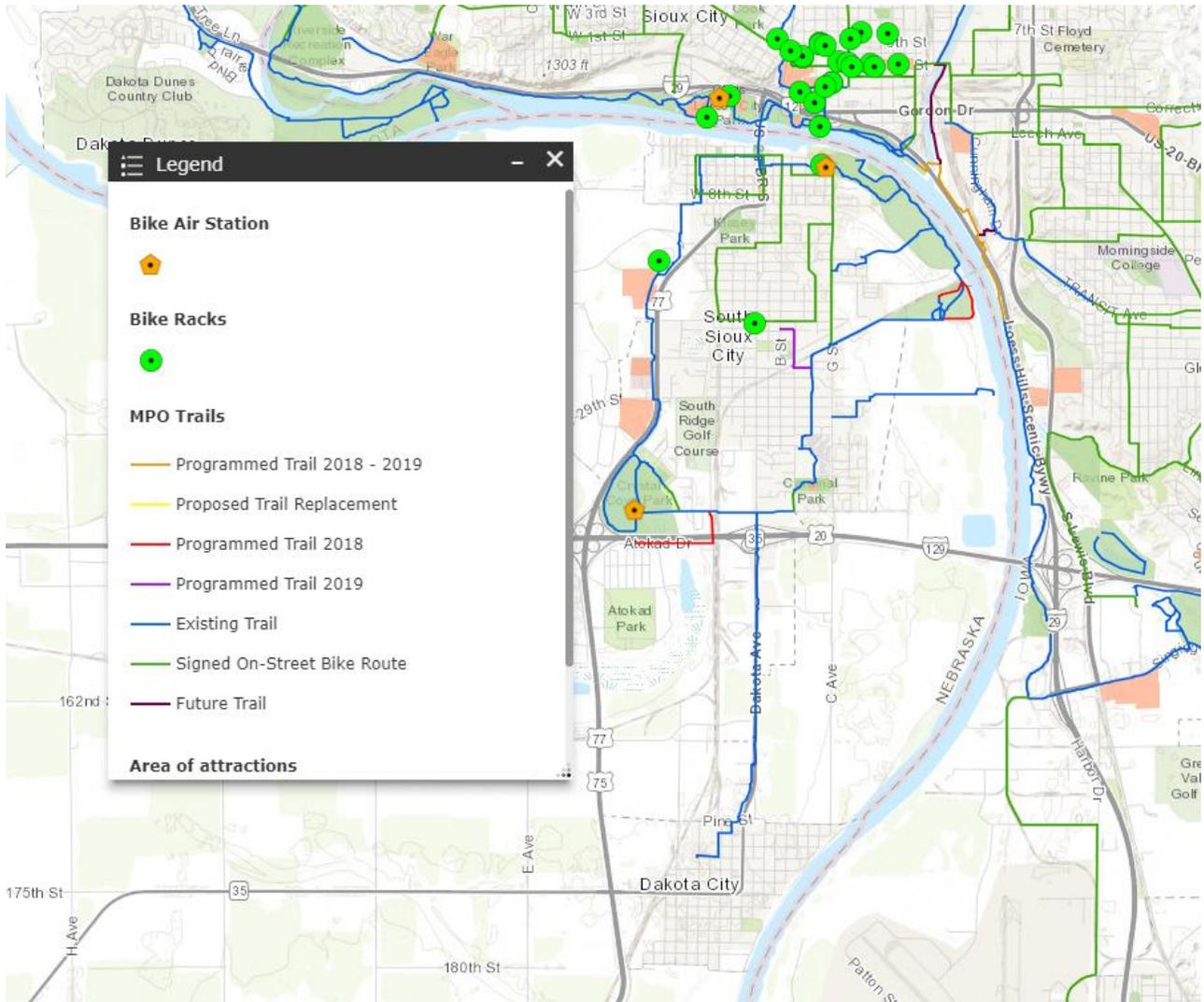
## Railroad

Rail serves a long-distance mode of transportation, connecting Dakota County to key markets both in and out of the State of Nebraska via both intermodal container and carload shipping. The railroad plays an important role in Dakota County's economy, supporting both the agricultural, manufacturing and other industries. Burlington Northern Santa Fe (BNSF) railroad serves Dakota County. BNSF (Class 1) owns 1,631 miles of railway tracks in the State of Nebraska. The railroad in Dakota County connects west to central Nebraska, northeast to Sioux City and south to the Omaha/Council Bluffs area. The primary originating traffic in Dakota County consists of grain which is shipped in many cases to barge trainload terminals, particularly on the Mississippi River or to food processing concerns. Grain products like ethanol, which is shipped to national markets, also represent a growing commodity. Destination traffic includes coal, dairy farm products, edible oils, industrial chemicals, aggregate materials and general merchandise.



## Active Transportation

Active transportation focuses on pedestrians and bicyclists rather than vehicles. Transportation modes such as walking and biking are recognized as a form of recreational activity. A well-maintained sidewalk and trail system promotes active living through walking and biking. South Sioux City has a well connected trail network looping around the city and linking with the trail network in Dakota City.



## Transit System

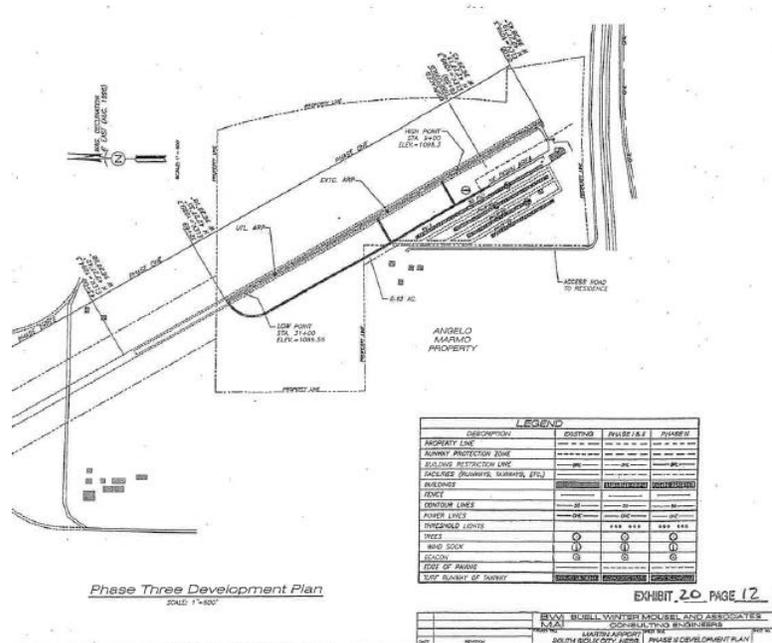
With the exception of South Sioux City served by Sioux City Transit System, the rest of Dakota County does not have any agency providing public transit. As part of the county's effort to promote economic development, Dakota County should work with Siouxland Regional Transit to provide regional transit services to the rural part of the county.

## Airports

Martin Field is the only airport located in Dakota County. Martin Field is a privately owned *and* located three miles southwest of the central business district of South Sioux City. T. Martin Holding Lt. - the owner of the airport has opened the facility to the public and as such anyone can use it. The airport covers an area of 175 acres at an elevation of 1,100 feet above mean sea level. It has one runway designated 14/32 with an asphalt surface measuring 3,323 by 50 feet. For 12 month period ending June 8, 2011, the airport had 10,550 aircraft operations, an average of 28 per day. Approximately 99 percent of the aircraft operations were general aviation (local & Itinerant), and one percent was military. As at 2011, there were 36 aircraft based at Martin Field; this comprised of 35 single-engine airplanes and one glider. Some of the services provided by Martin Field include hangar rentals, tie downs, instruction, fuel (100LL) sales, major airframe repair, and major power plant repairs. The facility has limited landing aids and navigational facilities with a rotating beacon in many cases being the extent of navigational facilities. Other airports in proximity to the county include Sioux Gateway Airport; Eppley Airfield – Omaha; Lincoln Airport; Des Moines International Airport; and Minneapolis-Saint Paul International Airport.



The exhibit shows a portion of proposed development of Martin Airport drafted by Buell Winter Mousel and Associates. The proposed plans show reconstruction and expansion of the hangars, parking, taxiway and runway. The proposed plans stated three phases of development from 2005-2020. Plans were provided by Jean Grove, Dakota County Planning and Zoning.

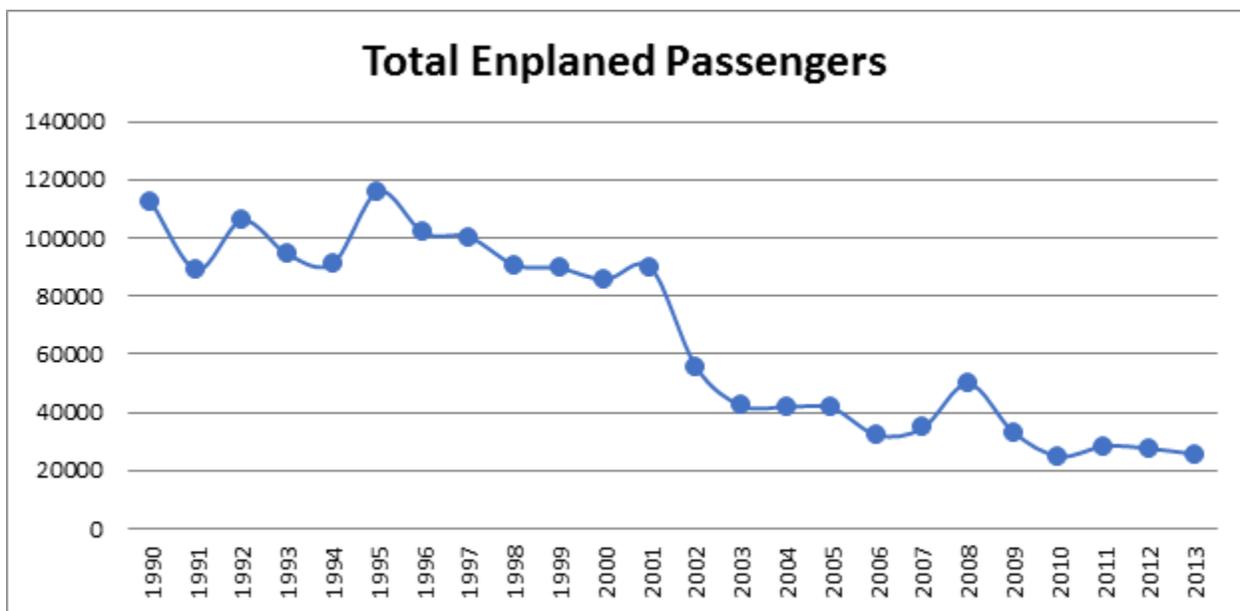


## Sioux Gateway Airport



Sioux Gateway Airport is the closest non-hub commercial service airport to Dakota County. Sioux Gateway Airport is located on the southern edge of Sioux City, Iowa across the Missouri River, running between Dakota County, NE and Woodbury County IA. The facility is owned by the City of Sioux City and is governed by a

Board of Trustees that reports to the City Council. Sioux Gateway Airport currently offers two daily departures and two daily arrivals to and from its facility; all connecting Chicago O'Hare International Airport and Dallas/Fort Worth International Airport. American Airlines is currently the only airline carrier operating at the Sioux Gateway Airport. The chart below shows annual passenger enplanements at Sioux Gateway Airport from 1990 to 2013. The chart shows that the total enplaned passengers have declined steadily over the years. In 2002, the total enplaned passengers decreased by 37.9 percent representing about 33,997 passengers. The total enplaned passengers further declined from 2003 to 2007, increased sharply in 2008 but plummeted steadily from 2009 to 2013. This trend is attributed to the withdrawal of services by United Airlines (in 1999); American Airlines (in 2002); Delta Airlines (in 2012); and Frontier Airlines (in 2013). Also, the withdrawal of services offered by these airlines to Sioux Gateway Airport has decreased the number of aircraft operations at the facility from 25,171 in 2008 to 18,852 in 2016 representing a drop of 25.1 percent. Total passengers at Sioux Gateway Airport are illustrated below according to the 2040 Long Range Transportation Plan- SIMPCO; & Sioux Gateway Airport.



## Waterways

Dakota County is bordered to the east by Missouri River which connects Mississippi River at the northern portion of the City of St. Louis, MO. This waterway provides an access point for shippers to reach domestic and international destinations through the Gulf of Mexico. US Department of Transportation designated the portion of Missouri River stretching from Kansas City, MO to Sioux City, IA as part of the Marine Highway 29 (M-29) which serves



the landside corridors: I-29, I-35, I-70, and I-49. All the marine terminals available in the region are located in Sioux City. The available terminals are presented in the table below. The presence of the river provides an excellent medium to move freight to and from the region at a cheaper rate. However, the drought conditions in the upstream areas of the Missouri River have hampered barge navigation. For over 12 years there was no barge traffic to Sioux City partly due to vessel draft restriction put into place because of drought conditions. However, in recent times expansion of CF industries and other industries within the region called for the use of barge transportation.

<b>Marine Terminals Along Missouri River, within the Region</b>						
Terminal	Facility	City	State	River (Mile)	Bank (North to South)	
Kay Dee Feed Co.	Molasses Unloading (Dormant)	Sioux City	IA	731.2	Left	
Big Soo Terminal	Fertilizer, Unloading Steel	Sioux City	IA	727.8	Left	
Jebro, Inc.	Asphalt Unloading	Sioux City	IA	727.5	Left	
Darling International Inc. *	Barge dock is Closed	Sioux City	IA	727	Left	
Terra Industries ^	Fertilizer unloading	Sioux City	IA	718.7	Left	
Ag Processing (AGP)	Loading	Sioux City	IA	717	Left	
Farmland Industries, Inc.	Fertilizer unloading	Sioux City	IA	717	Left	

Source: Nebraska Department of Transport, Nebraska State Freight Plan

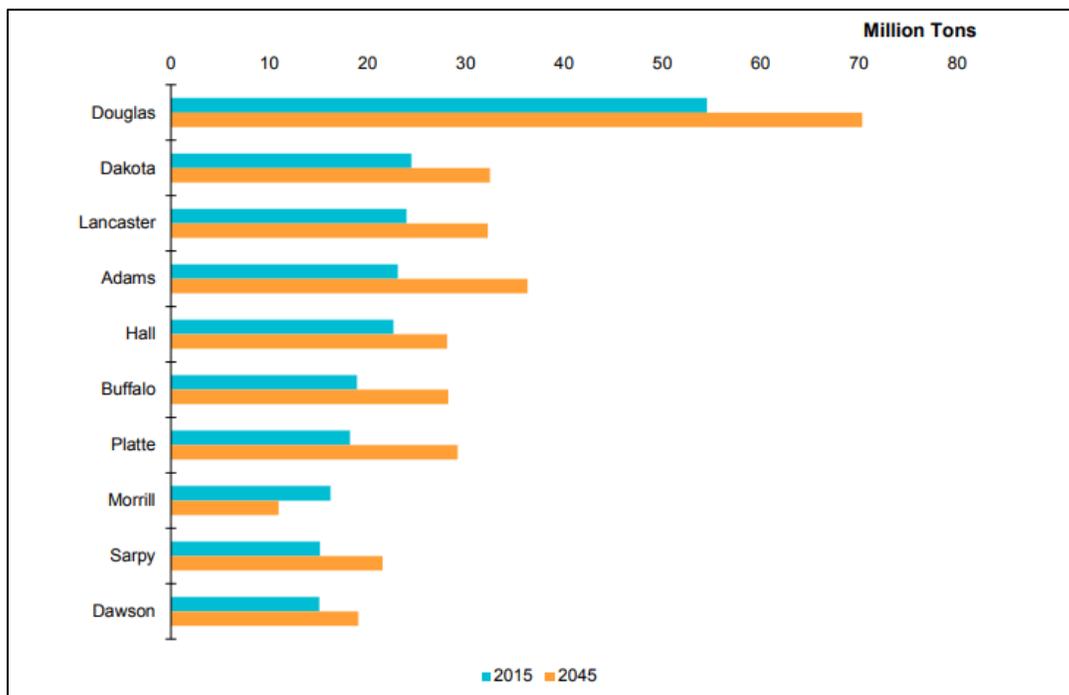
- Mile 727, Darling International: Dock site remains open. Formerly loaded tallow
- ^ Mile 718.7 Terra Industries: Not updated in 2010

## Freight Movement

The ability to move freight from the production center to the consumer is essential for the progress of any local economy. In 2015, 882 million tons of freight moved over Nebraska's transportation system, valued at \$615 billion. It is projected that by 2045 Nebraska's transportation system will carry more than 933 million tons of freight annually, valued at \$1.1 trillion, representing an increase of six percent by tonnage and 83 percent by value (Nebraska State Freight Plan, 2017). According to the Nebraska State Freight Plan, rail was the dominant mode utilized for the movement of freight in the State of Nebraska followed by trucks and pipelines. The top ten commodities moved over Nebraska's transportation system in 2015 include coal, cereal grains, animal feed, foodstuffs, mixed freight, nonmetal mineral products, base metals, and live animals/fish.

The figure below shows top Nebraska Counties by freight weight (Combined inbound/outbound/intra flows). Dakota County was the second highest goods-movement of the 93 counties in Nebraska in 2015. In 2015, over 25 million tons of goods moved over Dakota County's transportation system, valued over \$10 billion. It is projected that Dakota County's transportation system will carry more than 30 million tons of freight annually, valued at about \$20 billion by 2045. The expected growth in the movement of freight in the county implies that the county should continue to invest in its transportation infrastructure to place them on a path that could trickle down into other sectors of the economy.

Top Nebraska Counties with Combined Inbound/Outbound/Intra Weight 2015 and 2045



Source: Nebraska State Freight Plan, 2017; FHWA Freight Analysis Framework (FAF) 4.2, Surface Transportation Board 2014 Waybill Data

## Means of Commuting to Work

The residents of Dakota County either drive, walk, bike or use public transport to get to work. Most of the residents drive to work while less than 3% either walk or bike to work, this is 1.1% less when compared to the State of Nebraska. The remaining percent of the residents either work from home or use public transport to commute to work.

<b>Means of Commuting to work</b>				
MEANS OF TRANSPORTATION TO WORK	<b>Dakota Co.</b>		<b>Nebraska</b>	
	Number of Commuters	Percent	Number of Commuters	Percent
Car, truck, or van	9335	93.9%	123370586	85.9%
Public transportation (excluding taxicab)	20	0.2%	7324680	5.1%
Walked	189	1.9%	4021393	2.8%
Bicycle	40	0.4%	861727	0.6%
Taxicab, motorcycle, or other means	109	1.1%	1723454	1.2%
Worked at home	249	2.5%	1522384	1.06%
Workers 16 years and over	9941	100.0%	143,621,171	
Source: U.S Census Bureau, ACS 2011 to 2015				

## Commuting time to work

The table below shows the commuting time for Dakota County residents. Most residents (85.9%) commute less than 25 minutes; this is 10% higher when compared to the State of Nebraska. Approximately less than 15% of Dakota County residents commute more than 26 minutes to work.

<b>Commuting Time to Work</b>				
TRAVEL TIME TO WORK	<b>Dakota Co.</b>		<b>Nebraska</b>	
	Number of Commuters	Percent	Number of Commuters	Percent
Less than 10 minutes	2336	23.5%	34469081	24.0%
10 to 14 minutes	2664	26.8%	27288022	19.0%
15 to 19 minutes	2296	23.1%	25708190	17.9%
20 to 24 minutes	1243	12.5%	21399554	14.9%
25 to 29 minutes	288	2.9%	8186407	5.7%
30 to 34 minutes	587	5.9%	13069527	9.1%
35 to 44 minutes	179	1.8%	4739499	3.3%
45 to 59 minutes	139	1.4%	4595877	3.2%
60 or more minutes	209	2.1%	4165014	2.9%
Mean travel time to work (minutes)		15.3	18.3	
Source: U.S Census Bureau, ACS 2011 to 2015				

### Inflow and Outflow Analysis

The inflow and outflow analysis show the count and characteristics of worker flow into, out of, and within Dakota County. The map below shows that 13,482 jobs were available in Dakota County in 2015; out of this 33.54% were held by Dakota County residents while non-residents were employed by the remaining 66.45% jobs in the county. Approximately 57.8% of Dakota County residents commuted outside the county to work in 2015. The table below shows that the majority of Dakota County residents work in Sioux City IA, followed by Omaha and Lincoln. The converse/flip side is also true, as the majority of non-residents working in Dakota County live in Sioux City, followed by Norfolk City, Omaha and Sergeant Bluff.

