



## CITY OF NORTH PLATTE STAFF SUMMARY REPORT December 7, 2021

**AGENDA ITEM TITLE:** City of North Platte Redevelopment Plan for Sustainable Beef, LLC, Judy Clark, Planning Administrator

**SESSION TYPE:**

- Consent Agenda
- Work Session
- Information Item
- Regular Business
- Other:

**EXECUTIVE SUMMARY:**

Discuss and consider action on Planning Commission's recommendation to approve the City of North Platte Redevelopment Plan for the Sustainable Beef, LLC Redevelopment Project on property described as A tract of land in the Northeast Quarter of the Northeast Quarter and in part of Government Lots 1 and 2, Section 11, Township 13, North, Range 30 West of the 6th P.M., Lincoln County, Nebraska pursuant to Nebraska Community Development Law and passage of appropriate resolution.

The City Planning Commission's responsibility in the Redevelopment process is to take public comment on whether the real estate described is in conformance with the City of North Platte Comprehensive Plan and if the project meets or will meet subdivision and zoning regulations, and is an overall fit for development of the city. The following statements should be considered and confirmed.

- This property as presented is located in an area that has been declared blighted and substandard.
- The property is in conformance with the current City of North Platte Comprehensive Plan
- The project meets or will meet subdivision and zoning regulations.
- That development of this property to its full potential is in the best interest of the City of North Platte and the entire region.

In September 2020, the North Platte City Council approved an amendment to the City of North Platte Comprehensive Plan 2011 Future Land Use Plan Map amending the map from Quasi-Public to Industrial and approved rezoning the property from I-1 Light Industrial to I-2 Heavy Industrial. The area involved in the Sustainable Beef, LLC Redevelopment project was determined to be blighted and substandard in April 2021 by the North Platte City Council.

The principal purpose of a comprehensive plan is to provide basic policies to guide the many activities of the city. It is used to help determine investment priorities and guide public and private development. At the same time, a comprehensive plan must be flexible in order to address changing conditions and respond to new situations that cannot be foreseen at the time of adoption. One goal of the current city Comprehensive Plan is to create a diversified economic base that stimulates local investment and spending, one way of achieving that goal is continuing to build on the prime location of North Platte for manufacturing, logistics and services supporting agri-business.

As presented in the Redevelopment Plan, the redeveloper intends to construct and operate a modern beef processing facility capable of handling 400,000 head annually and direct employment is estimated at 875 full time staff. Th 7 0

proposed project targets the City's Comprehensive Plan goal of creating a more diversified economic base and supports agri-business in the city and entire region.

Planning staff recommends approval of the City of North Platte Redevelopment Plan for Sustainable Beef, LLC Redevelopment Project and passage of the attached resolution. The redevelopment plan is in conformance with the North Platte Nebraska Comprehensive Plan 2011 and meets, or will meet, current City of North Platte Subdivision and Zoning Regulations and the property is located in an area that has been declared blighted and substandard. This area is appropriate for heavy industrial uses by providing direct access to Hwy 30 and I-80 without disrupting residential or commercial areas of the community. An Industrial agricultural development in this location is a good fit for the area and for the growth and development of the City of North Platte and the entire region.

On November 23, 2021, the North Platte Planning Commission unanimously approved a resolution confirming that the City of North Platte Redevelopment Plan for Sustainable Beef, LLC Redevelopment Project is located in an area that has been determined blighted and substandard, it is in conformance with the City of North Platte Comprehensive Plan 2011, the City of North Platte Zoning and Subdivision Regulations and the development of the project to its full potential is in the best interest of the City of North Platte and the entire region. The resolution passed by Planning Commission is attached for your review.

On November 29, 2021, the City of North Platte Community Redevelopment Authority passed a resolution recommending approval of the City of North Platte Redevelopment Plan for the Sustainable Beef, LLC Redevelopment project, approval of the redevelopment project, adoption of a cost benefit analysis and approval of related actions. The resolution passed by the Community Redevelopment Authority is attached for your review.

Additionally, a copy of the City of North Platte Redevelopment Plan for Sustainable Beef, LLC Redevelopment Project along with a proposed Council Resolution is attached.

Administration revised Section III (D)(3) of the Resolution to include all environmental regulations.

#### PRIOR RELATED COUNCIL DISCUSSIONS/ACTIONS:

- September 2020 - City Council approved an amendment to the City of North Platte Comprehensive Plan 2011 Future Land Use Plan Map amending the map from Quasi-Public to Industrial.
- September 2020 – City Council approved rezoning the property from I-1 Light Industrial to I-2 Heavy Industrial.
- April 2021 – City Council adopted the City of North Platte Redevelopment Area #4, Blight and Substandard Study declaring the project area blighted and substandard.