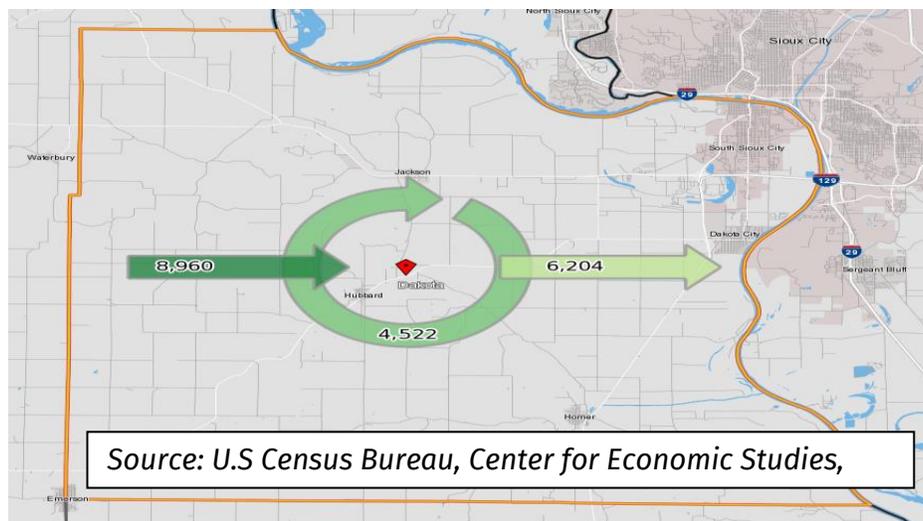
<b>Where Workers live and Work Destination, 2015</b>				
<b>Cities</b>	<b>Inflow*</b>		<b>Outflow*</b>	
	<b>County</b>	<b>Share*</b>	<b>Count</b>	<b>Share*</b>
Sioux City, IA	4,626	34.3%	2,909	27.1%
Omaha city, NE	157	1.2%	367	3.4%
Lincoln City, NE	N/A	N/A	242	2.3%
North Sioux City, SD	N/A	N/A	221	2.1%
Le Mars city, IA	80	0.6%	142	1.3%
Dakota Dunes CDP, SD	N/A	N/A	136	1.3%
Norfolk city, NE	373	2.7%	118	1.1%
Sergeant Bluff City, IA	166	1.2%	N/A	N/A
Emerson Village, NE	79	0.6%	N/A	N/A
Columbus City, NE	96	0.7	N/A	N/A
All Other Locations	4,340	32.2%	2,600	24.2%
<b>Total*</b>	<b>9,838</b>		<b>6,735</b>	

Total\*: Summation of count for all the locations will not add up to what is shown on the map below because "all other locations" may include some places in Dakota County

Outflow\*: Movement of Dakota County residents to other places for job purpose but the county

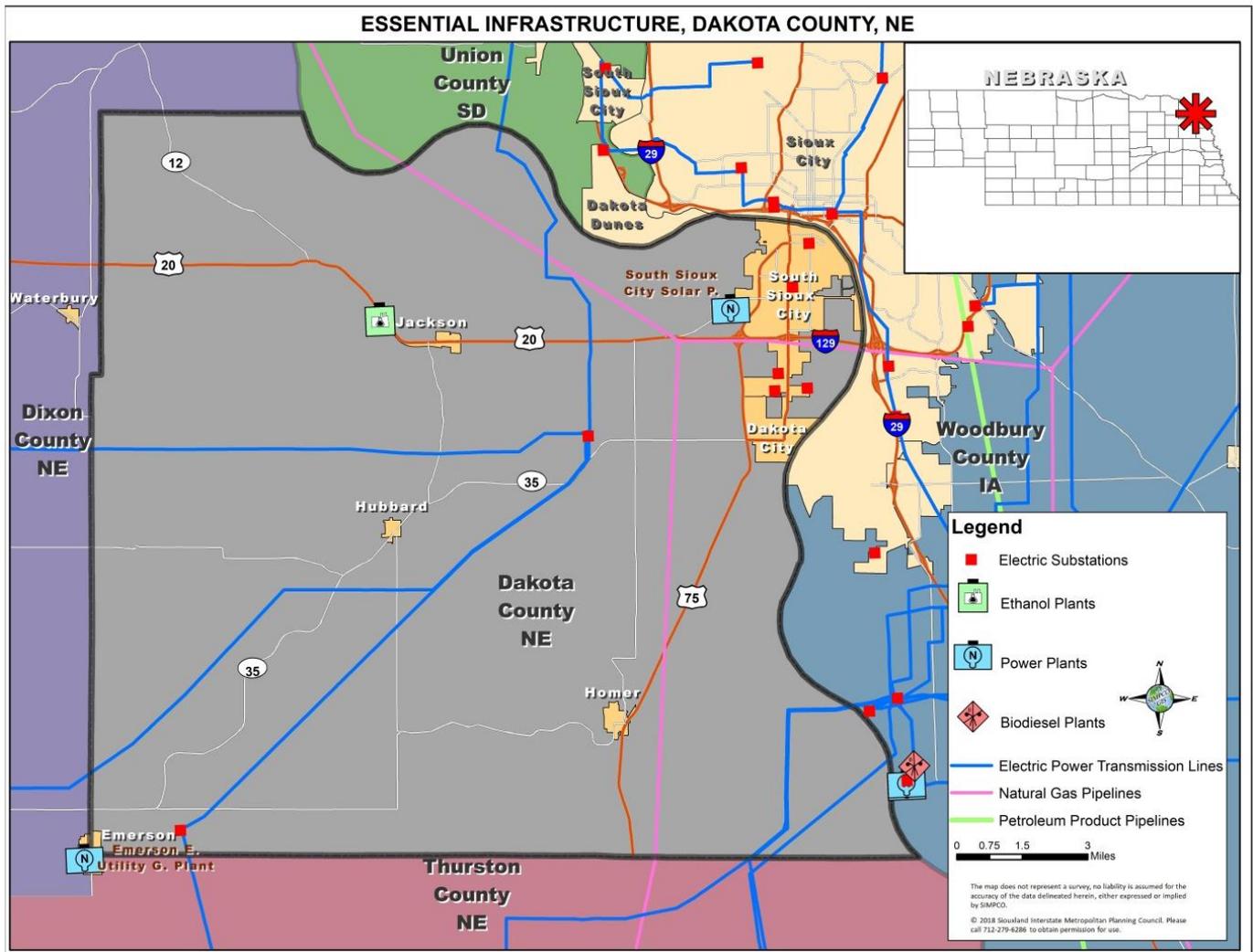
Inflow\*: Movement of non-residents to Dakota County for job purposes

Share\*: This will not add up to 100% because notable cities in Dakota County were not included in the Table



## Essential Utility Infrastructure

The availability of reliable utility infrastructures including electric, natural gas, water and sewer, and communications such as internet and cable have the potential to spur growth in the Dakota County local economy. The map below shows some of the crucial infrastructure existing in Dakota County. Source: Siouxland Metropolitan Planning Council, 2018



## Electric

Nebraska Public Power District (NPPD) serves Dakota County with electric. NPPD is the largest electric utility, with a chartered territory including all or parts of 86 of Nebraska's 93 counties. NPPD's revenue is mainly derived from wholesale power supply agreements with 46 towns and 25 rural public power districts and rural cooperatives who rely totally or partially on NPPD's electrical system. The company also serves 80 communities at the retail level. NPPD has over 5,200 miles of transmission/sub-transmission lines; which delivers power to about 600,000 Nebraskans.



## Green Energy

The following green energy infrastructure exists in Dakota County.

- South Sioux City is the first city in Dakota County to invest in renewable energy
- South Sioux City's Solar Plant - January 2017 and produces 2.3 megawatts of electric energy on 21-acre site, enough to meet 5% of South Sioux City's electric needs.
- South Sioux City plans to have more than 50 percent of its energy needs obtain from renewable sources.
- NPPD reported in 2016 that, about 60 percent of its energy generation was carbon free. Out of this 17.8 percent was obtained from renewable sources (Wind and hydro)
- Green Star Gasifiers and the City of South Sioux City unveiled plans to build a \$53 million biomass power plant. The 17-acre facility, located in the Roth Industrial Park, will use wood waste to create electricity, white wood pellets, and torrefied pellets. South Sioux City will purchase part of this electricity to meet growing energy demands and model sustainable energy practices.
- Siouxland ethanol generates clean gas
- Big Ox energy converts industrial food and ag waste into clean energy and electricity



## *Natural Gas*

MidAmerican Energy serves Dakota City and South Sioux City with natural gas. The company provides natural gas to 751,000 customers in Iowa, Illinois, South Dakota and Nebraska. MidAmerican Energy's natural gas transmission and distribution system are made up of approximately 23,000 miles of main and service lines. Black Hills Energy serves villages such



as Emerson, Homer, and Jackson with natural gas. Black Hills Energy is part of the Black Hills Corporation. The company is based in Rapid City, South Dakota; they serve 1.2 million natural gas and electric utility customers in eight states. Black Hills Energy serves 106 communities and owns about 6,000 miles of natural gas transmission and distribution lines in the State of Nebraska. The village of Hubbard, on the other hand, relies on LP tank for their natural gas. The various cities and villages in Dakota County provide their residents with water and sewer services. Companies such as cableOne, FiberComm, Frontier Communications, American Broadband, Century link, Northeast Nebraska Telephone Company serve Dakota County's residents with the internet, cable tv, and broadband services. The reliability and affordability of these essential facilities have the potential to attract new businesses and also encourage the expansion of existing ones.

## *Transportation and Utilities Strategies and Summary*

Below are the major findings identified from the information presented above. These findings represent the counties strength that can be capitalized to stimulate local economic growth.

1. The major road network in Dakota County includes U.S Highway 20, U.s Highway 75, Interstate 129 and State Highway 35.
2. AADT for the major roads in Dakota County is projected to increase from 10,762 in 2012 to 31,251 by 2045.
3. VMT in Dakota County from 2008 to 2016 increased by 12.9 percent
4. BNSF is the only railway company serving Dakota County
5. Martin Field is the only airport facility available in Dakota County
6. Sioux Gateway Airport is the closest non-hub commercial service airport to Dakota County
7. The Missouri River has the potential to support freight movement by barges.
8. It is projected that Dakota County's transportation system will carry more than 30 million tons of freight annually, valued at about \$20 billion by 2045
9. Dakota County has the essential infrastructure necessary to attract new businesses and also support the expansion of existing ones.
10. Approximately 85 percent of residents commute less than 25 minutes to work.
11. About 2.1 percent of Dakota County residents commute more than 60 minutes to work.
12. The majority of residents work in Sioux City followed by Omaha and Lincoln

## Cluster Analysis

This chapter presents cluster analysis based on information gathered from the U.S. Cluster Mapping Project conducted by Harvard Business School. The cluster analysis produced target industry clusters, for which the county could focus on in their effort to attract businesses and encourage the expansion of existing ones. This chapter includes data from both 'traded' and 'local' industry clusters. Traded clusters serve markets beyond the region and local clusters serve the local market. US cluster mapping project records 51 traded cluster industries and 16 local cluster industries.

### Cluster Analysis

Agglomeration of similar industries has the potential to spur economic development due to the external economy of scale (externalities<sup>10</sup>) businesses tend to enjoy. An important feature of a regional economy is the presence of clusters or geographic concentrations or agglomeration of linked industries. Porter (2003),<sup>11</sup> defines a 'cluster as a geographically proximate group of interconnected companies, suppliers, service providers and associated institutions in a particular field, linked by externalities of various types.' Example of clusters is financial services in New York (Wall Street), medical devices in Boston, and IT in Austin Texas and Silicon Valley, California<sup>12</sup>.

Clusters capture the important linkages and potential spillovers of technology, skills, and information that cut across industries. Clusters bring together specialized talent, competing companies, academic institution, and other organizations to enhance productivity and spur innovation. Identifying similar companies and institutions as a cluster provides opportunities for coordination and mutual improvement, yield better market insights, more refined researches agendas, larger pools of specialized talent and faster deployment of new knowledge. Naturally, clusters emerge through the market process; enhancing companies productivity as they grow in size. Over time companies looking for a new location are attracted to the established industry cluster and grow through the performance of the already established companies in the area.

The U.S. Cluster Mapping Project identified and defined cluster categories that are the same in all U.S. regions. In creating these cluster categories, the research team of the U.S. Cluster Mapping Project developed an algorithm to group together narrowly defined U.S. industry codes that show significant inter-industry linkages based on input-output measures, labor occupations, and the co-location patterns of employment and establishments.

---

<sup>10</sup> Externalities: a side effect or consequence of an industrial or commercial activity that affects other parties without this being reflected in the cost of the goods or services involved, such as the pollination of surrounding crops by bees kept for honey

<sup>11</sup> Michael E. Porter (2003), *The Economic Performance of Regions*, *Regional Studies* Vol. 37.6&&, PP. 549-578

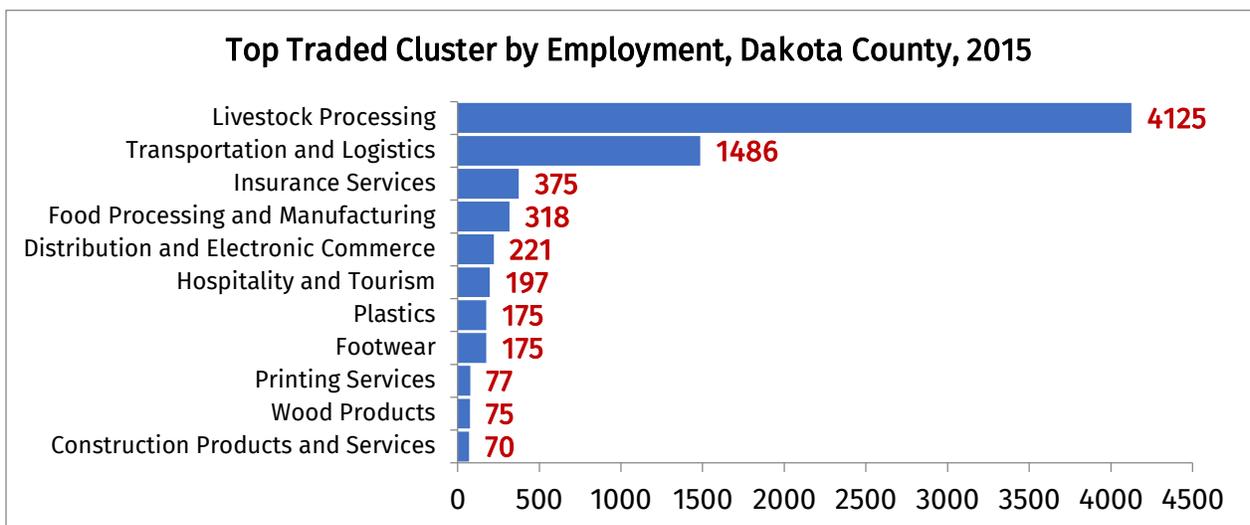
<sup>12</sup> <http://clustermapping.us/content/clusters-101>

## Traded Clusters

Traded clusters are groups of related industries that serve markets beyond the region they are located. They have the freedom to choose their location of operation (unless the location of natural resources drives where they should be located) and are highly concentrated in a few regions, tending to only appear in regions that afford specific competitive advantages. The traded cluster comprised 51 industry clusters as identified by the research team of the U.S. Cluster Mapping Project. The subsequent sections analyze traded clusters in Dakota County regarding employment, wages, job creation, and specialization.

### Employment by Traded Cluster, Dakota County, 2015

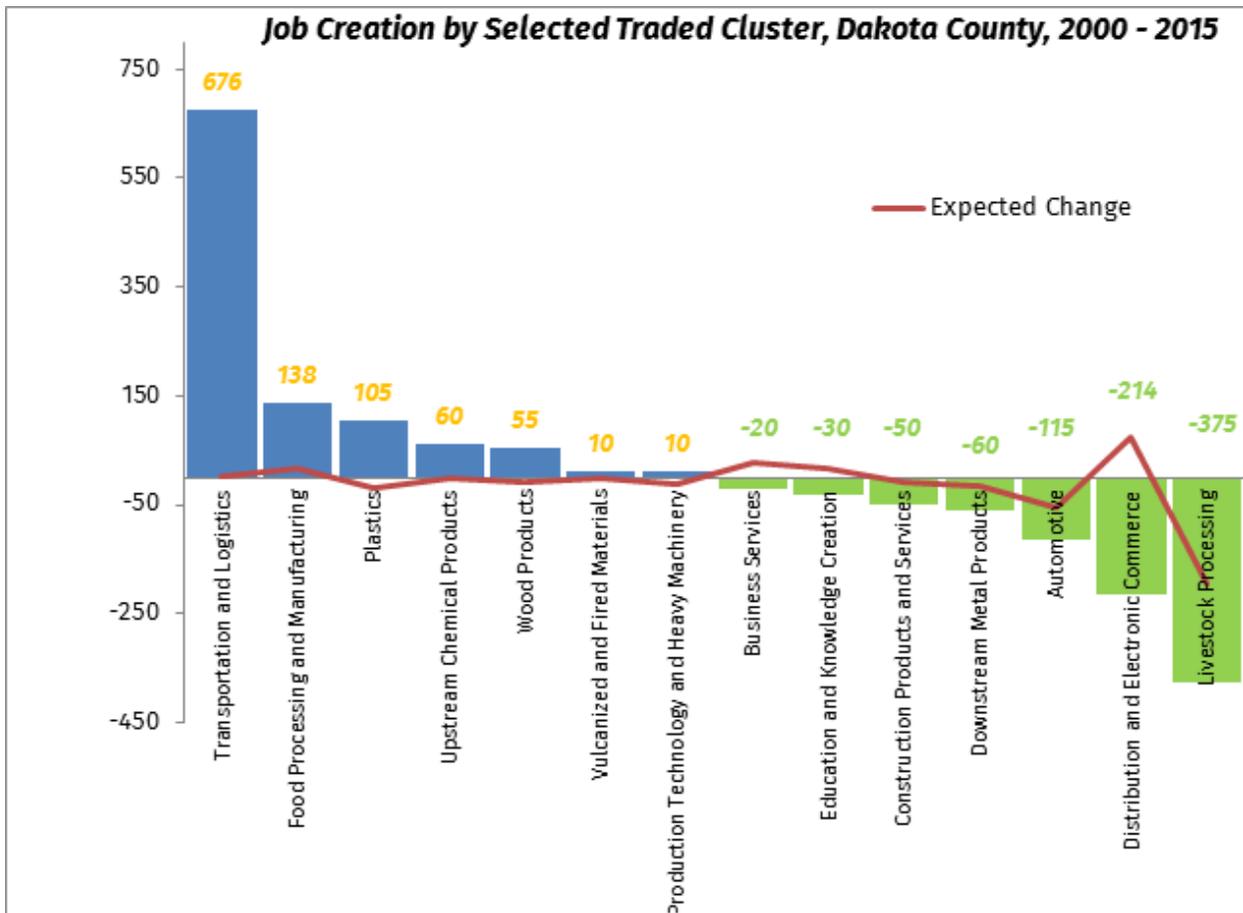
The chart below shows the top traded clusters in Dakota County by the level of employment in 2015. Traded clusters employed about 7,664 people in Dakota County in 2015. Out of this 53.8% were employed in livestock processing, followed by transportation and logistics (19.39%), insurance services (4.89%) and food processing and manufacturing (4.15%) respectively. Traded clusters such as agricultural inputs and services, metalworking technology, performing arts, financial services, and communications equipment and services employed few people in the county in 2015. Livestock processing, transportation and logistics and insurance services are recognized as the strongest clusters in the region based on the number of jobs they generated in 2015. When it comes to the number of people employed in livestock processing traded cluster in the nation, Dakota County is ranked 12<sup>th</sup> out of the 3,221 counties in the nation.



Sources: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Job Creation by Traded Cluster, Dakota County, 2000 – 2015

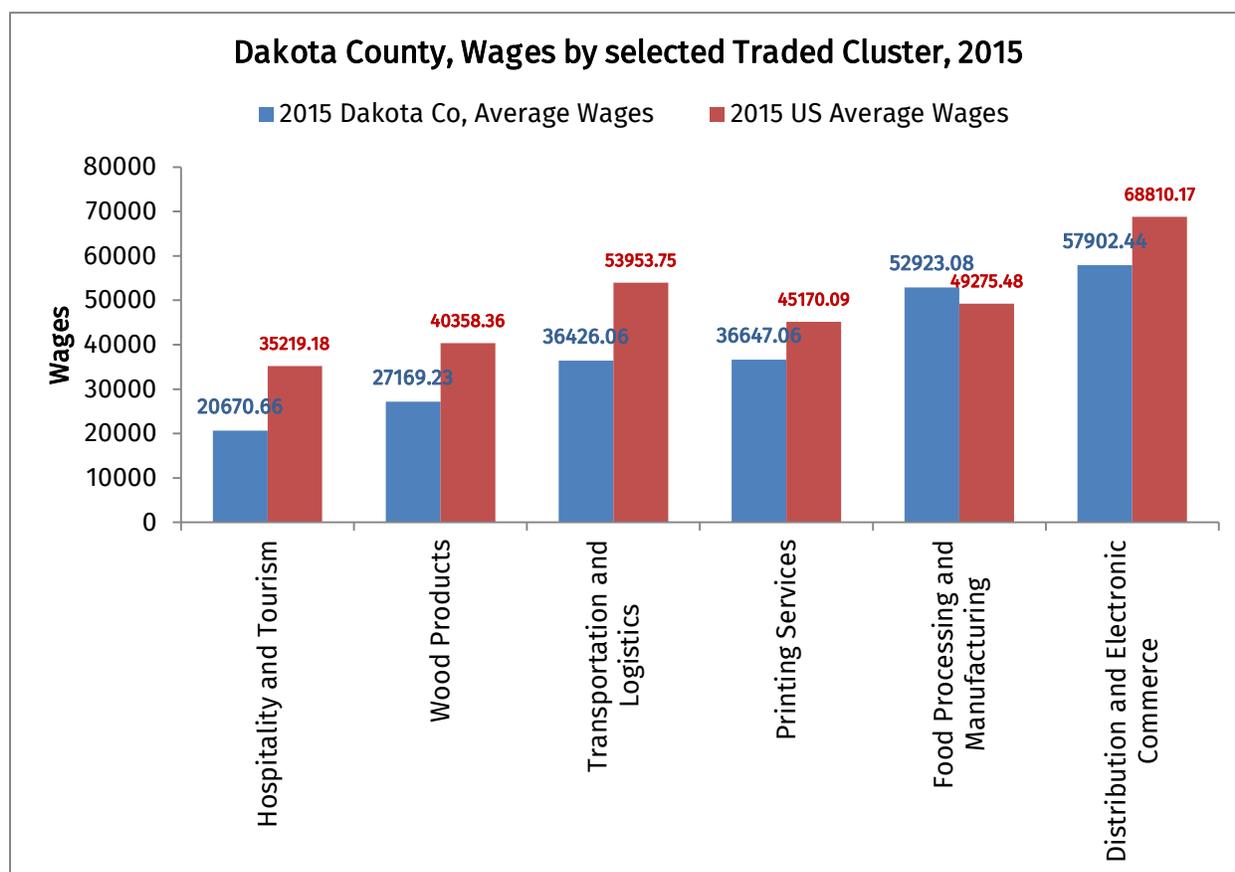
The creation and retention of jobs are vital to the growth of any local economy. The chart below shows job creation by selected traded cluster in Dakota County between 2000 and 2015. From the chart, transportation and logistics traded cluster created most of the jobs in Dakota County from 2000 to 2015, followed by food processing and manufacturing, plastics, upstream chemical products and wood products. The number of jobs in Dakota County offered by livestock processing, distribution and electronic commerce, automotive, downstream metal products, and business services declined between 2000 and 2015. In general, the traded clusters in Dakota County gained additional 159 jobs between 2000 and 2015 even though major players like livestock processing (-8%), distribution, and electronic commerce (-49%) clusters registered a decline in the number of jobs.



Sources: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Wages (Average Private Wage) by Traded Cluster, Dakota County 2015

The average private wage<sup>13</sup> for the traded clusters in the county for 2015 was \$35,053<sup>14</sup>– this is 49 percent below the national average (\$71,198). Distribution and electronic commerce traded cluster offered the highest average wage to employees in Dakota County followed by food processing and manufacturing, printing services, transportation and logistics, wood products and hospitality and tourism. The average wages earned by employees in food processing and manufacturing traded cluster was higher when compared to the national average. The average wages earned by employees in transportation and logistics and wood products traded cluster in Dakota County was about 48.1 percent lower than the national average.



Sources: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

<sup>13</sup> This includes wages offered by private businesses. Annual wage includes all forms of compensation, such as salaries, wages, reported tips, commissions, bonuses, vacation allowances, sick-leave pay, employee contributions to qualified pension plans, and the value of taxable fringe benefits.

<sup>14</sup> This figure does not include all traded clusters, as some of the clusters did not report wages earned by employees.

### *Specialization by Traded Cluster, Dakota County, 2005 to 2015*

The location quotient (LQ)<sup>15</sup> is the ratio of an industry's share of total employment in a location relative to its share of total national employment. LQ is used to measure the uniqueness of a local economy. Thus it measures the specialization or concentration<sup>16</sup> of a cluster in a particular location relative to the national average. An LQ > 1 indicates a higher than U.S average cluster concentration in a location. The table and figure below show the LQ of the traded cluster in Dakota County. From the table, footwear, livestock processing, transportation and logistics, upstream chemical products, food processing and manufacturing, plastics, and insurance services are more concentrated regarding employment in Dakota County than the nation as they have LQ of more than one. This finding shows that these industries form the economic base of Dakota County.

Cluster Name	Location Quotient 2015	Change in location Quotient (2005-2015)	Change in Employment,2005-2015
Footwear (Leather and Hide Tanning and Finishing)	52.23	18.14	0
Livestock Processing	38.79	0.91	0
Transportation and Logistics	4.06	1.40	561
Upstream Chemical Products	1.85	1.32	50
Food Processing and Manufacturing	1.44	1.03	238
Environmental Services	0.53	0.53	10
Wood Products	0.97	0.37	10
Printing Services	0.75	0.27	7
Plastics	1.17	0.16	0
Automotive	0.29	0.05	0
Insurance Services	1.11	-0.13	-10
Financial Services	0.02	-0.04	-20
Construction Products and Services	0.39	-0.06	5
Hospitality and Tourism	0.29	-0.09	-34

An LQ > 1 indicates a higher than U.S average cluster concentration in a location  
 Sources: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

<sup>15</sup> The LQ compares the concentration of employment in an industry group in the county to the concentration of employment in that same group in the U.S. workforce, where the U.S. concentrations is stated as 1

<sup>16</sup> Specialization is the process of concentrating on and becoming expert in a particular subject or skill or to adapt to special conditions; restrict to specific limits. Cluster specialization or concentration measures the specific cluster for which an area is focused on or is known for using employment/jobs as a proxy.

The figure below shows the linkage or supply chain of the various traded clusters as well as the economic diversification in Dakota County. The color code for each traded cluster in the figure below shows their strength in Dakota County. Traded clusters with deep green color-code indicate a strong cluster while those color-coded gray shows weak or non-existent clusters in Dakota County. Clusters with yellow color codes are modest in strength. The U.S. Mapping Project team used Between Cluster Relatedness (BCR) and Related Industries (RI) to measure the linkage or the share of skills, technology, supply and demand within and between clusters. BCR measures the average relatedness between the industries in two different clusters while RI measures the average relatedness between a specific industry and a specific cluster. Both methods used the locational correlation of employment (LC-emp)<sup>17</sup>, locational correlation of establishments (LC-est)<sup>18</sup>, input-output flows (IO)<sup>19</sup>, and occupational overlap (Occ)<sup>20</sup> in measuring the linkage of clusters within a given region.

From the chart, clusters connected by solid gray lines indicate strong connection while those linked with light gray lines have a medium connection. Clusters connected by short dashes have a weak connection in the region. For instance, there is a short-dashes line connecting livestock processing traded cluster to distribution and e-commerce and plastics. This is a weak connection as livestock processing may only depend on the output of distribution and e-commerce (goods transportation) and plastics (packaging of products) they are not strongly correlated in terms of the level of skills needed, the share of knowledge, number of establishment and number of jobs offered in Dakota County. Agricultural traded cluster comprised of agricultural services, farm management, and labor services and fertilizers which typically does not have anything to do with livestock processing traded cluster as shown on the figure below, however, it has a weak correlation or connection with distribution and e-commerce. Insurance services on the hand have a strong link with many clusters including performing arts, financial services, business services, distribution and e-commerce, marketing, printing, education, and environmental services. Thus insurance services have a strong correlation with these clusters in terms of share of labor skills, knowledge, demand, and supply, establishment and pool of labor in Dakota County.

---

<sup>17</sup> Locational Correlation of Employment (LC-Employment) of a pair industries as the correlation coefficient (a number between -1 and +1) calculated so as to represent the linear dependence of two variables or sets of data between employment in industry I and employment in industry J in a region r.

<sup>18</sup> Locational Correlation of Establishments is the correlation coefficient (a number between -1 and +1) calculated so as to represent the linear dependence of the count of establishments in industry I and industry J in a region r.

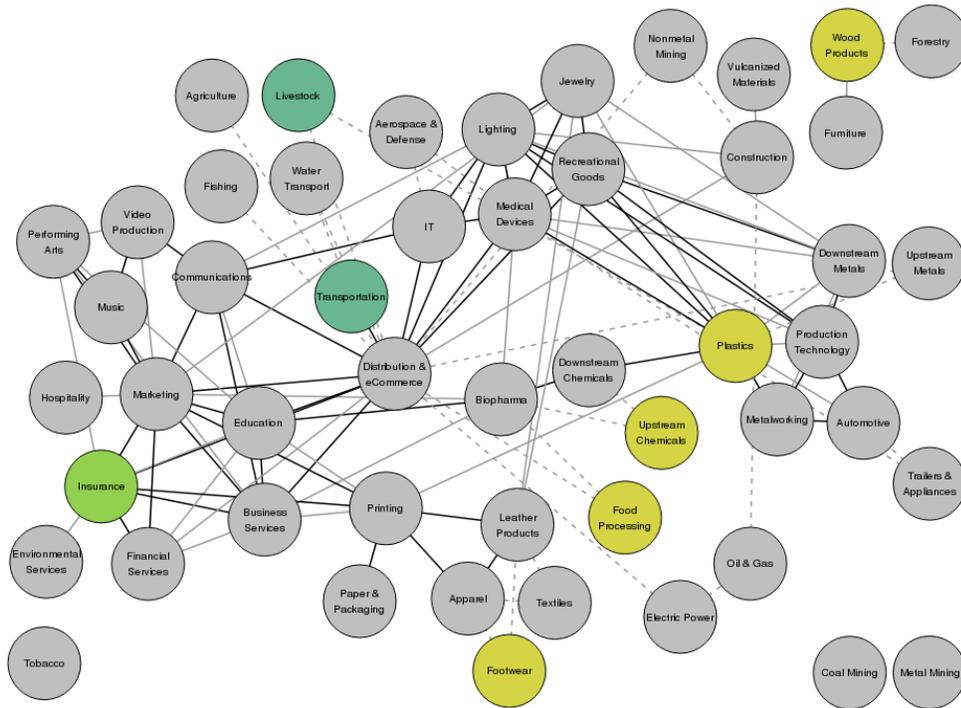
<sup>19</sup> Input output flow (IO): Measures based on the Benchmark Input-Output Accounts of the United States are widely used to capture supplier and buyer flows between industries. It measures The input (I to J) link is the share of industry i's total value of inputs that comes from industry j, and the output (I to J) link is the share of industry i's total value of outputs that goes to industry j. The IOij link takes a minimum value of zero if the two industries do not buy from or sell to each other, and a maximum value of 1 if any of the two industries buy or sell exclusively from or to the other.

<sup>20</sup> Occupational Overlap (OCC): Labor occupations overlap measures the extent to which industries share similar skills

# Cluster Linkages and Economic Diversification

Dakota County, NE, 2015

- Cluster Specialization**
- Strong clusters above 90th percentile specialization
  - Strong clusters above 75th percentile specialization
  - Other specialized clusters (LQ > 1.0)
- BCR ≥ 95th pctile & RI ≥ 20%
- BCR 90th-94th pctile & RI ≥ 20%
- - Next closest clusters not meeting above criteria



- A. Solid gray lines = strong connection  
 B. Light gray lines = medium connection  
 C. Short dashes = weak connection

Sources: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School<sup>21</sup>

<sup>21</sup>Note: **Between Cluster Relatedness (BCR)**: if Cluster c1 consists of industries i1 and j1, and Cluster c2 consists of industries i2 and j2, then we calculate BCR by taking the average of the LC-emp, LC-est, IO and OCC between i1-i2, i1-j2, j1-i2 and j1-j2.

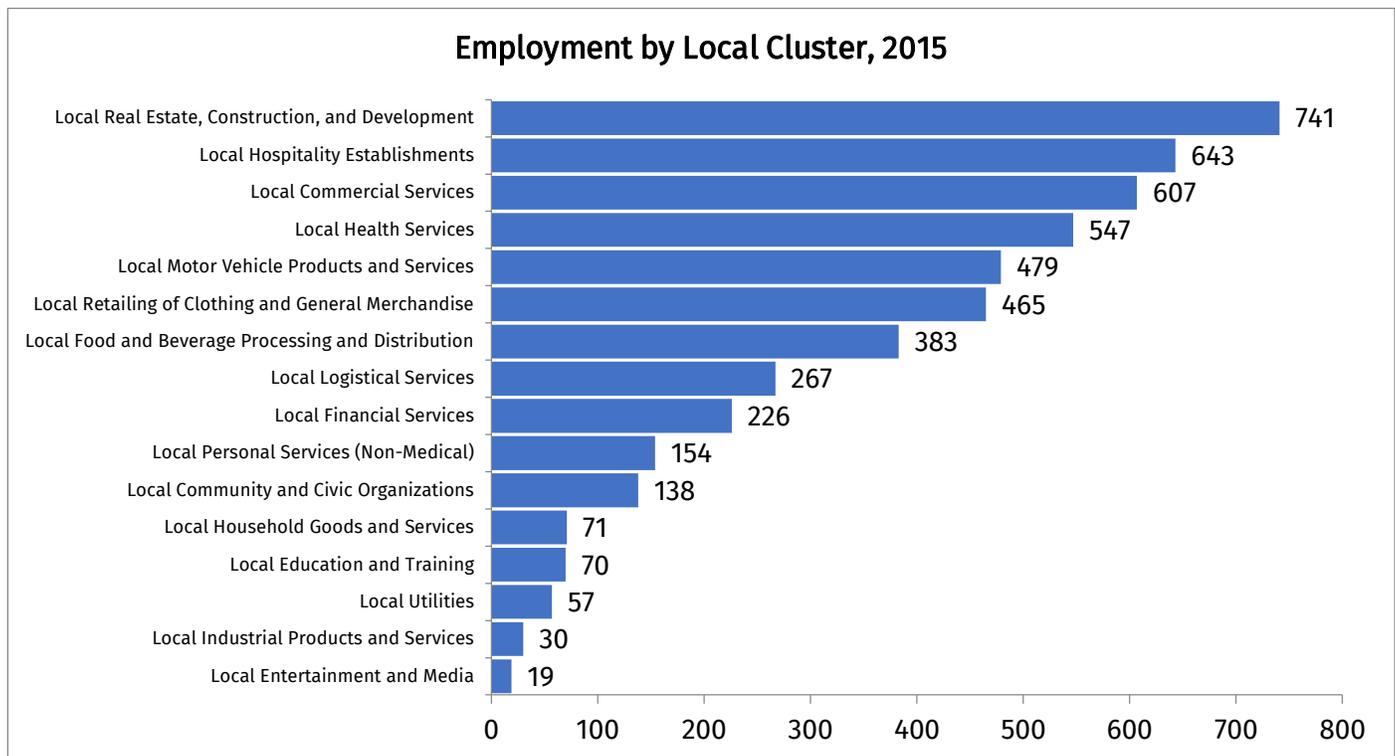
**Related Industries (RI)**: if examining industry i1 with Cluster c2, which consists of industries i2 and j2, then we calculate RI by taking the average of the LC-emp, LC-est, IO and OCC between i1-i2 and i1-j2.

## Local Cluster

Local clusters, on the other hand, consist of industries that serve the local market. They are prevalent in every region of the country, regardless of the competitive advantages of a particular location. As a result, a region's employment in local clusters is usually proportional to the population of that region. The U.S. Cluster Mapping Project identified 16 industry clusters that form local clusters in any region in the country. The subsequent sections analyze local clusters in Dakota County regarding employment, wages, job creation, and specialization.

## Employment by Local Cluster, 2015

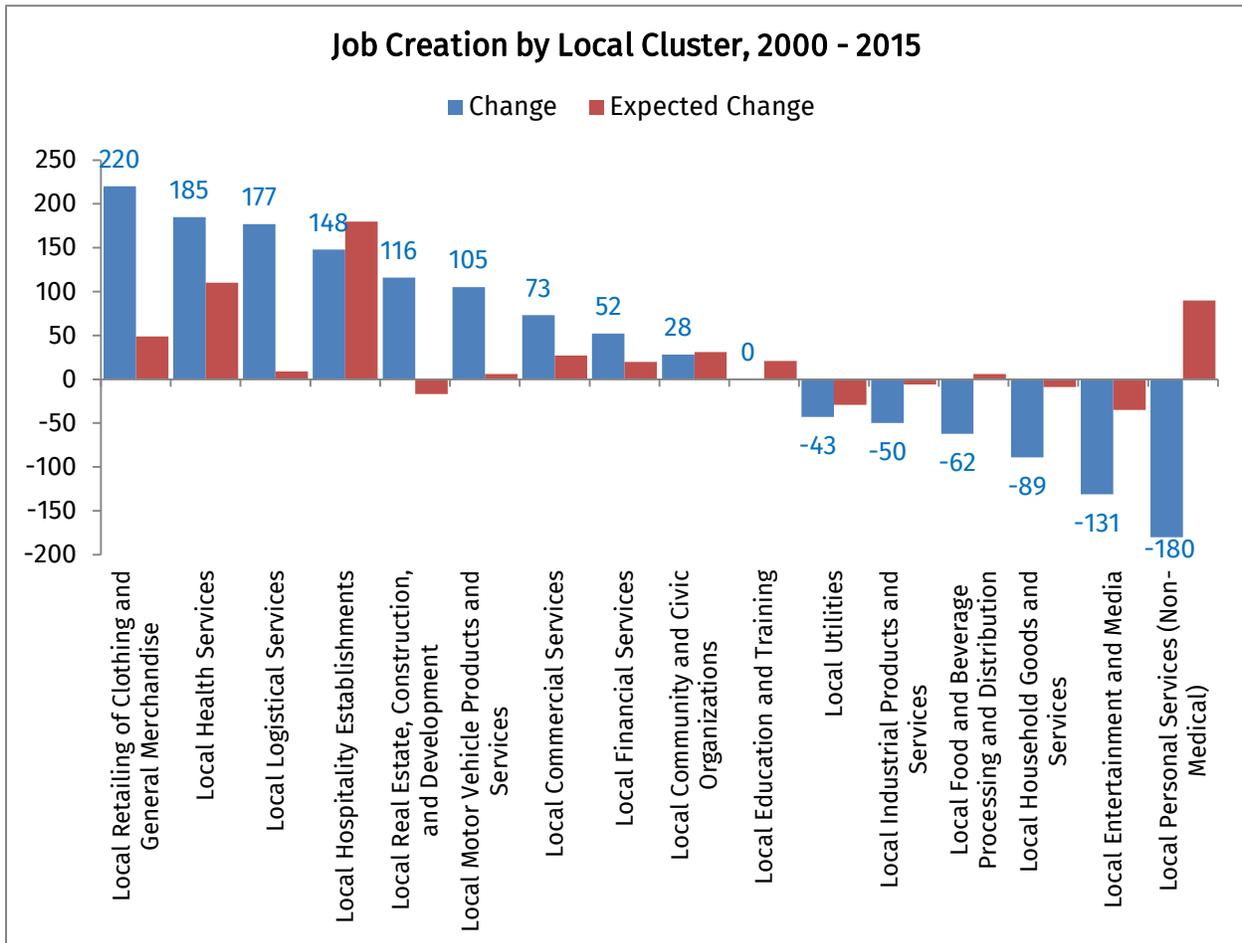
The chart below shows the employment distribution for the various local clusters in Dakota County for 2015. Approximately, 4,897 people are employed in the local clusters in Dakota County. Local real estate, construction, and development is the dominant cluster with 15.13 percent share of the total jobs offered by local clusters in the county followed by local hospitality establishments, local commercial services, local health services and local motor vehicle products and services. Local entertainment and media is the least employer in Dakota County.