#### WHY THIS ITEM IS BEFORE THE COUNCIL:

Pursuant to the Nebraska Community Development Law, NEB. REV. STAT. 18.2101-18.2123.01, requires council to hold a public hearing for the purpose of receiving comment for final approval of the redevelopment plan.

#### ACTION REQUIRED AT THIS COUNCIL MEETING:

The City Council's responsibility in the redevelopment process is to take public comment pursuant to the Nebraska Community Development Law and consider City Planning Commission's comments and recommendations regarding the redevelopment plan as presented is located in an area that has been declared blighted and substandard, is in conformance with the current City of North Platte Comprehensive Plan, meets or will meet subdivision and zoning regulations and that development of this property to its full potential is in the best interest of the City of North Platte and the entire region. Additionally, City Council will consider the Community Redevelopment Authority's comments and recommendations regarding the redevelopment plan as it has been submitted and passage of a resolution ensuring conformity of the project pursuant to Nebraska Community Development Law.

#### PROPOSED MOTION:

"I move to adopt Resolution 2021-2 as presented in council materials and approval of the City of North Platte Redevelopment Plan for Sustainable Beef, LLC Redevelopment Project and approval of related actions."

RESOLUTION NO. 2021-2

**RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF NORTH PLATTE, NEBRASKA, APPROVING THE CITY OF NORTH PLATTE REDEVELOPMENT PLAN FOR THE SUSTAINABLE BEEF, LLC, REDEVELOPMENT PROJECT; APPROVAL OF A REDEVELOPMENT PROJECT OF THE CITY OF NORTH PLATTE; AND APPROVAL OF RELATED ACTIONS**

**BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF NORTH PLATTE, NEBRASKA:**

**Recitals:**

a. The Mayor and Council of the City of North Platte, Nebraska (the "City"), upon the recommendation of the City Planning Commission (the "Planning Commission"), and in compliance with all public notice requirements imposed by the Community Development Law, Chapter 18, Article 21, Reissue Revised Statutes of Nebraska, as amended (the "Act"), has previously declared an area, including an area legally described on the attached Exhibit "A" (the "Redevelopment Area"), to be blighted and substandard and in need of redevelopment; and

b. The Community Redevelopment Authority of the City of North Platte (the "Authority") has invited proposals pursuant to and in full compliance with Section 18-2119 of the Act for redevelopment of the Redevelopment Area and has received a proposal from Sustainable Beef, LLC, (the "Redeveloper") in the form of an application and proposed redevelopment plan; and

c. Pursuant to and in furtherance of the Act, the City of North Platte Redevelopment Plan for the Sustainable Beef, LLC, Redevelopment Project (the "**Redevelopment Plan**") has been prepared and submitted to the Authority by the Redeveloper, a copy of which is on file in the office of the North Platte City Clerk, and is incorporated herein by this reference, for the purpose of redeveloping the Redevelopment Area; and

d. The Authority submitted the Redevelopment Plan to the Planning Commission for its recommendation on the Redevelopment Plan after holding a public hearing in compliance with the provisions of the Act; and

e. The Planning Commission has reviewed the Redevelopment Plan and recommended its approval by the Mayor and Council of the City;

f. The Authority has conducted a cost benefit analysis, pursuant to Section 18-2113 of the Act, of the project set forth in the Redevelopment Plan (the "Redevelopment Project"), reviewed the Redevelopment Plan, and recommended approval of the Redevelopment Plan by the Mayor and Council of the City;

g. The City, in compliance with all public notice requirements imposed by the Act, published and mailed notices of a public hearing regarding the consideration of the approval of the Redevelopment Plan pursuant to the Act, and has on the date of this Resolution held a public

hearing on the proposal to approve the Redevelopment Plan and received extensive public comment thereon; and

h. The City Council has reviewed the Redevelopment Plan and determined that the proposed land uses and building requirements described in it are designed with the general purpose of accomplishing a coordinated, adjusted, and harmonious development of the City and its environs which will, in accordance with present and future needs, promote health, safety, morals, order, convenience, prosperity, and the general welfare, as well as efficiency in economy in the process of development; including, among other things, adequate provision for traffic, vehicular parking, the promotion of safety from fire, panic, and other dangers, adequate provisions for light and air, the promotion of the healthful and convenient distribution of population, the provision of adequate transportation, water, sewerage, and other public utilities, schools, parks, recreational and community facilities, and other public requirements, the promotion of sound design and arrangement, the wise and efficient expenditure of public funds, and the prevention of the recurrence of unsanitary or unsafe dwelling accommodations, or conditions of blight.