Sources: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Job Creation by Local Cluster, 2000 – 2015

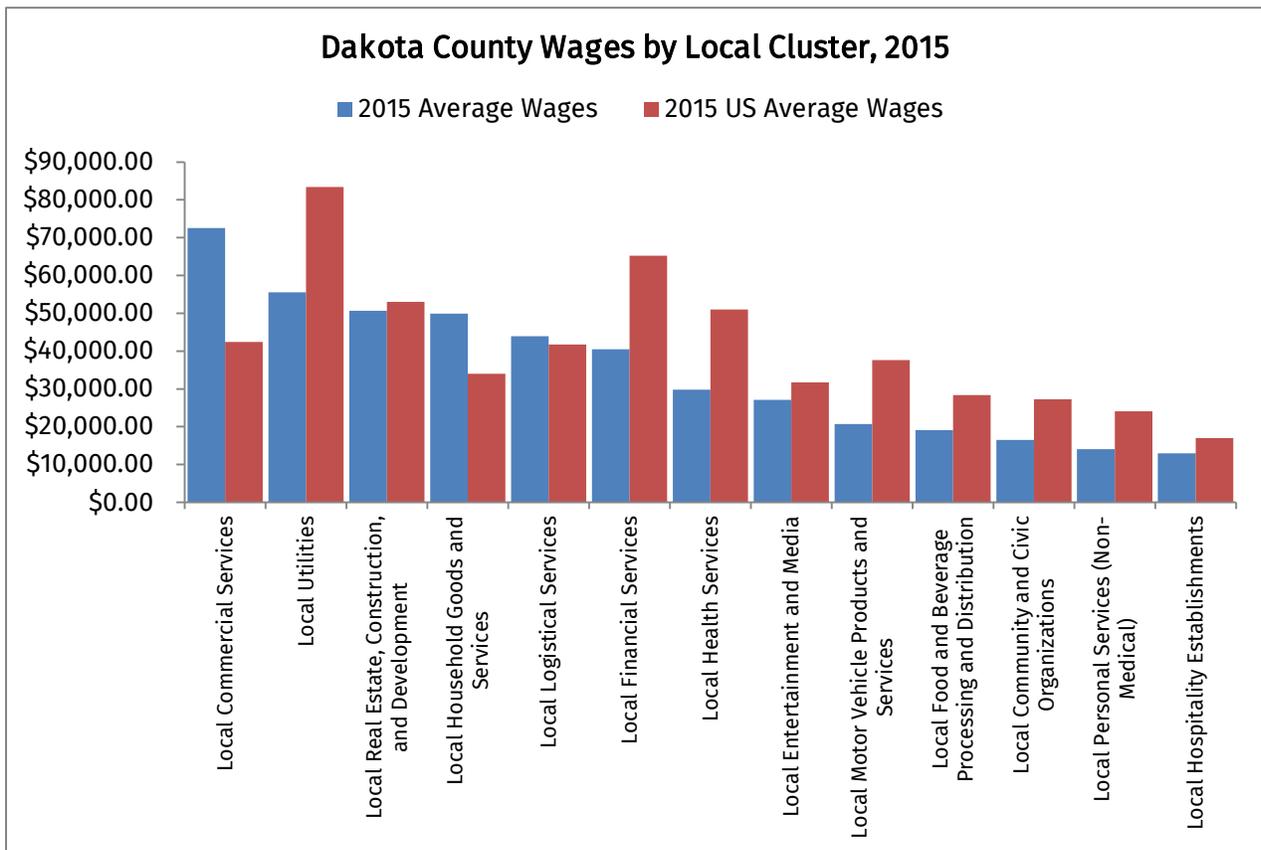
Between 2000 and 2015 additional 549 local cluster jobs were created in Dakota County. The majority of the jobs were created by local retailing of clothing and general merchandise; (this represents about 40.1% of the total local cluster jobs created in the county) followed by local health services, local logistical services, and local hospitality establishments. The local clusters in the county which lost jobs between 2000 and 2015 include local utilities, local industrial products and services, local entertainment and media and local personal services (non-medical). The number of jobs offered by local education and training remained the same from 2000 to 2015; this was contrary to what was expected.



Sources: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Wages by Local Cluster, 2015

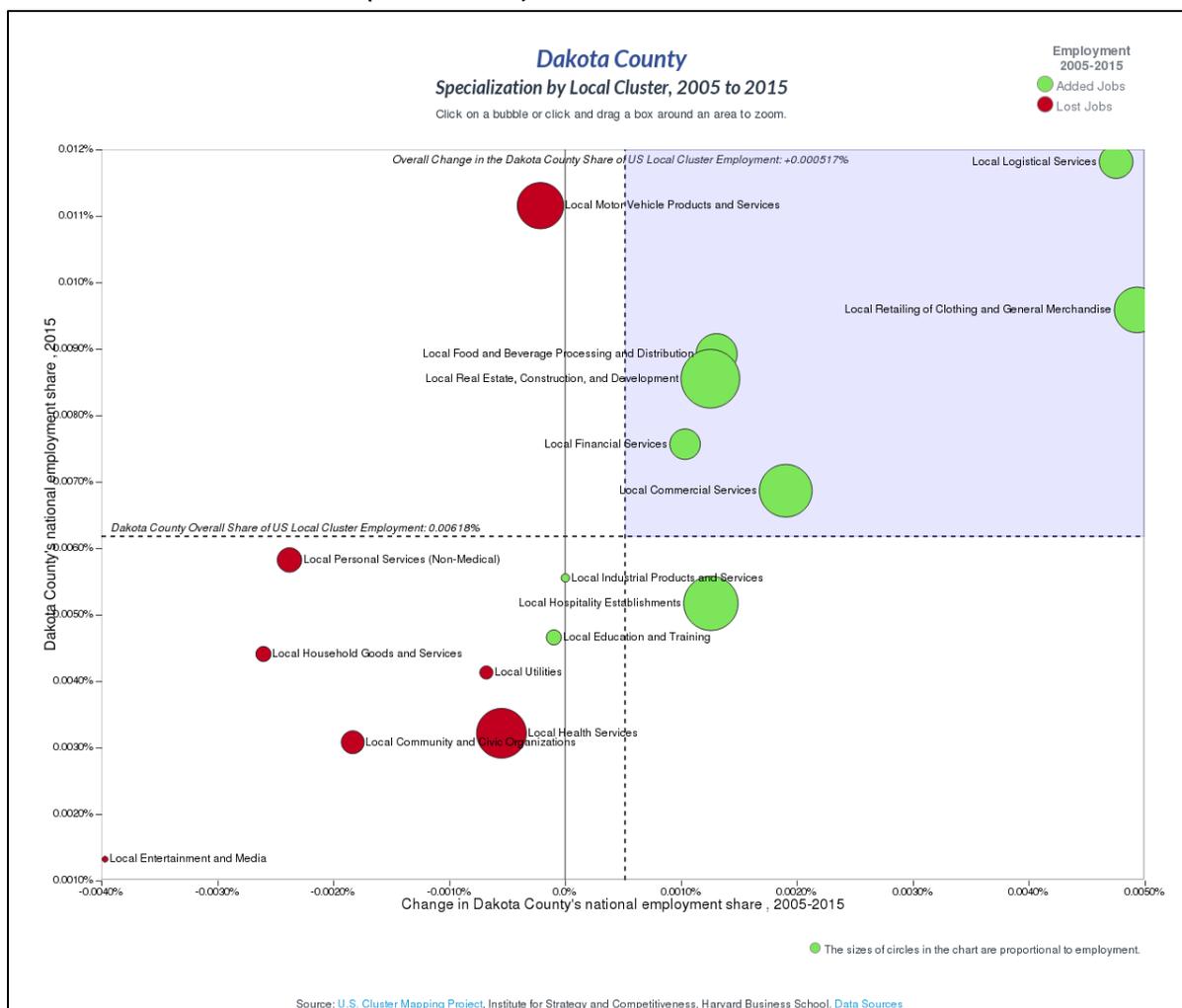
The average wages earned by Dakota County's residents employed by the local cluster (\$27,079.54) is lower when compared to the national average (\$38,660.82). Employees of local commercial services, local household goods, and services and local logistical services earned more than the national average in 2015. The average wages earned by employees in the local health services, local utilities, local financial services, local motor vehicle products, and services, local food and beverage processing and distribution, local community and civic organizations and local personal services (non-medical) were at least 48 percent lower than the national average. This trend is partly due to the rural nature of the county.



Sources: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

## Specialization by Local Cluster, 2005 to 2015, Dakota County

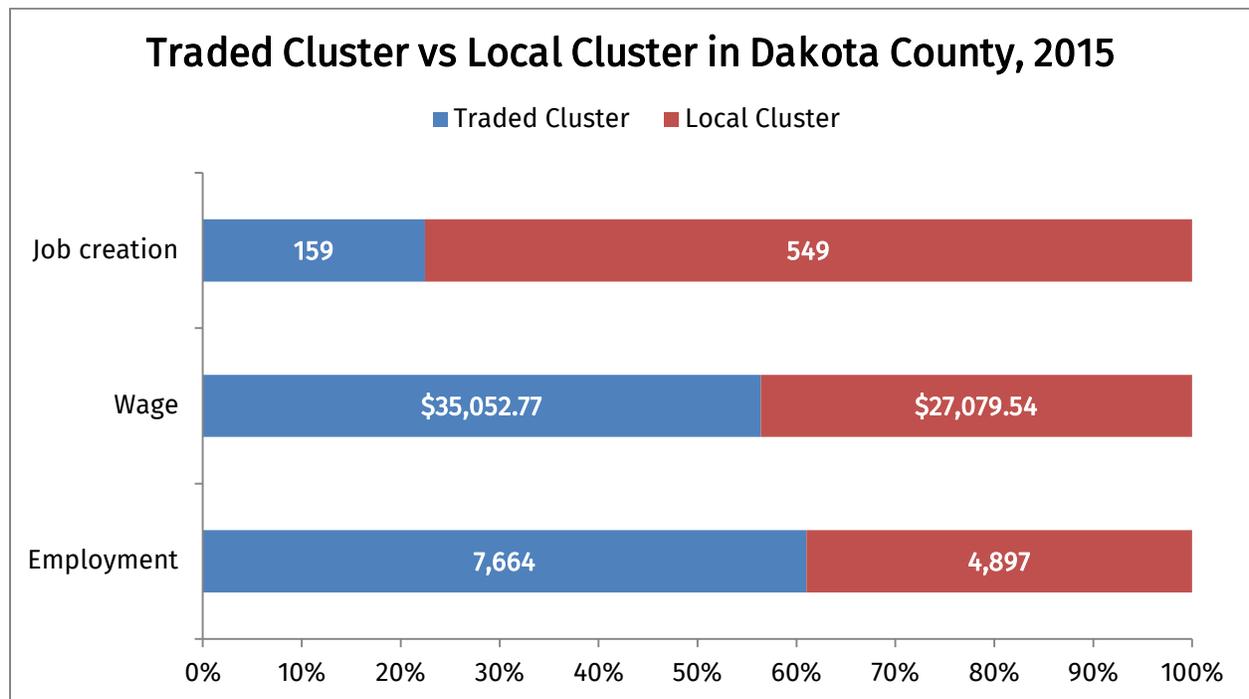
As mentioned earlier on, location quotient was used to measure the level of specialization or concentration of industry clusters in Dakota County. The chart below shows the concentration of local clusters in Dakota County. Local clusters with green color-code gain additional jobs while those with red color-code lost jobs between 2005 and 2015. The short dashes-lines divide the chart into four quadrants. Local clusters in the shaded quadrant have a high location quotient, are more concentrated and experiencing growth in employment. These clusters are the strengths that enable Dakota County to stand out from the prevailing competition. The local cluster in the second quadrant below the shaded quadrant are under-represented in Dakota County but are experiencing rapid growth; if growth trends continue, these clusters will eventually move into the shaded quadrant. Clusters in this quadrant are considered “emerging” strengths for the region. The local clusters in the bottom-left quadrant are under-represented in Dakota County and are also losing jobs. In general, clusters in this quadrant show a lack of competitiveness. The local clusters in the top-left quadrant are more concentrated in Dakota County but are declining (negative growth). These clusters fall into the lower quadrant as job losses cause a decline in concentration.



Sources: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

## Traded Cluster VS Local Cluster in Dakota County

The chart below compares traded and local cluster in Dakota County regarding employment, wages, and job creation. Out of the 708 jobs created in Dakota County from 2000 to 2015, local cluster industries had a share of 77.5 percent while the remaining 22 percent represents the share of traded cluster industries in the county. People employed by traded cluster industries earned an average of \$7,973.23 more than those working in local cluster industries; this mirrors the national trend. This finding is attributable to the fact that traded cluster industries have a wide market radius/threshold than local cluster industries and as such able to generate enough revenue which trickles down into better wages for employees. Traded clusters also employ more people in Dakota County than local cluster industries. This trend is contrary to that of the nation as local cluster share of employment in the U.S. economy tend to be higher when compared to the traded cluster.



Sources: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

## Target Industry Clusters

This section of the plan identifies target industry clusters that Dakota County may consider in their efforts to stimulate economic growth. The recommended targets in this report have emerged from the extensive analysis performed. Some of the screening criteria used in selecting these target clusters are listed below.

### Target Cluster Criteria

1. Leverage local/national/global industry trends
2. proximity to market
3. access to an available workforce
4. available industrial sites
5. high relative wages, support or strengthen existing industry groups/clusters
6. make use of the location's unique attributes
7. Match area's educational infrastructure and postsecondary completions
8. Match the area's capacity and desire for growth and development
9. Environmentally sustainable

Based on the criteria and the review of local and regional assets the study recommends the following industry clusters livestock processing, insurance services, transportation and logistics, real estate, construction, and development, commercial services, health services and agricultural industries. Dakota County should not limit its interests or focus only on the recommended target clusters. Rather, it should be a starting point since resources are not infinite, county's investment should focus on those types of business/industries that offer the best return of meeting the county's economic and community development goals.

### Target: Livestock Processing

This cluster contains establishments or industries engaged in processing meat from livestock and livestock wholesaling. The various industries under this cluster are presented in the table below with their North America Industry Classification System (NAICS) code.

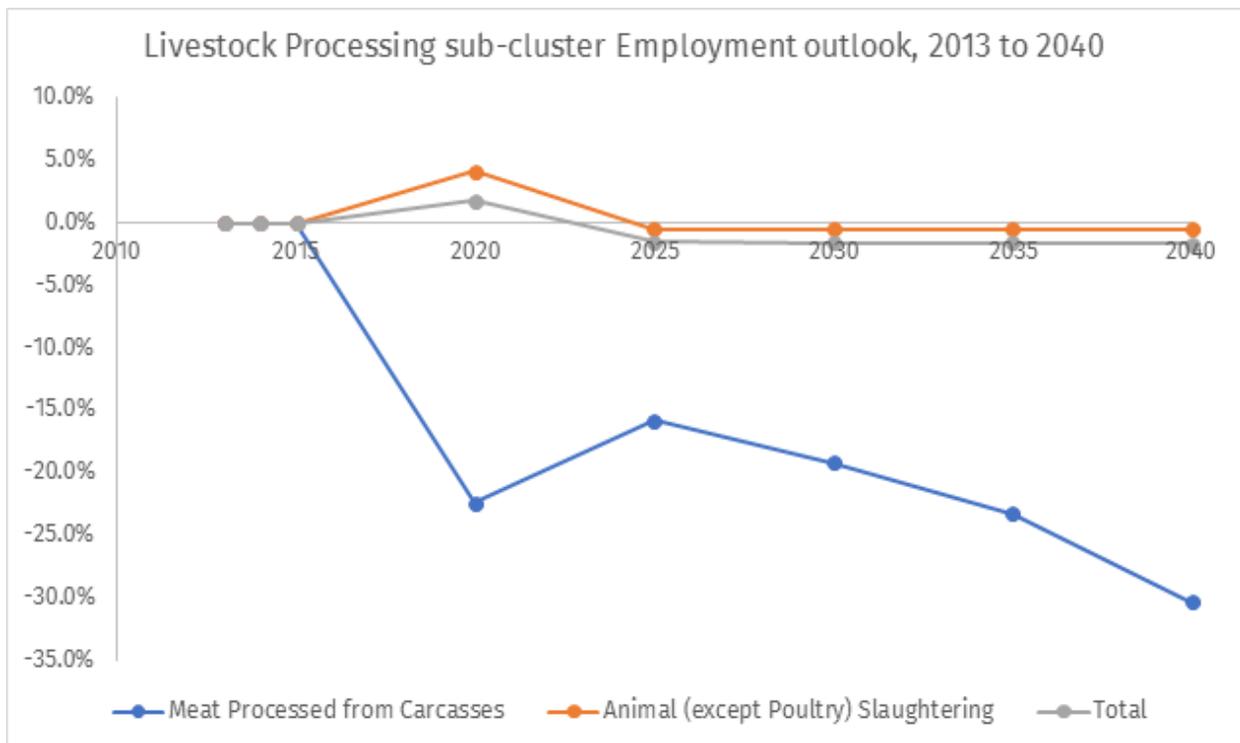
Livestock Processing Industry Cluster Composition		
NAICS	NAICS name	Sub-cluster Name
311611	Animal (except Poultry) Slaughtering	Meat Processing
311612	Meat Processed from Carcasses	Meat Processing
311613	Rendering and Meat Byproduct Processing	Meat Processing
311615	Poultry Processing	Meat Processing
424520	Livestock Merchant Wholesalers	Livestock Merchant Wholesalers

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

## Livestock Processing outlook in Dakota County

As noted earlier, livestock processing cluster is the highest employer in Dakota County in 2015. Since 1998, livestock processing cluster has constantly employed more than 35 percent of the residents of Dakota County. The number of people employed by livestock processing cluster in Dakota County remained above 4,000 people from 1999 to 2005; increased sharply in 2006 to 7,875 but plummeted to 4,125 from 2007 to 2015.

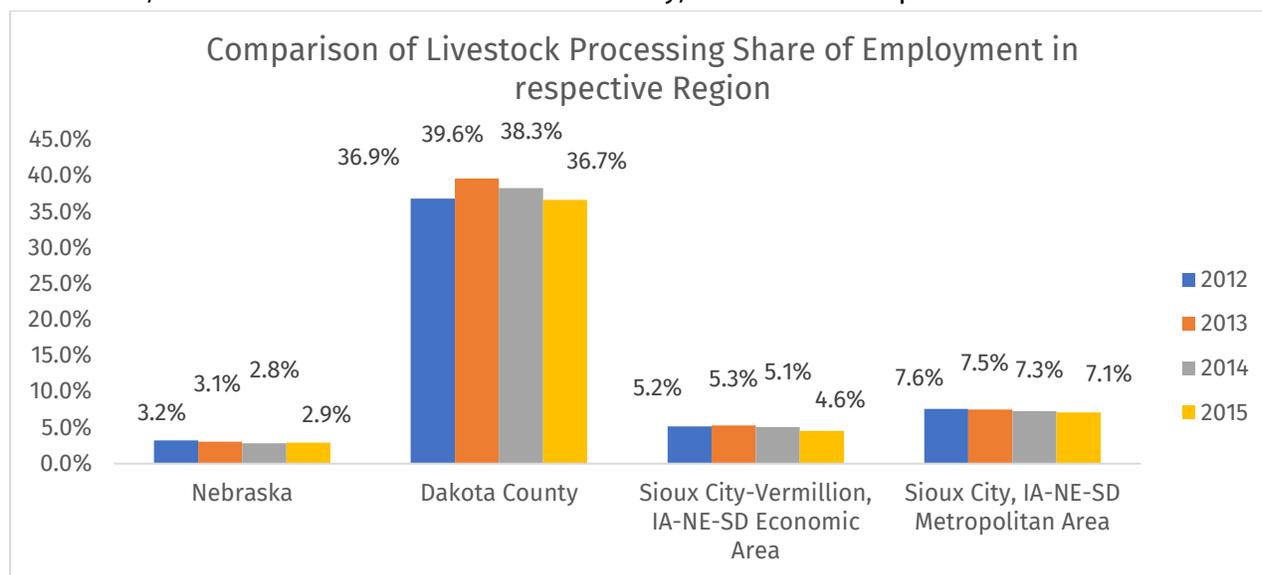
The chart below presents employment trend for livestock processing cluster in Dakota County from 2013 to 2040. In creating this chart linear projection method was used to extrapolate historic employment data for livestock processing cluster in Dakota County. The number of people employed by the livestock processing cluster is projected to decline by about 190 people from 2015 to 2040 this represents a drop of 4.6 percent. The number of people employed by meat processing sub-cluster is expected to decrease by about 71.9 percent between 2013 and 2040. The number of people employed by animal (except poultry) slaughtering sub-cluster, on the other hand, is projected to increase by 79 people between 2013 to 2040. This trend implies that the county would need to pay extra attention to this cluster as it is the highest employer in the county.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

## Comparison of Livestock Processing Share of Employment in Region

The chart below compares livestock processing share of employment in Dakota County to the State of Nebraska, Sioux City-Vermillion, IA-NE-SD Economic Area<sup>22</sup> and Sioux City, IA-NE-SD Metropolitan Area<sup>23</sup> from 2012 to 2015. From the chart livestock processing share of employment in Dakota County is higher when compared to the State of Nebraska, Sioux City-Vermillion, IA-NE-SD Economic Area and Sioux City, IA-NE-SD Metropolitan Area.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

## Specialization of livestock Processing Sub-cluster in Dakota County

The table below shows the location quotient (LQ) of the various sub-clusters of livestock processing in Dakota County. The number of people employed by these sub-clusters was used in calculating the LQ. The LQ of animal (except poultry) slaughtering sub-cluster is 2.8 times more concentrated in Dakota County than the national average of 1.0 while meat processed from carcasses is less concentrated in Dakota County when compared to the national average. In general livestock processing cluster is the strongest cluster regarding employment in Dakota County.

### Specialization of Livestock Processing Sub-cluster in Dakota County

Industries	Dakota Co.	US	LQ
Meat Processed from Carcasses	375	98,150	0.441826
Animal (except Poultry) Slaughtering	3750	152,594	2.841867
Poultry Processing	N/A	226273	N/A

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

<sup>22</sup> Sioux City-Vermillion, IA-NE-SD Economic Area is made up of counties from Iowa (Monona Co., O'Brien Co., Osceola Co., Plymouth Co., Sioux Co, Woodbury Co.), Nebraska ( Antelope Co, Boyd Co., Cedar Co, Dakota Co, Dixon Co., Holt Co., Knox Co., Madison Co., Pierce Co., Stanton Co., Thurston Co., Wayne Co., Wheeler Co.), and South Dakota (Bon Homme Co., Clay Co., Union Co., and Yankton Co.)

<sup>23</sup> Sioux City, IA-NE-SD Metropolitan Area is made up of counties including Plymouth Co. IA, Woodbury Co. IA, Union Co. SD, and Dakota Co. SD,

### Target: Transportation and Logistics

This cluster contains all air, rail, bus, and freight transportation services. It also includes related operation services and support activities such as inspections, maintenance, repairs, security and loading/unloading. The various industries under this cluster are presented in the table below with their NAICS code.

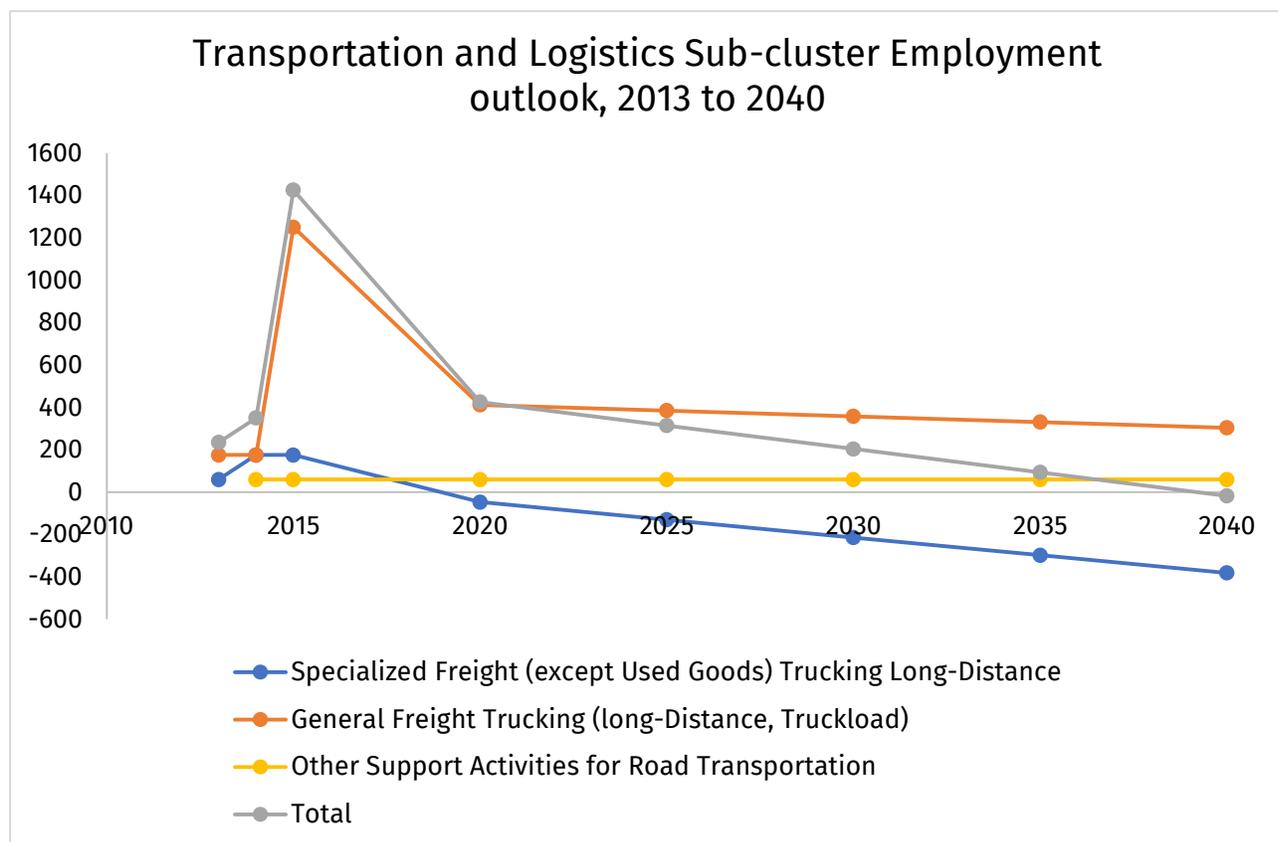
Transportation and Logistics Industry Cluster Composition		
NAICS	NAICS name	Sub-cluster Name
481111	Scheduled Passenger Air Transportation	Air Transportation
481112	Scheduled Freight Air Transportation	Air Transportation
481212	Nonscheduled Chartered Freight Air Transportation	Air Transportation
488111	Air Traffic Control	Air Transportation
488119	Other Airport Operations	Air Transportation
488190	Other Support Activities for Air Transportation	Air Transportation
481211	Nonscheduled Chartered Passenger Air Transportation	Specialty Air Transportation
481219	Other Nonscheduled Air Transportation	Specialty Air Transportation
488210	Support Activities for Rail Transportation	Ground Transportation Support Activities
488490	Other Support Activities for Road Transportation	Ground Transportation Support Activities
488510	Freight Transportation Arrangement	Ground Transportation Support Activities
488991	Packing and Crating	Ground Transportation Support Activities
488999	All Other Support Activities for Transportation	Ground Transportation Support Activities
484121	General Freight Trucking, Long-Distance, Truckload	Trucking
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	Trucking
485210	Interurban and Rural Bus Transportation	Bus Transportation
485510	Charter Bus Industry	Bus Transportation

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Transportation and Logistics outlook in Dakota County

As noted earlier, transportation and logistics industry cluster is the fastest growing cluster in Dakota County regarding employment. Also, it was the county’s second highest employer in 2015. The number of people employed by the transportation and logistics cluster plummeted from 1998 to 2002 but increased steadily from 2003 to 2007. The number of people employed by the transportation and logistics cluster plummeted again from 2007 to 2014 but increased substantially in 2015 by more than 100 percent.

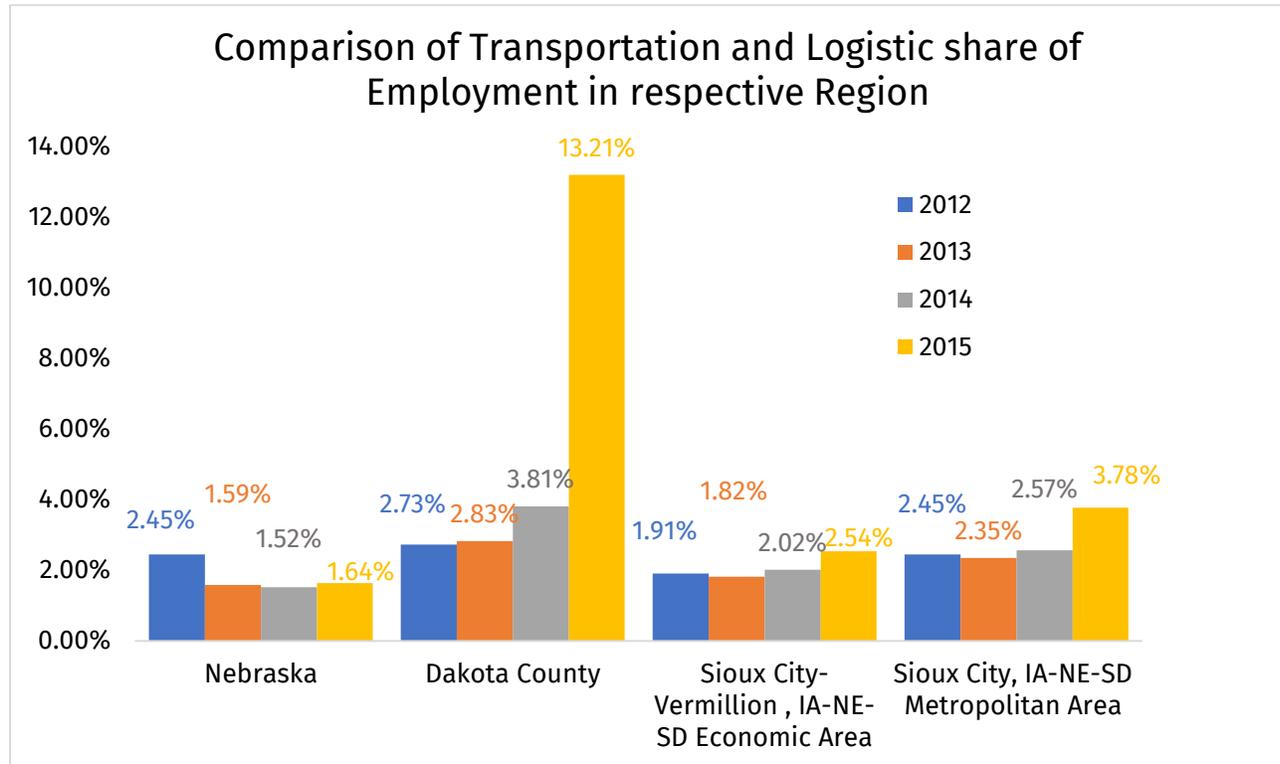
The chart below shows expected growth in transportation and logistics sub-cluster from 2013 to 2040. This linear projection is based on the historic employment data for the transportation and logistics cluster. Due to the enormous irregularities/fluctuations in the employment trend of transportation and logistics cluster, the number of jobs is projected to decline from 2013 to 2040. However, if the prevailing condition that influenced the substantial employment growth in the transportation and logistics cluster in 2015 continues for the years under consideration; the above expectation will be far from occurring. The number of people employed by specialized freight (except used goods – trucking long-distance) sub-cluster is expected to decline tremendously from 2013 to 2040, followed by general freight trucking (long-distance, truckload). The number of people employed by other support activities for road transportation sub-cluster is expected to remain the same from 2013 to 2040.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Comparison of Transportation and Logistics Share of Employment

The chart below compares transportation and logistics share of employment in Dakota County to Nebraska, Sioux City-Vermillion (IA-NE-SD) Economic Area and Sioux City, IA-NE-SD Metropolitan Area. Transportation and logistics share of employment in Dakota County is higher from 2012 to 2015 when compared to the State of Nebraska, Sioux City-Vermillion (IA-NE-SD) Economic Area and Sioux City, IA-NE-SD Metropolitan Area.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Specialization of Transportation and Logistics Sub-cluster Dakota County

The table below shows location quotient (LQ) for the various sub-clusters of transportation and logistics in Dakota in 2015. The number of people employed by these sub-clusters was used in calculating the LQ. General freight trucking (long-distance, truckload) sub-cluster is 1.2 times more concentrated in Dakota County than the nation. Specialized freight (except used goods) trucking long-distance sub-cluster and other support activities for road sub-cluster are less concentrated when compared to the national average of one.

Industries	Dakota Co.	US	LQ
Specialized Freight (except Used Goods) Trucking Long-Distance	175	179362	0.46
General Freight Trucking (long-Distance, Truckload)	1251	492529	1.20
Other Support Activities for Road Transportation	60	34171	0.83

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Target: Insurance Services

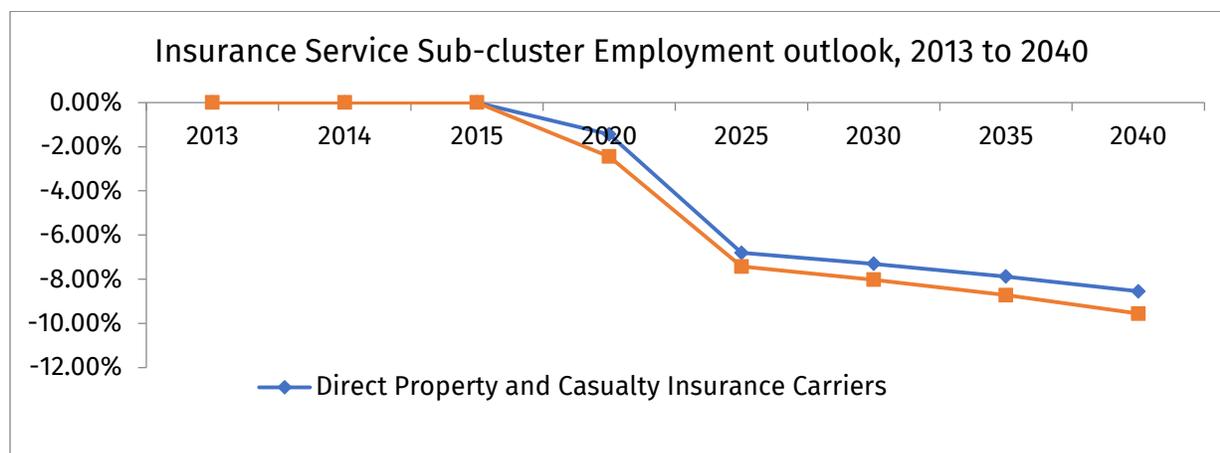
This cluster consists of firms providing a range of insurance types, as well as support services such as reinsurance and claims adjustment. The various industries under this cluster are presented in the table below with their NAICS code.

Insurance Services Industry Cluster Composition		
NAICS	NAICS name	Sub-cluster Name
524291	Claims adjusting	Insurance-related services
524298	All other insurance related activities	Insurance-related services
524113	Direct life insurance carriers	Insurance carriers
524114	Direct health and medical insurance carriers	Insurance carriers
524126	Direct property and casualty insurance carriers	Insurance carriers
524127	Direct title insurance carriers	Insurance carriers
524128	Other direct insurance (except life, health, and medical carriers)	Insurance carriers
524130	Reinsurance carriers	Reinsurance carriers

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Insurance Services outlook in Dakota County

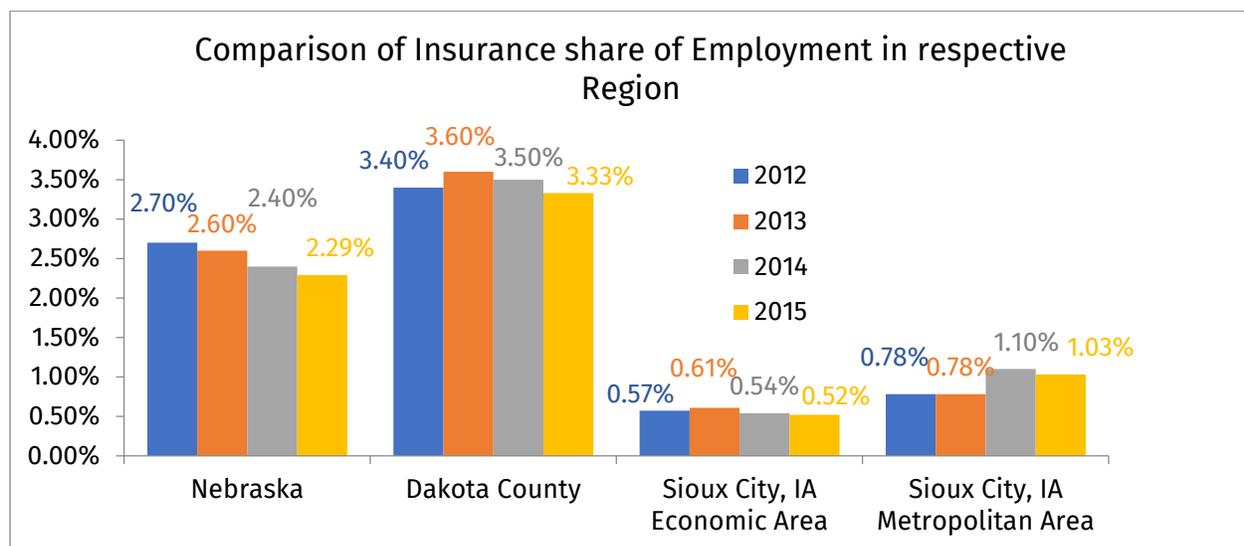
Insurance service is the third highest employer in Dakota County. Insurance services cluster employed a little over 360 people in Dakota County in 2015. The number of people employed by insurance services declined from 1998 to 2004, increased to 750 in 2008 but dropped again from 2008 to 2015. The chart below shows the employment trend for insurance services clusters from 2013 to 2040. Due to the instability of the historic employment trend of insurance services clusters in Dakota County, the number of people employed in this cluster is expected to continue to fall from 2013 to 2040. The county would need to pay critical attention to this cluster by creating enabling environment to stimulate its growth.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Comparison of Insurance Services Share of Employment in Region

The chart below compares insurance service share of employment in Dakota County to the State of Nebraska, Sioux City-Vermillion IA-NE-SD Economic Area and Sioux City IA-NE-SD Metropolitan Area. The insurance service share of employment in Dakota County is higher when compared to the State of Nebraska, Sioux City-Vermillion IA-NE-SD Economic Area and Sioux City IA-NE-SD. Insurance service share of employment in Sioux City-Vermillion IA-NE-SD Economic Area is the lowest when compared to the other areas within the region, followed by Sioux City IA-NE-SD Metropolitan area.



Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Specialization of Insurance Services sub-cluster in Dakota County

The table below shows the location quotient of the sub-clusters in insurance services. The employment of each of the sub-cluster was used to calculate the location quotient (LQ). From the table, direct property and casualty insurance carriers are more concentrated in Dakota County than the national average. Other insurance services sub-cluster in Dakota County (direct health and medical insurance carriers and direct life insurance carriers) are less concentrated in the county.

Specialization of Insurance Services Sub-cluster in Dakota County, 2015			
	Dakota Co.	US	LQ
Direct Health and Medical Insurance Carriers *	10	410520	0.09
Direct Life Insurance Carriers^	10	500045	0.07
Direct Property and Casualty Insurance Carriers	375	550673	2.52

^ 2001; \* 2005  
 Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### *Target: Real Estate, construction, and development*

The establishment within this cluster primarily provides local real estate services, general contracting, and specialty contracting for the building, purchasing, and renting of homes and related local infrastructure. This cluster also contains firms that support land development, concrete manufacturing, highway and street construction, as well as building equipment distribution. Some of the industries contained in this cluster are presented in the table below.