**Resolved that:**

1. The Redevelopment Plan is determined to be feasible and in conformity with the general plan for the development of the City as a whole, and the Redevelopment Plan is in conformity with the legislative declarations and determinations set forth in the Act. Section 18-2102 of the Act establishes the legislative declarations and determinations for the Act. The Redevelopment Plan clearly demonstrates that the criteria declarations have been satisfied. The Redevelopment Area (the "Site") constitutes an economically and socially undesirable land use in its current state. The Site is owned by the City, generates no tax revenue and requires the expenditure of tax dollars for maintenance in its current state. The Site is not designed for proper utilization, is undesirable for economic and social purposes and constitutes a barrier to the sound growth of the City in an easterly direction. The substantial cost to fill the Site to make it useful for industrial purposes would be a significant and onerous burden on the tax payers of the City. Given the foregoing, the conditions of the Site are beyond the remedy and control of normal regulatory processes and police power and due to the high cost of development and cannot be dealt with effectively by the ordinary operations of private enterprise. Further documentation of these findings is set forth in the Blight and Substandard Determination Study for the Site on file in the office of the North Platte City Clerk.

The City Council further finds and documents that: the Redevelopment Project described in the Redevelopment Plan would not be economically feasible without the use of funds from tax-increment financing and would not occur in the Redevelopment Area without the use of funds from tax-increment financing; the costs and benefits of the redevelopment project, including costs and benefits to other affected political subdivisions, the economy of the community, and the demand for public and private services have been analyzed by the City and have been found to be in the long-term best interest of the community impacted by the redevelopment project. The Cost Benefit Analysis incorporated into the Redevelopment Plan and adopted by the Authority provides significant documentation of the benefit to the City. Documentation of the fact that the Redevelopment Project is not financially feasible and would not occur at the Site, without tax increment financing, is provided by correspondence of the Redeveloper's lender indicating that

that tax increment financing is needed to make the Redevelopment Project occur. The City Council acknowledges receipt of the recommendations of the Authority and the Planning Commission with respect to the Redevelopment Plan.

2. The Redevelopment Plan is approved in the form filed with the North Platte City Clerk.

3. In accordance with Section 18-2147 of the Act, the City provides that any ad valorem tax on real property in the City of North Platte, Nebraska, more fully described on Exhibit A, attached hereto, for the benefit of any public body be divided for a period of 15 years after the effective date as provided in Section 18-2147 of the Act, which effective date shall be determined in a Redevelopment Contract and a Redevelopment Contract Amendment entered into between the Redeveloper and the Authority. Said tax shall be divided as follows:

(a) That proportion of the ad valorem tax which is produced by levy at the rate fixed each year by or for each public body upon the Redevelopment Project Valuation (as defined in the Act) shall be paid into the funds of each such public body in the same proportion as all other taxes collected by or for the bodies; and

(b) That proportion of the ad valorem tax on real property in the Project Area in excess of such amount (the Redevelopment Project Valuation), if any, shall be allocated to, is pledged to, and, when collected, shall be paid into a special fund of the Authority to pay the principal of, the interest on, and any premiums due in connection with the bonds, loans, notes, or advances of money to, or indebtedness incurred by, whether funded, refunded, assumed, or otherwise, such Authority for financing or refinancing, in whole or in part, the Redevelopment Project. When such bonds, loans, notes, advances of money, or indebtedness, including interest and premium due have been paid, the Authority shall so notify the County Assessor and County Treasurer and all ad valorem taxes upon real property in the Redevelopment Project Area shall be paid into the funds of the respective public bodies.

4. The Mayor and Clerk are authorized and directed to execute such documents and take such further actions as are necessary to carry out the purposes and intent of this Resolution and the Redevelopment Plan.