Real Estate, Construction, and Development Industry Cluster Composition		
NAICS	NAICS name	Sub-cluster Name
531110	Lessors of Residential Buildings and Dwellings	Real Estate Services
531120	Lessors of Nonresidential Buildings (except Mini-warehouses)	Real Estate Services
531190	Lessors of Other Real Estate Property	Real Estate Services
531210	Offices of Real Estate Agents and Brokers	Real Estate Services
531311	Residential Property Managers	Real Estate Services
236116	New Single-Family Housing Construction (except Operative Builders)	General Contractors
236118	Residential Remodelers	General Contractors
236220	Commercial and Institutional Building Construction	General Contractors
237210	Land Subdivision	Developers
238140	Masonry Contractors	Specialty Contractors
238160	Roofing Contractors	Specialty Contractors
238210	Electrical Contractors	Specialty Contractors
238310	Drywall and Insulation Contractors	Specialty Contractors
444120	Paint and Wallpaper Stores	Construction Materials Retailing

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### *Real Estate, Construction, and Development outlook in Dakota County*

Real estate, construction, and development clusters are the highest local cluster employer in Dakota County. This cluster is considered as an emerging sector due to the substantial growth it has experienced over the years. The number of people employed by real estate, construction, and development cluster in Dakota County has remained above 500 people since 1998. The highest number of people employed by real estate, construction, and development cluster was recorded in 2006 but dropped steadily from 2007 to 2009 and remained above 600 from 2010 to 2015. The table below shows employment projection for real estate construction and development from 2013 to 2040. The number of people employed by real estate, construction, and development is expected to increase by 18.8 percent from 2013 to 2040. With exception of highway and street construction and construction materials retailing sub-cluster, the number of people employed by all the other sub-clusters is expected to increase from 2013 to 2040.

Real Estate, Construction, and Development Sub-cluster Outlook in Dakota County 2013 to 2040								
Year	2013	2014	2015	2020	2025	2030	2035	2040
Specialty Contractors	237	318	335	339	359	380	400	420
Real Estate Services	150	110	122	120	126	131	137	142
Concrete Products	70	120	120	101	114	127	139	152
General Contractors	87	90	76	96	105	115	125	135
Water and Sewer Line Construction	48	32	60	43	44	45	47	48
Highway and Street Construction	20	22	18	7	-10	-27	-44	-61
Construction Materials Retailing	10	10	10	-20	-40	-59	-78	-97
Total	622	702	741	685	699	712	725	739

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### *Specialization of Real Estate, Construction, and Development sub-cluster in Dakota County*

The table below shows the level of concentration of the various sub-clusters of real estate, construction, and development in Dakota County based on their location quotient (LQ). From the table below, concrete products and water and sewer line construction sub-clusters are more concentrated in Dakota County than the nation as their LQ is greater than the national average of 1. Real estate services, highway and street construction, general contractors and construction materials retailing are less concentrated in Dakota County when compared to the nation.

Specialization of Real Estate, Construction, and Development Sub-cluster in Dakota County, 2015			
Cluster Name	Dakota Co.	US	LQ
Concrete Products	120	123844	11.3
Water and Sewer Line Construction	60	158990	4.4
Specialty Contractors	335	3999001	1.0
Real Estate Services	122	1586304	0.9
Highway and Street Construction	18	260735	0.8
General Contractors	76	1163327	0.8
Construction Materials Retailing	10	987944	0.1

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

## Target: Commercial Services

This cluster contains local professional establishments that provide legal services, accounting services, temporary help, and office administrative activities. This cluster also contains building support and security services, commercial printing and sign making, professional laundry services (including dry-cleaning), testing laboratories, and office supply stores. Some of the industries contained in this cluster are presented in the table below.

Commercial Services Industry Cluster Composition		
NAICS	NAICS name	Sub-cluster Name
541110	Offices of Lawyers	Local Professional Services
541211	Offices of Certified Public Accountants	Local Professional Services
561491	Repossession Services	Local Professional Services
339950	Sign Manufacturing	Commercial Photography, Printing and Sign making
541992	Commercial Photography	Commercial photography, Printing and Sign making
812332	Industrial Launderers	Laundry and Linen Services
561710	Exterminating and Pest Control Services	Building Support Services
561622	Locksmiths	Miscellaneous Repair Services
811412	Appliance Repair and Maintenance	Miscellaneous Repair Services
453210	Office Supplies and Stationery Stores	Stationery and Office Supply Retailing

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

## Commercial Services outlook in Dakota County

Commercial Services cluster is the third highest local cluster employer in Dakota County. It employed a little over 600 residents in the county in 2015. Between 1998 and 2015 the number of people employed by commercial services clusters increased by 6.9 percent; the major growth experienced by commercial services occurred between 2001 and 2002. The number of people employed by commercial services cluster dropped by 41.2 percent between 2008 and 2009 but remained above 400 people from 2012 to 2015.

The table below shows employment projection for each of the commercial service sub-cluster in Dakota County. Due to the ebbs and flow in the historic employment trend of commercial service cluster in Dakota County, the number of people employed in this cluster is expected to decline by 71 people between 2013 and 2040. Sub-clusters such as building support services, local professional services, laundry and linen services and commercial photography, printing and sign making are expected to experience the major drop in employment from 2013 and 2040. The projection shows that these sub-clusters may not exist in Dakota County by 2040. Though this could change as the future does not always follow the historical trend, the county should give extra attention to these sub-clusters to minimize future job loss in these sub-clusters.

Sub-Cluster	2013	2014	2015	2020	2025	2030	2035	2040
Miscellaneous Repair Services	385	375	375	425	512	598	684	770
Building Support Services	60	60	175	-19	-75	-130	-186	-241
Local Professional Services	40	40	37	9	-11	-31	-51	-71
Laundry and Linen Services	10	10	10	4	0	-4	-7	-11
Commercial Photography, Printing and Sign making	10	10	10	11	5	-1	-7	-13
Total	505	495	607	430	431	432	433	434

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### *Specialization of Commercial Services sub-cluster in Dakota County*

The table below shows the level of specialization of commercial services sub-clusters in Dakota County in 2015 based on their location quotient (LQ). Miscellaneous repair services, building support services and commercial photography, printing and sign making are more concentrated or specialized in Dakota County than the nation since their LQ is higher than the national average of 1. Laundry and linen services and local professional services are less concentrated in Dakota County when compared to the nation.

Cluster Name	Dakota Co.	US	LQ
Miscellaneous Repair Services	375	282731	19.3
Building Support Services	175	1179942	2.2
Commercial Photography, Printing and Sign making	10	83747	1.7
Laundry and Linen Services	10	254627	0.6
Local Professional Services	37	5932752	0.1

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Target: Health Services

Firms in this cluster include local healthcare establishments and services such as hospitals, medical laboratories, home and residential care, and funeral services and crematories. This cluster also includes pharmacies and optical goods retail stores. Some of the industries contained in this cluster are presented in the table below.

Health Services Industry Cluster Composition		
NAICS	NAICS name	Sub-cluster Name
621111	Offices of Physicians (except Mental Health Specialists)	Healthcare Provider Offices
621210	Offices of Dentists	Healthcare Provider Offices
621391	Offices of Podiatrists	Healthcare Provider Offices
621410	Family Planning Centers	Healthcare Provider Offices
621498	All Other Outpatient Care Centers	Healthcare Provider Offices
622110	General Medical and Surgical Hospitals	Hospitals
339116	Dental Laboratories	Medical Laboratories
621610	Home Health Care Services	Home and Residential Care
623220	Residential Mental Health and Substance Abuse Facilities	Home and Residential Care
446110	Pharmacies and Drug Stores	Drug Stores
446130	Optical Goods Stores	Optical Goods Retailing

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### Health Services outlook in Dakota County

Health Services is the fourth highest local cluster employer in Dakota County. Health service is an emerging cluster in Dakota County. Between 1998 and 2015 the number of people employed by health service cluster in Dakota County increased by 248 people representing an increase of 60.4%. The highest growth in employment experienced by health service cluster was between 2000 and 2001. The number of people employed by health services cluster dropped by 17.9 percent between 2007 and 2008 but remained above 480 people from 2009 to 2015.

The table below shows employment projection for health service cluster in Dakota County. The number of people employed by health service cluster is expected to increase by 350 people between 2013 and 2040; this represents an increase of 70.3 percent. With exception of funeral service and crematories sub-cluster, all the other health service sub-cluster is expected to experience growth in employment between 2013 and 2040.

Year	Healthcare Provider Offices	Home and Residential Care	Drug Stores	Funeral Service and Crematories	Total
2013	230	198	60	10	498
2014	290	229	60	10	589
2015	274	203	60	10	547
2020	298	279	64	9	650
2025	329	296	66	8	700
2030	360	314	69	6	749
2035	391	332	71	5	799
2040	422	350	73	4	848

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### *Specialization of Health Services sub-cluster in Dakota County*

The table below shows the level of specialization of health services sub-cluster in Dakota County based on location quotient (LQ). Drug stores, funeral service and crematories, healthcare provider offices and home and residential care are more concentrated in Dakota County as their location quotient (LQ) are higher than the national average of 1.

Cluster Name	Dakota Co.	US	LQ
Drug Stores	60	712986	2.6
Funeral Service and Crematories	10	139291	2.2
Healthcare Provider Offices	274	5186623	1.6
Home and Residential Care	203	4844544	1.3

Source: Adapted from U.S. Cluster Mapping Project; Institute for Strategy and Competitiveness, Harvard Business School

### *Target: Agricultural Industries*

Agricultural land use is the dominant property class in Dakota County. The number of people employed by agricultural industries has remained above 260 people from 2000 to 2015. Between 2000 and 2015 the number of people employed by agricultural industries increased by 11 people this represents an increase of 4.1 percent. Agricultural industries share of employment in Dakota County is below 1 percent of the total employment in the county. However, agricultural industries contribute immensely to the county's economy in terms of wages and property taxes. The number of people employed by agricultural industries is expected to grow by 11 percent between 2015 and 2040. The county should make effort in attracting industries that will help add value to the goods produced by the agricultural industries. This effort has the potential to spur economic growth in the county's economy.

## Chapter Summary

1. Livestock processing, transportation and logistics and insurance services are recognized as the strongest clusters in Dakota County based on the number of jobs they generated.
2. When it comes to the number of people employed in livestock processing traded cluster in the nation, Dakota County is ranked 12<sup>th</sup> out of the 3,221 counties in the nation.
3. The average private wage for the traded clusters in the county for 2015 was \$35,053 – this is 49 percent below the national average (\$71,198).
4. Footwear, livestock processing, transportation and logistics, upstream chemical products, food processing and manufacturing, plastics, and insurance services are more concentrated regarding employment in Dakota County than the nation as they have LQ of more than one.
5. Traded cluster such as financial services, construction products, and services, hospitality and tourism, are under-represented (low concentration) in Dakota County and lost jobs between 2005 and 2015. This trend generally, shows a lack of competitiveness in these traded clusters.
6. Local real estate, construction, and development is the dominant cluster with 15.13 percent share of the total jobs offered by local clusters in the county followed by local hospitality establishments, local commercial services, local health services and local motor vehicle products and services.
7. Local retailing of clothing and general merchandise; (this represents about 40.1% of the total local cluster jobs created in the county) created most of the local cluster jobs between 2000 and 2015.
8. The average wages earned by employees in the local health services, local utilities, local financial services, local motor vehicle products, and services, local food and beverage processing and distribution, local community and civic organizations and local personal services (non-medical) were at least 48 percent lower than the national average. This trend is partly due to the rural nature of the county.
9. The growth of local cluster industries is dependent on the robustness of traded cluster as local clusters provide services that support traded cluster industries.
10. Due to the enormous irregularities/fluctuations in the employment trend of transportation and logistics, livestock processing and insurance services cluster, the number of jobs for these clusters are projected to decline from 2013 to 2040.
11. Livestock processing, transportation and logistics and insurance services share of employment in Dakota County from 2012 to 2015 is higher when compared to the State of Nebraska, Sioux City – Vermillion IA-NE-SD Economic Area and Sioux City IA-NE-SD Metropolitan Area.
12. Animal (except Poultry) slaughtering, general freight trucking (long-distance, truckload) and direct property and casualty insurance carrier sub-clusters are more concentrated in Dakota County than the national.
13. The number of people employed by real estate, construction, and development, health service clusters and agricultural industries are expected to increase from 2013 to 2040.

## Site Selection

This chapter highlights selected sites that are available or identified as economic development opportunity sites. The identified opportunity sites came out of the community questionnaire gathered in March and April of 2018 - questionnaires were sent to community stakeholders and participants were asked to identify opportunity sites. Additional potential sites were identified for the target industry clusters by using, spatial analyst tool in ArcGIS. The selected sites featured in this chapter are particularly well suited for accommodating economic development including attractions, commercial or industrial development, or redevelopment.

### Existing Industrial Parks in Dakota County

The table below shows existing industrial parks in Dakota County identified in the 2018 questionnaire. Vacant sites are available at these industrial parks. Road infrastructure is yet to be extended to some portions of the identified industrial parks in Dakota County

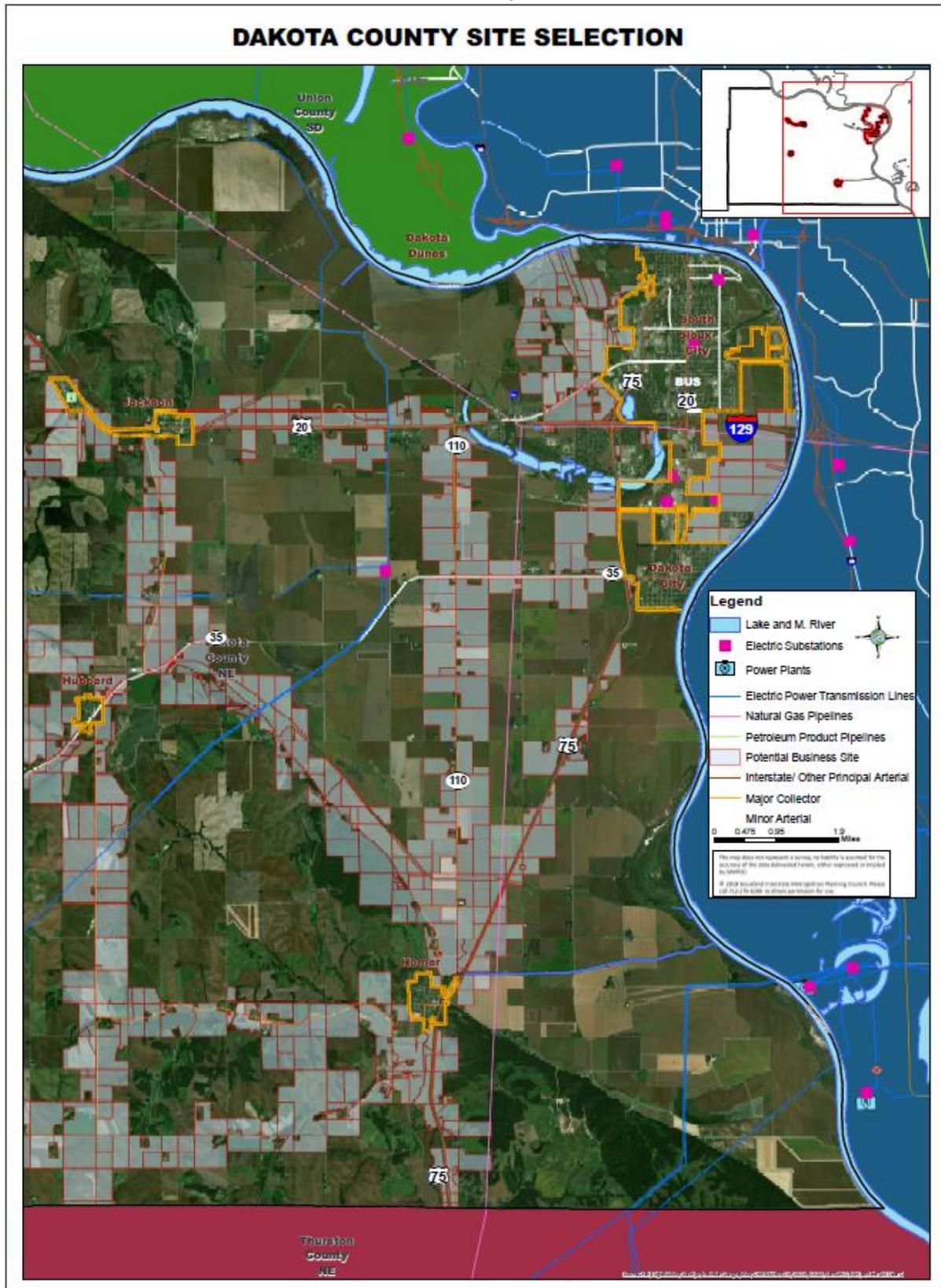
Existing Industrial Parks in Dakota County						
Site location address	Vacant site? (X if Yes)	Existing building on site? (X if Yes)	Utilities (Water, Sewer, Electricity)? (X if Yes)	Paved Parking? (X if Yes)	Brownfield? (X if Yes)	Proximity to Transportation
Roth Industrial Park	X		X			X
Data Center (South Sioux)	X		X			X
Dakota Crossings	X	X	X	X		X

### Potential Business Site Criteria

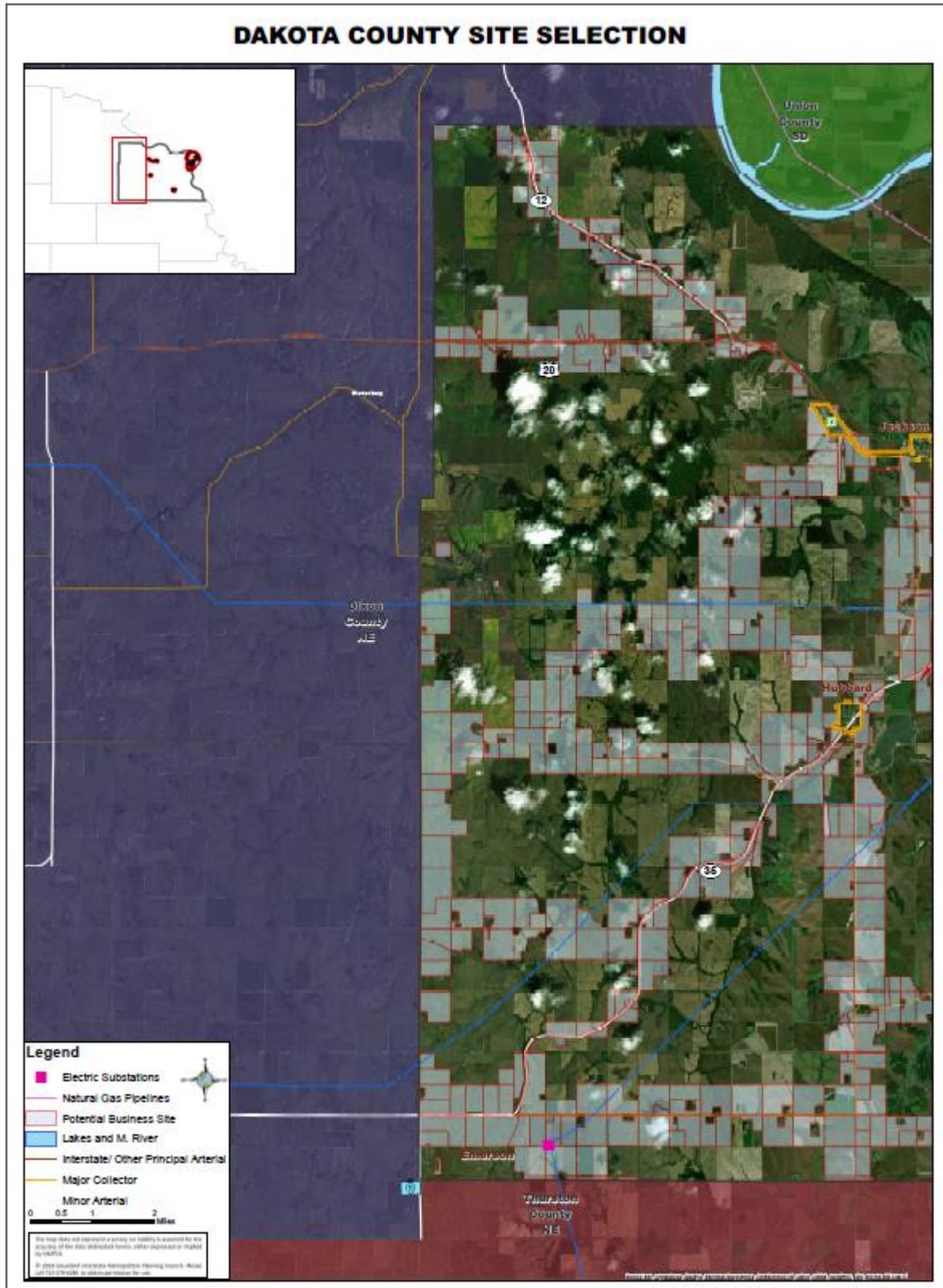
The maps and tables below show the potential sites in the various cities or villages and unincorporated areas in Dakota County where businesses could be established. Network Analyst and Selection Tool in ArcGIS were used to identified these sites. The criteria used in selecting these site include the following.