5. This Resolution shall become effective immediately upon its adoption.

**PASSED and APPROVED** on December 7, 2021.

City of North Platte, Nebraska

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Mayor

ATTEST:

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City Clerk

(Seal)

**EXHIBIT "A"**  
**LEGAL DESCRIPTION OF REDEVELOPMENT PROJECT AREA**

A tract of land in the Northeast Quarter of the Northeast Quarter and in part of Government Lots 1 and 2, Section 11, Township 13, North, Range 30 West of the 6<sup>th</sup> P.M., Lincoln County, Nebraska more particularly described as follows:

Beginning at the North Quarter Corner of Section 11, Township 13 North, Range 30 West of the 6<sup>th</sup> P.M., Lincoln County, Nebraska; thence S 89°38'48" E (an assumed bearing) on the north line of said Section 11, a distance of 2550.86 feet to the west line of an existing conservation easement; thence S 00°59'01" W on the west line of said conservation easement, a distance of 1390.62 feet; thence N 89°21'54" W on the north line of said conservation easement, a distance of 1481.51 feet to the east line of a 23.13 acre tract as shown on a survey by B. Edwards dated 4/8/2003; thence N 02°39'48" W on said east line, a distance of 25.40 feet to the Northeast Corner of said tract; thence N 88°03'36" W on the north line of said tract, a distance of 962.32 feet to the Northwest Corner of said tract; thence N 89°15'00" W, a distance of 100.00 feet to the west line of Government Lot 2 in said Section 11, also being the easterly Newberry Road right-of-way; thence N 00°45'00" E on the west line of said Government Lot 2 and easterly Newberry Road right-of-way, a distance of 1330.58 feet to the Point of Beginning; said described tract contains 80.06 acres, more or less, and includes 1.93 acres, more or less, of county roadway.

RESOLUTION NO. 2021-5

**RESOLUTION RECOMMENDING APPROVAL OF THE CITY OF NORTH PLATTE REDEVELOPMENT PLAN FOR THE SUSTAINABLE BEEF, LLC, REDEVELOPMENT PROJECT; APPROVAL OF A REDEVELOPMENT PROJECT OF THE CITY OF NORTH PLATTE; ADOPTION OF A COST BENEFIT ANALYSIS; AND APPROVAL OF RELATED ACTIONS**

**BE IT RESOLVED BY THE COMMUNITY REDEVELOPMENT AUTHORITY OF THE CITY OF NORTH PLATTE, NEBRASKA:**

**Recitals:**

a. The Mayor and Council of the City of North Platte, Nebraska (the "City"), upon the recommendation of the City Planning Commission (the "Planning Commission"), and in compliance with all public notice requirements imposed by the Community Development Law, Chapter 18, Article 21, Reissue Revised Statutes of Nebraska, as amended (the "Act"), has previously declared an area, including an area legally described on the attached Exhibit "A" (the "Redevelopment Area"), to be blighted and substandard and in need of redevelopment; and

b. The Community Redevelopment Authority of the City of North Platte (the "Authority") has invited proposals pursuant to and in full compliance with Section 18-2119 of the Act for redevelopment of the Redevelopment Area and has received a proposal from Sustainable Beef, LLC, (the "Redeveloper") in the form of an application and proposed redevelopment plan; and

c. Pursuant to and in furtherance of the Act, the City of North Platte Redevelopment Plan for the Sustainable Beef, LLC, Redevelopment Project (the "**Redevelopment Plan**") has been prepared and submitted to the Authority by the Redeveloper, a copy of which is on file in the office of the North Platte City Clerk, and is incorporated herein by this reference, for the purpose of redeveloping the Redevelopment Project Area; and

d. Pursuant to the Redevelopment Plan, the Authority would agree to incur indebtedness and make a grant for the project specified in the Redevelopment Plan (the "Project"), in accordance with and as permitted by the Act; and

e. Pursuant to Section 18-2113 of the Act, the Authority has conducted a cost benefit analysis of the Project (the "Cost Benefit Analysis"), which is included as a part of the Redevelopment Plan; and

f. The Authority has received the resolution of the North Platte Planning Commission recommending approval of the Redevelopment Plan, a copy of which is attached hereto as Exhibit "B"; and

g. The Authority has made certain findings and has determined that it is in the best interests of the Authority and the City to approve the Redevelopment Plan, approve the Redevelopment Project, and approve the transactions contemplated by the Redevelopment Plan.

**Resolved that:**

1. The Authority has considered and hereby determines that the proposed land uses and building requirements in the redevelopment project area are designed with the general purpose of accomplishing, in conformance with the general plan, a coordinated, adjusted, and harmonious development of the city and its environs which will, in accordance with present and future needs, promote health, safety, morals, order, convenience, prosperity, and the general welfare, as well as efficiency and economy in the process of development, including, among other things, adequate provision for traffic, vehicular parking, the promotion of safety from fire, panic, and other dangers, adequate provision for light and air, the promotion of the healthful and convenient distribution of population, the provision of adequate transportation, water, sewerage, and other public utilities, schools, parks, recreational and community facilities, and other public requirements, the promotion of sound design and arrangement, the wise and efficient expenditure of public funds, and the prevention of the recurrence of insanitary or unsafe dwelling accommodations or conditions of blight.