1. Parcel must not be more than 1500 feet away from a major road
2. Zoning or land use of the parcel can either be commercial, industrial or agriculture
3. The size of the parcel must be at least 1 acre
4. The parcel or lot must be vacant

Potential Business Sites in Rural County



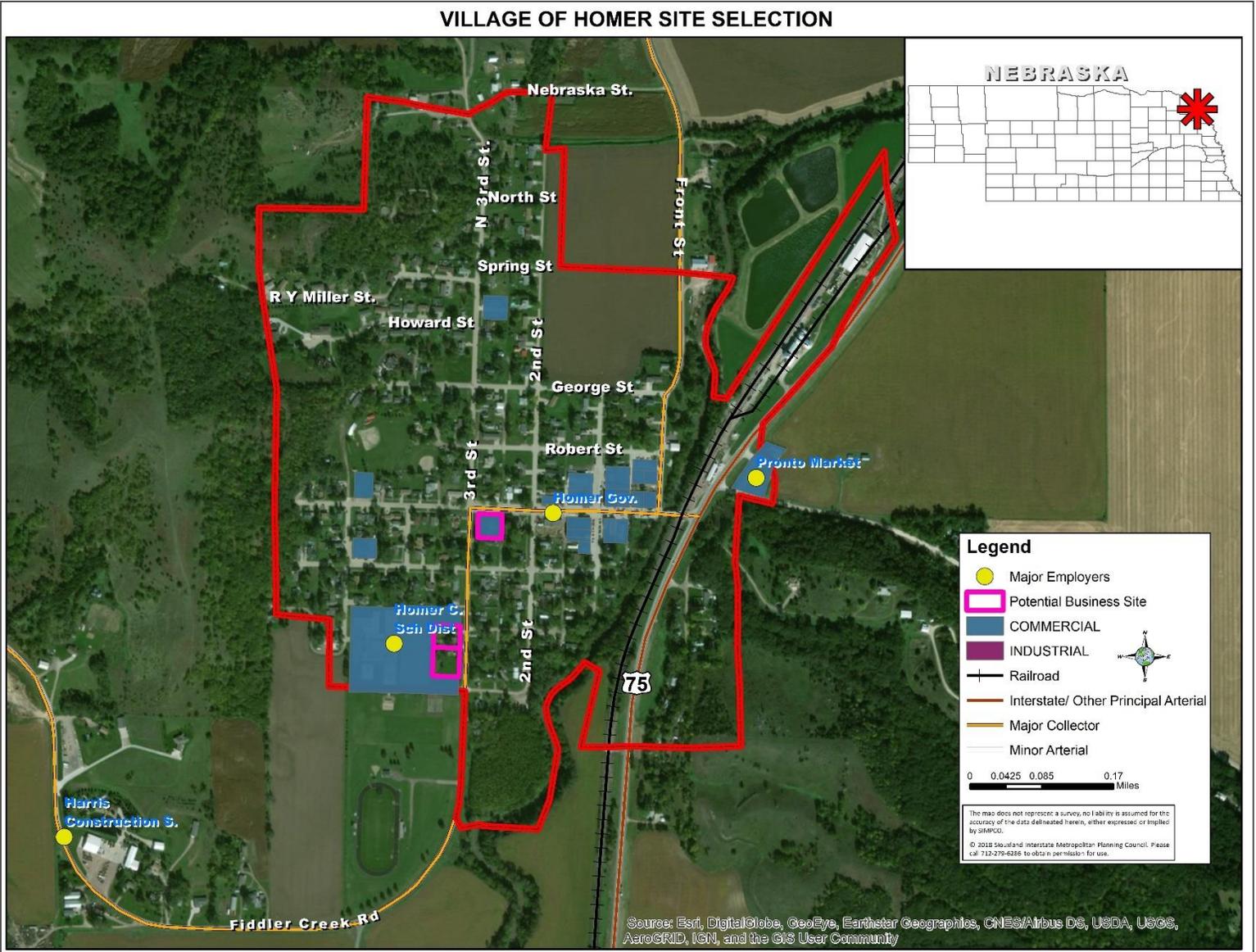
Potential Business Sites in Rural County



## Potential Business Sites in the Villgae of Homer

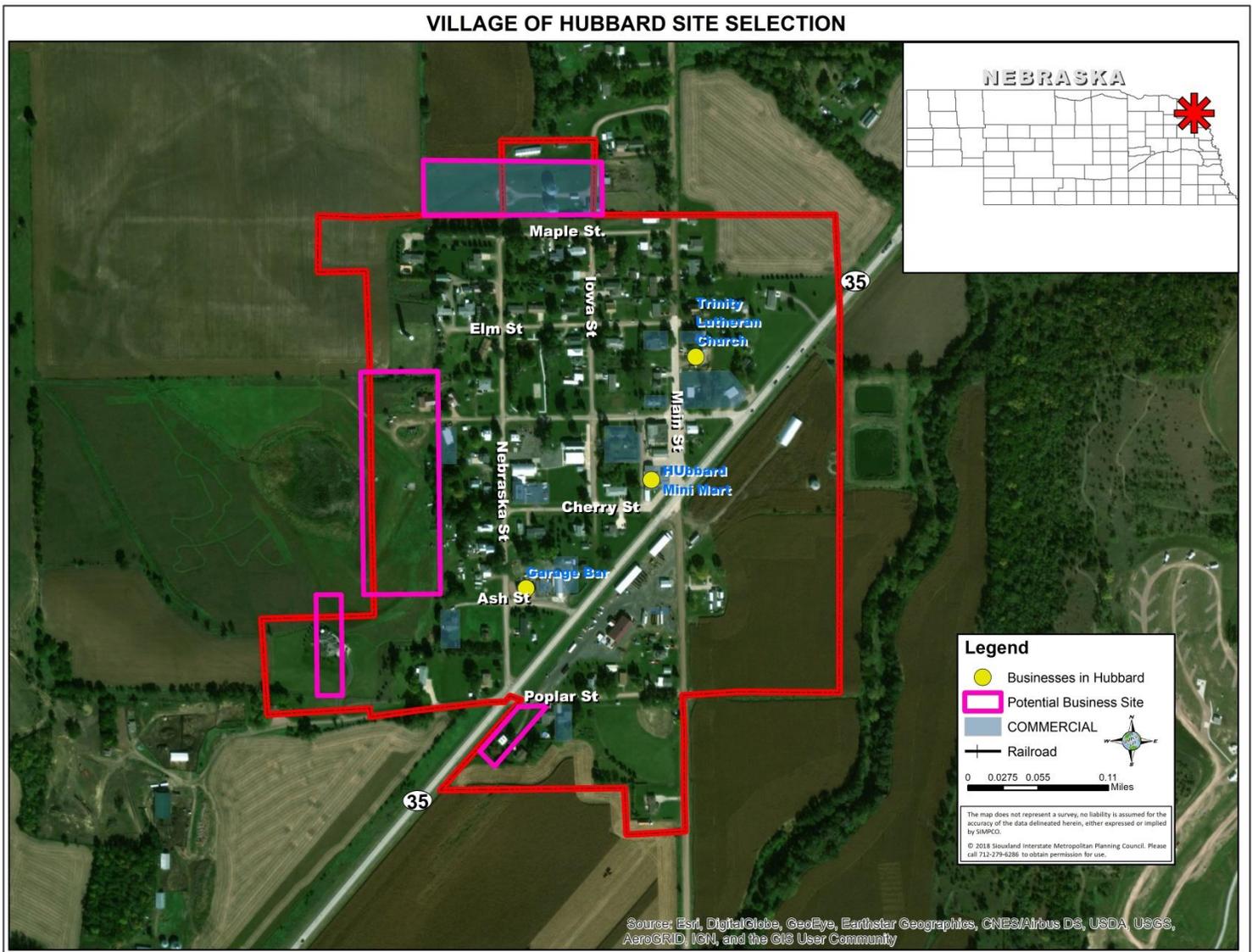
Potential Business Site in Village of Homer			
Location Address	Distance to Major Road (Feet)	Land Use/Zoning	Size (Acres)
3 <sup>rd</sup> and John St, V. Homer	128.39	Commercial	1
3 <sup>rd</sup> and Louis St, V. Homer	122.49	Open Area	2

### VILLAGE OF HOMER SITE SELECTION



## Potential Business Sites in the Village of Hubbard

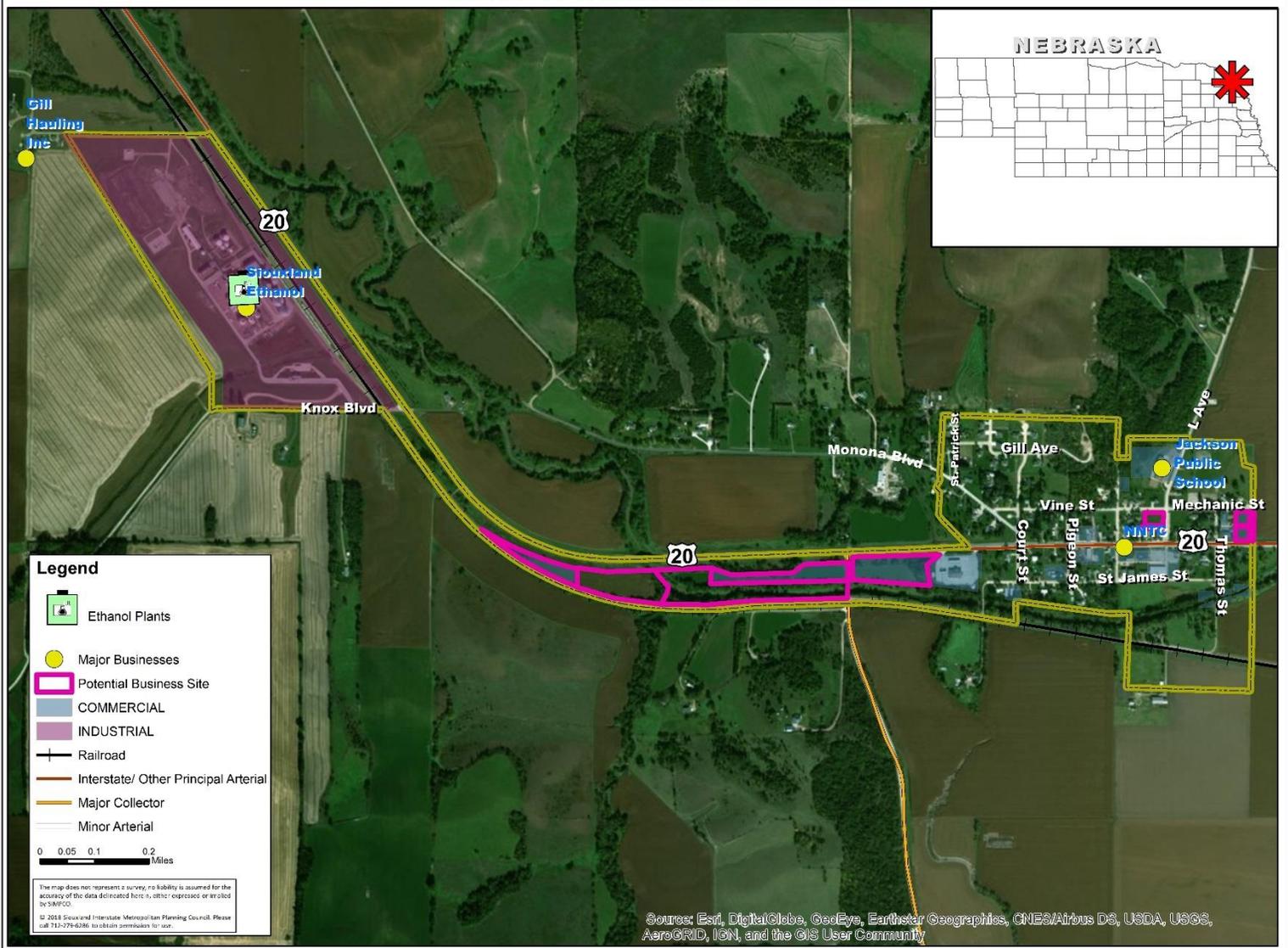
Potential Business Site in Village of Hubbard			
Location Address	Distance to Major Road (Feet)	Land Use/Zoning	Size (Acres)
Maple St, V. Hubbard	823.61	Commercial	4
Highway 35 and Poplar St. V. Hubbard	749.3	Agriculture	1
W. Poplar St. V. Hubbard	947.6	Agriculture	1
W. Nebraska St. V. Hubbard	229.74	Open Area	7



## Potential Business Sites in the Village of Jackson

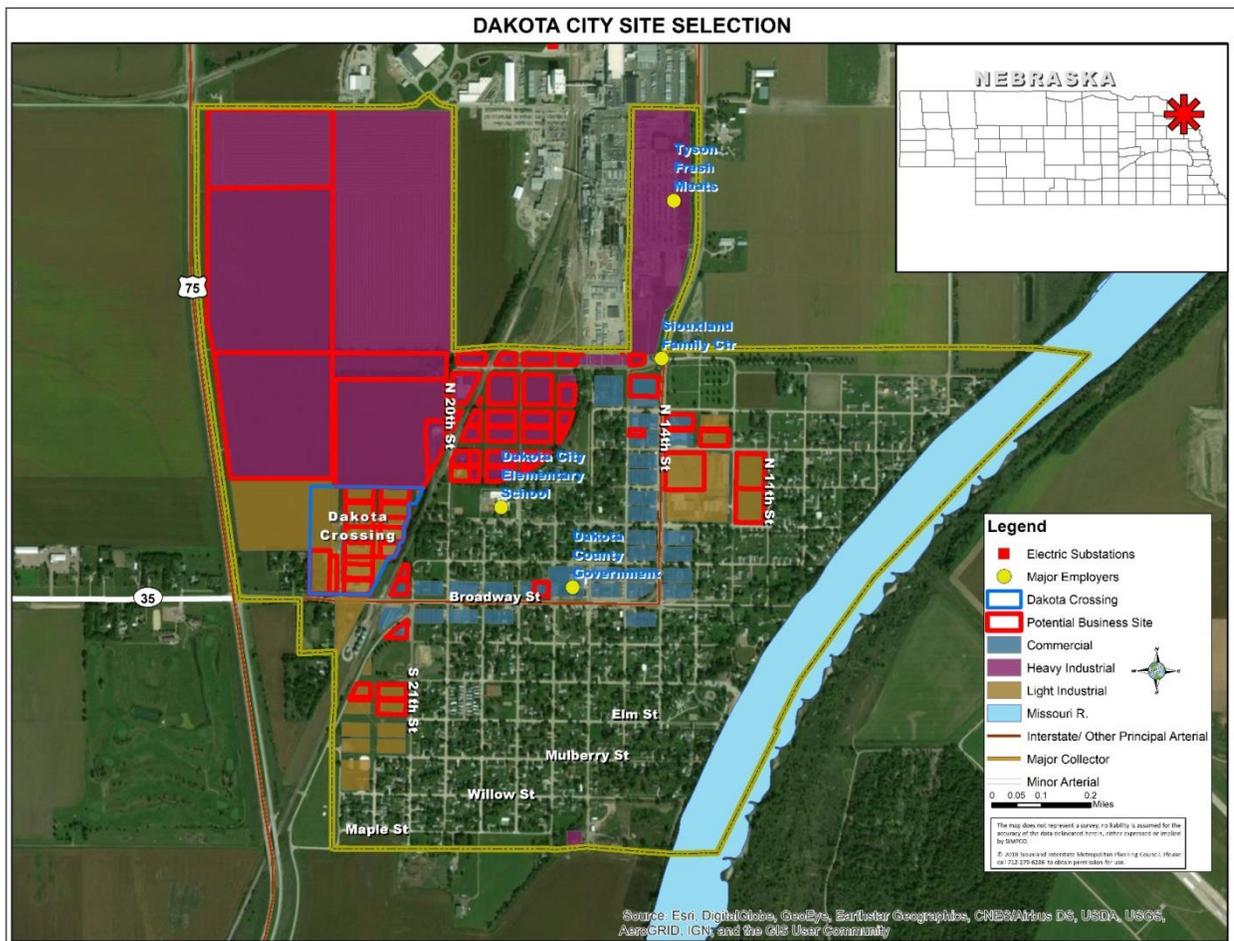
Potential Business Site in Village of Jackson			
Location Address	Distance to Major Road (Feet)	Land Use/Zoning	Size (Acres)
Mechanic St and N John St, V. Jackson	193.16	Open Space	1
Between Hwy 20 and Mechanic St. V. Jackson	110.7	Commercial	1
Along Hwy 20 beside Jackson Express, V. Jackson	263.08	Commercial	24

### VILLAGE OF JACKSON SITE SELECTION



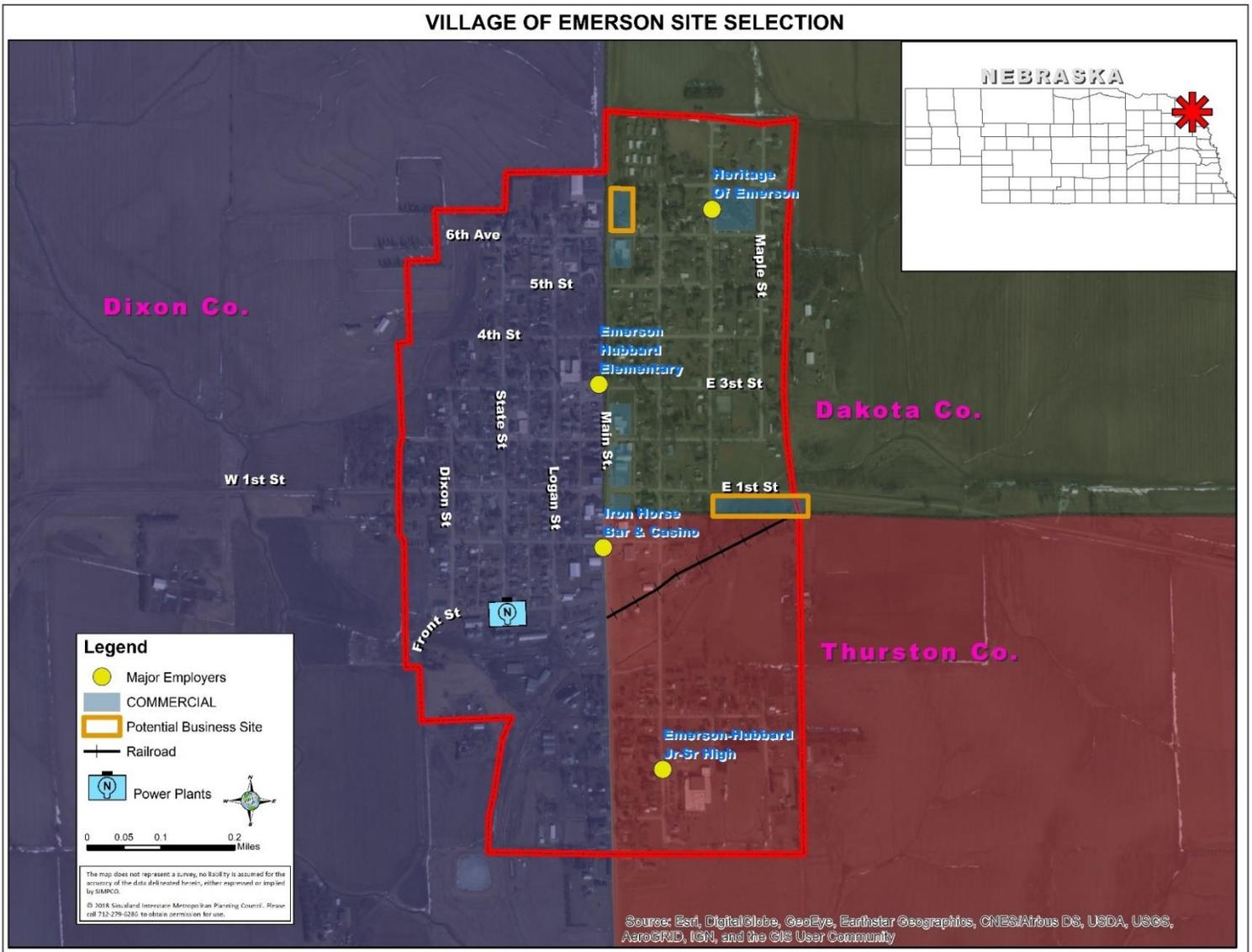
## Potential Business Sites in the Dakota City

Potential Business Site in Dakota City			
Location Address	Distance to Major Road (Feet)	Land Use/Zoning	Size (Acres)
Locust St. and N 11 <sup>th</sup> St. Dakota City	1500	Light Industrial	5
N14th St. and Olive St. Dakota City	23.79	Light Industry	10
N14th St. and Cedar St. Dakota City	599.21	Commercial	2
N13th St. and Olive St. Dakota City	974.17	Light industry	2
N15th St. and Olive St. Dakota City	901.1	Commercial	1
Between N15th St. and N14th St. Dakota City	1455.87	Commercial	1
Along Pine St. west of N15th St. Dakota City	1500	Heavy Industrial	4
Pine St. and N20th St. Dakota City	1466.4	Heavy and Light Industrial	19
N17th St. and Broadway St. Dakota City	1488.22	Commercial	1
S. 21 <sup>st</sup> St. Dakota City	1134.66	Commercial and Light Industrial	5
N. 21 <sup>st</sup> St. and Broadway St.	1500	Commercial	1
Between U.S Hwy 75 and N. 20 <sup>th</sup> St. Dakota City	1392.38	Heavy Industrial	154



## Potential Business Sites in the Village of Emerson

Potential Business Site in Village of Emerson			
Location Address	Distance to Major Road (Feet)	Land Use/Zoning	Size (Acres)
E 1 <sup>st</sup> St. and Nebraska St. V. Emerson	986.27	Commercial	2
E 7 <sup>th</sup> St. and N Main St. V. Emerson	1213.74	Commercial	1

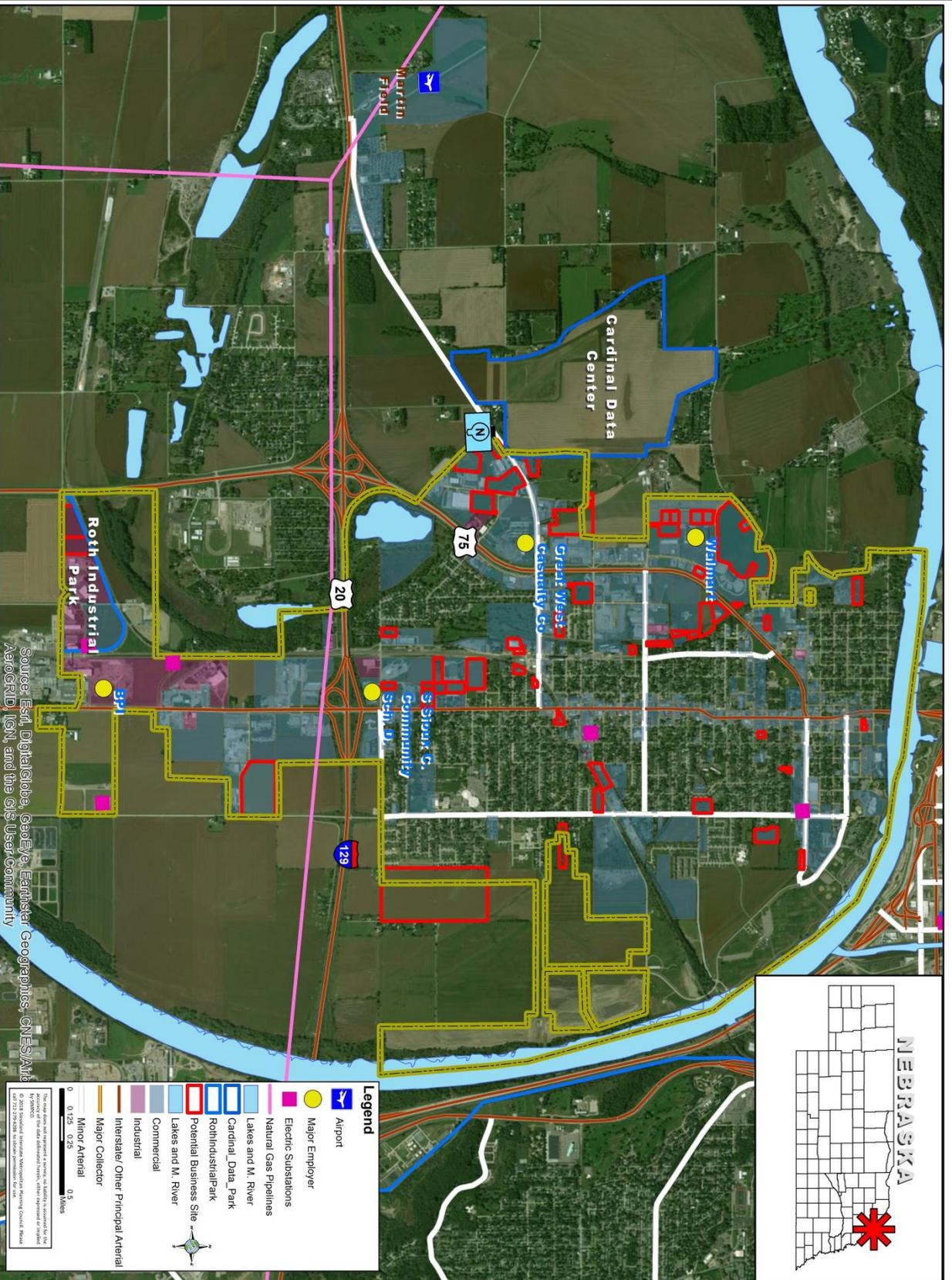


### Potential Business Site in South Sioux City

The sites listed in the following table were generated using ArcGIS Network and Selection Tools to identify the potential sites with the selection criteria stated on page 110.

Number	Dist to Major Road (Feet)	Land Use/Zoning	Size (Acres)	Number	Dist to Major Road (Feet)	Land Use/Zoning	Size (Acres)
1	1500	Agriculture	81				
2	1500	Commercial	32	31	885	Commercial	3
3	1500	Commercial	37	32	1103	Commercial	1
4	1063	Agriculture	15	33	1297	Commercial	3
5	255	Agriculture	4	34	1500	Commercial	1
6	1500	Commercial	2	35	1213	Commercial	3
7	227	Industrial	14	36	1500	Commercial	4
8	1500	Commercial	1	37	1500	Commercial	5
9	1500	Industrial	8	42	1387	Commercial	4
10	1000	Commercial	1	43	269	Commercial	3
11	1500	Commercial	1	44	1500	Commercial	1
12	318	Commercial	1	45	1500	Commercial	4
13	649	Commercial	1	46	477	Commercial	2
14	1261	Commercial	2	47	828	Commercial	2
15	1500	Commercial	1	48	1170	Commercial	2
16	1500	Commercial	1	49	1429	Commercial	2
17	1500	Commercial	1	50	1465	Commercial	1
18	1035	Commercial	1	51	1465	Agriculture	6
19	1500	Commercial	1	52	1500	Commercial	1
20	1500	Commercial	1	53	1500	Commercial	1
21	1500	Commercial	4	54	1500	Commercial	5
22	1500	Commercial	1	55	1500	Commercial	3
23	1199	Commercial	10				
24	1500	Commercial	6				
25	559	Commercial	15				
26	1500	Commercial	2				
27	1500	Commercial	3				
28	771	Commercial	8				
29	860	Commercial	3				
30	1383	Commercial	4				

# SOUTH SIOUX CITY SITE SELECTION



## **Implementation Action Plan**

The following implementation action plan was developed from information and discussion of each of the chapters of this plan. The following strategy and action step topics include:

1. Community context and demographics
2. Partnerships
3. Business retention, recruitment, and expansion
4. Community identity
5. Transportation and utilities
6. Cluster analysis
7. Site selection

## **Community Demographics**

The following strategies were developed from discussion about the community context and demographics chapter of this plan.

1. Population
  - American Community Survey, (2011 to 2016) estimates show a decreased in the county's population from 2010 to 2016.
  - Support efforts to stabilize or increase the County's population.
2. Economic Growth
  - Rural part of Dakota County saw the majority of economic growth (Measure indicators: number of jobs, labor force, employment) from 2012 to 2015.
  - Support efforts to continue economic growth in rural and urban Dakota County.
3. Industry Share
  - Dakota County economy is dependent on manufacturing industry
  - Continue to monitor US Census data of industry trends in Dakota County
4. Business establishments
  - From 2011-2016 the number of business establishments increased.
  - Continue to support entrepreneurship, job creation, and business expansion in Dakota County.
5. Wages
  - Increased average weekly wage since 2002.
  - Continue to monitor Dakota County wages and support high wage jobs that can improve quality of life and assist to stabilize the population in Dakota County. Consider incremental percentage wage increases based on consumer price index, cost of living, and percent household income trends in Dakota County.
6. Housing
  - Increased housing units in the cities from 2000 to 2010.
  - Continue to support workforce housing development, housing maintenance, and housing rehabilitation to provide adequate housing for Dakota County residents.
  - Housing units in the rural part of the county decreased or remained the same from 2000 to 2010.
  - Continue to monitor and inventory housing units to determine housing needs and strategies.

## *Partnership Strategies*

The following strategies were developed from discussion about the economic development partners' chapter of this plan.

1. Work together to build partnerships between economic development partners highlighted in this plan including: Dakota county organizations, villages, cities, school districts, higher education institutions, regional organizations, state organizations, and federal organizations
2. Develop an ED committee that meets regularly with partnership organizations to discuss economic development issues and the Dakota County economic development implementation action plan.
3. Consider hiring an economic development coordinator to facilitate and organize the ED committee and economic development efforts

## *Business Retention, Recruitment, and Expansion Strategies*

The following strategies were developed from discussion about the business retention, recruitment, and expansion chapter of this plan.

1. Support business retention, recruitment, and expansion
  - a. Work with colleges and area schools to match the education programs with business needs to develop a qualified workforce
  - b. Market Dakota County as an attractive place to live and work to recruit labor supply
  - c. Assist existing businesses with expansion efforts
  - d. Create an enabling environment for existing businesses to improve
  - e. Identify funding and develop incentive packages for business retention, expansion, and recruitment
  - f. Develop a comprehensive inventory of buildings and sites: Businesses cannot expand or relocate to the county if there are no appropriate sites
  - g. Contact and survey existing businesses on an annual basis to identify business needs
  - h. Consider supporting business succession planning training for business owners nearing retirement.
  - i. Consider entrepreneur support programs including incentives and training
2. Support workforce housing
  - a. Participate in a regional housing study initiative to inventory housing needs and identify opportunities
  - b. Identify funding and implement programs that support quality, diverse, workforce housing

## Community Identity Strategies

The following strategies were developed from discussion about the community identity chapter of this plan.

1. Promote and preserve the character and identity of the communities within Dakota County including:
    1. Rural Dakota County
    2. Village of Homer
    3. Village of Hubbard
    4. Village of Jackson
    5. Village of Emerson
    6. Dakota City
    7. South Sioux City
  2. Continue to inventory and define the community identity. Research and consider updating characteristics, events and tributes.
  3. Encourage tourism and high quality of life through promotion of the following community identity features.
  4. Consider designating historic locations or architecture in Dakota County through State Historic Preservation Office (SHPO)
  5. Consider developing a marketing, plan for each community.
- Promote and preserve Dakota County Rural character and identity including:
    - a. Agricultural heritage
    - b. Missouri River
    - c. Dakota-Thurston County Fair
    - d. O'Connor House
    - e. Danish Alps State Recreation Area
    - f. Combs School
    - g. Historical Society
    - h. Tributes and markers
  - Promote and preserve Village of Homer character and identity including:
    - a. History
    - b. Memorial Day Tribute
    - c. American Legion and Veterans Fish Fry
    - d. Homer PRIDE and Community Club
    - e. Omaha Creek
    - f. Culture and events
  - Promote and preserve Village of Hubbard character and identity including:
    - a. History
    - b. Hoot Owl Days
    - c. John F Heffernan Memorial Park
    - d. Hubbard Community Center
    - e. Events and Tributes
    - f. History
  - Promote and preserve Village of Jackson character and identity including:
    - a. History
    - b. Jackson Community Center Harty-McNally Legion
    - c. Easter Egg Hunt

- d. St. Patrick's Day celebration
  - e. Christmas event
- Promote and preserve Village of Emerson character and identity including:
  - a. History
  - b. Recreation
  - c. Character, tributes and events
- Promote and preserve Dakota City character and identity including:
  - a. History
  - b. Fire Station and infrastructure
  - c. Tributes
  - d. Cottonwood Cove Park
  - e. Cottonwood Days
  - f. Beermann Park
  - g. Odd Fellow Lodge Park
  - h. Sportsmanship and Lundberg Fields
  - i. Jim Cahill Memorial Trail
  - j. Oldest Luther Church in NE
  - k. Train Depot
  - l. Public Library
  - m. Courthouse
- Promote and preserve South Sioux City character and identity including:
  - a. History
  - b. Library
  - c. Cardinal Days
  - d. Freedom Park
  - e. Norm Waitt, Sr. YMCA
  - f. Aquaplex
  - g. Scenic Park
  - h. Al Bengston Bike Trail
  - i. Crystal Cove Park
  - j. Riverview Complex
  - k. Soccer Fields

### *Transportation and Utility Strategies*

The following strategies were developed from discussion about the transportation and utilities chapter of this plan.

#### Maintain and improve transportation

1. Major Roads
  - a. Maintain and improve the major road network in Dakota County including U.S Highway 20, U.S Highway 75, Interstate 129 and State Highway 35.
  - b. NE State Highway 35: Promote NE State Highway 35 conversion from 2-lane to 4-lane from South Sioux city to Norfolk
  - c. Through the SIMPCO MPO or NE DOT continue to monitor AADT and VMT for the major roads in Dakota County
  - d. Dakota County and villages and cities continue to work with SIMPCO Metro Planning Organization, and NE DOT to design, construct and maintain an

efficient road system with consideration of safe, efficient, multi-modal transportation systems.

1. Pave South Bluff Road
2. Pave a road from Homer to Emerson
3. Pave Federal Farmed Market Rd.
4. Consider extension of hwy 110 north to connect to I-29
- e. South Sioux City, Dakota City and portion of Dakota County in MPO - Participate in the SIMPCO Long Range Transportation Plan process.
2. Railroad
  - a. Continue to work with BNSF to maintain and improve the BNSF railway serving Dakota County
3. Airport
  - a. Continue to support the maintenance and improvement of the Martin Field airport facility
  - b. Continue to support the Sioux Gateway Airport
4. Barges
  - a. The Missouri River has the potential to support freight movement by barges.
  - b. Continue to research and improve barge transportation and freight movement
5. Freight movement
  - a. Continue to monitor and improve freight movement in Dakota County
6. Commuting
  - a. Continue to monitor commuting patterns to inform economic development in Dakota County
  - b. Commuting patterns are an indicator of automobile reliance that can lead to individual health impacts. Consider strategies to reduce commute times by supporting a safe, efficient, multi-modal system (i.e. pedestrian and bicycle infrastructure) with access to employment and amenities.
7. Active Transportation
  - a. Consider developing and maintaining connected pedestrian and bicycle systems throughout the county.
8. Transit
  - a. Consider developing a regional bus system or work with existing Siouland Regional Transit System (SRTS) to expand bus service to Dakota County.

#### Maintain and improve utilities

1. Maintain and improve utility infrastructure necessary to attract new businesses and also support the expansion of existing ones.
2. Continue and improve green energy and renewable energy for utility and transportation infrastructure

#### Maintain and improve utilities

3. Dakota County has the essential utility infrastructure necessary to attract new businesses and also support the expansion of existing ones.
4. Maintain and improve utility infrastructure necessary to attract new businesses and also support the expansion of existing ones.
5. Continue and improve green energy and renewable energy for utility and transportation infrastructure

## Cluster Strategies

The following strategies were developed from discussion about the cluster analysis chapter of this plan. The U.S. Economic Development Administration defines clusters as geographic concentrations of firms, workers and industries that do business with each other and have common needs for talent, technology, and infrastructure. Clusters are essentially networks of similar, synergistic, or complementary entities that are engaged in or with a particular industry sector; have active channels for business transactions and communication; share specialized infrastructure, labor markets, and services; and leverage the region's unique competitive strengths to stimulate innovation and create jobs. Clusters may cross municipal, county, and other jurisdictional boundaries.

1. Dakota County Major Existing Clusters
  - a. Livestock processing, transportation and logistics and insurances services are recognized as the strongest clusters in Dakota County based on the number of jobs they generated.
  - b. Continue to monitor major clusters in Dakota County.
  - c. Support efforts to improve the similar, synergistic, or complementary characteristics of the cluster industries to strengthen existing clusters, stimulate innovation in closed-loop systems, facilitate collaboration in supply chains, and create jobs.
  - d. Become more labor efficient in responding to the drop in jobs in livestock do to automation.
2. Livestock Cluster
  - a. When it comes to the number of people employed in livestock processing traded cluster in the nation, Dakota County is ranked 12<sup>th</sup> out of the 3,221 counties in the nation.
3. Cluster Wages
  - a. The average private wage for the traded clusters in the county for 2015 was \$35,053 – this is 49 percent below the national average (\$71,198).
  - b. The average wages earned by employees in the local health services, local utilities, local financial services, local motor vehicle products, and services, local food and beverage processing and distribution, local community and civic organizations and local personal services (non-medical) were at least 48 percent lower than the national average. This trend is partly due to the rural nature of the county.
  - c. Continue to monitor cluster wages and consider wage comparisons and changes that support competitive wages to improve quality of life, economic growth, and stable population.
4. Cluster Employment Concentration
  - a. Footwear, livestock processing, transportation and logistics, upstream chemical products, food processing and manufacturing, plastics, and insurance services are more concentrated regarding employment in Dakota County than the nation as they have Location Quotient<sup>24</sup> of more than one.

---

<sup>24</sup> The location quotient formula calculates whether a region is employing enough workers in each sector as compared to a national economy. A location quotient greater than one (1) indicates the sector is an export activity and is an important link to the outside economy. The location quotient needs to exceed 1.25 before it represents much export activity. If the sector exceeds 1.25, it can also be defined as an industry cluster.

- b. Traded cluster such as financial services, construction products, and services, hospitality and tourism, are under-represented (low concentration) in Dakota County and lost jobs between 2005 and 2015. This trend generally, shows a lack of competitiveness in these traded clusters.
  - c. Local real estate, construction, and development is the dominant cluster with 15.13 percent share of the total jobs offered by local clusters in the county followed by local hospitality establishments, local commercial services, local health services and local motor vehicle products and services.
  - d. Local retailing of clothing and general merchandise; (this represents about 40.1% of the total local cluster jobs created in the county) created most of the local cluster jobs between 2000 and 2015.
  - e. Continue to monitor cluster employment concentration with location quotient and support efforts that strengthen industry clusters.
5. Local and Traded Clusters
- a. The growth of local cluster industries is dependent on the robustness of traded cluster as local clusters provide services that support traded cluster industries.
6. Cluster Trends and Comparisons
- a. Due to the enormous irregularities/fluctuations in the employment trend of transportation and logistics, livestock processing and insurance services cluster, the number of jobs for these clusters are projected to decline from 2013 to 2040.
  - b. Livestock processing, transportation and logistics and insurance services share of employment in Dakota County from 2012 to 2015 is higher when compared to the State of Nebraska, Sioux City – Vermillion IA-NE-SD Economic Area and Sioux City IA-NE-SD Metropolitan Area.
  - c. Animal (except Poultry) slaughtering, general freight trucking (long-distance, truckload) and direct property and casualty insurance carrier sub-clusters are more concentrated in Dakota County than the national.
  - d. The number of people employed by real estate, construction, and development, health service clusters and agricultural industries are expected to increase from 2013 to 2040.
  - e. Continue to monitor cluster trends and comparisons to inform economic development efforts in Dakota County.
  - f. Work with economic development partners to identify desired changes in the cluster trends or remain satisfied with Dakota County's current cluster profile.

### *Site Selection Strategies*

The following strategies were developed from discussion about the site selection chapter of this plan.

1. Promote existing industrial and commercial areas in Dakota County.
2. Consider pursuing development and promotion of the identified sites within this plan.
3. Review Dakota County zoning map and compare to zoning ordinance text and amend both as needed with intent to allow commercial or industrial uses in appropriate areas and consistent ordinances and map designations.