2. In accordance with the Act, the Authority has conducted and adopts the Cost Benefit Analysis for the Project, which is incorporated into the Redevelopment Plan, and finds (i) the Redevelopment Plan uses funds authorized in section 18-2147 of the Act, (ii) the redevelopment project in the Redevelopment Plan would not be economically feasible without the use of tax-increment financing, (iii) the redevelopment project would not occur in the community redevelopment area without the use of tax-increment financing, and (iv) the costs and benefits of the redevelopment project, including costs and benefits to other affected political subdivisions, the economy of the community, and the demand for public and private services have been analyzed and have been found to be in the long-term best interest of the City. The Authority has documented that the Redevelopment Project is not economically feasible without the use of funds authorized in Section 18-2147 of the Act by the receipt of a letter from the Redeveloper's lender indicating that the project requires tax increment financing to make the project financially feasible.

3. In compliance with Section 18-2114 of the Act, the Authority finds and determines as follows: a) the Redevelopment Area constituting the Redevelopment Project will be acquired by the Authority at an estimated cost of \$142,500 and the Authority intends to dispose of the Redevelopment Area to the Redeveloper for the sum of \$142,500; (b) the estimated cost of preparing the project site as described in the Redevelopment Plan and related costs equal \$19,0135,000 (c) the method of acquisition of the real estate will be pursuant to a purchase agreement with the City of North Platte; (d) the method of financing the Redevelopment Project shall be by issuance of tax increment revenue bond issued in the amount of \$21,500,000, the proceeds of which shall be granted to the Redeveloper and from additional funds provided by the Redeveloper and its lender; and (e) no families or businesses will be displaced as a result of the project.

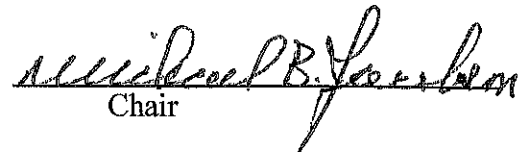
4. The Authority recommends approval of the Redevelopment Plan, the Redevelopment Project, and the transactions contemplated in the Redevelopment Plan.

5. All prior resolutions of the Authority in conflict with the terms and provisions of this resolution are repealed to the extent of such conflicts.

6. This Resolution shall become effective immediately upon its adoption.

**PASSED AND APPROVED** on November 29, 2021.

**COMMUNITY REDEVELOPMENT  
AUTHORITY OF THE CITY OF  
NORTH PLATTE, NEBRASKA**

  
Chair

ATTEST:

  
Secretary

**EXHIBIT "B"**

**RESOLUTION OF PLANNING COMMISSION**

[attach copy of resolution]

RESOLUTION

RESOLUTION RECOMMENDING APPROVAL OF A REDEVELOPMENT PLAN OF THE CITY OF NORTH PLATTE, NEBRASKA; AND APPROVAL OF RELATED ACTIONS

BE IT RESOLVED BY THE PLANNING COMMISSION OF THE CITY OF NORTH PLATTE, NEBRASKA:

Recitals:

- a. Pursuant to and in furtherance of the Community Development Law, Chapter 18, Article 21, Reissue Revised Statutes of Nebraska, as amended (the "Act"), a Redevelopment Plan (the "Redevelopment Plan"), has been prepared and submitted to the Planning Commission (the "Commission") by the Community Redevelopment Authority (the "Authority") of the City of North Platte, Nebraska and Sustainable Beef, LLC, (the "Redeveloper"), for the purpose of redeveloping the Redevelopment Area legally described in Exhibit A and in the form attached hereto as Exhibit B; and
- b. The City has previously adopted and has in place a Comprehensive Plan, which includes a general plan for development of the City within the meaning of Section 18-2110 of the Act; and
- c. This commission has reviewed the Redevelopment Plan as to its conformity with the general plan for the development of the City.

Resolved that:

- 1. The Commission hereby recommends approval of the Redevelopment Plan with such changes and revisions as are deemed appropriate by the Authority.
- 2. The Commission hereby recommends approval of the Redevelopment Project described in the Redevelopment Plan be approved to ensure conformance with current zoning regulations.
- 3. All prior resolutions of the Commission in conflict with the terms and provisions of this resolution are hereby expressly repealed to the extent of such conflicts.
- 4. This resolution shall be in full force and effect from and after its passage as provided by law.

DATED: 11-23-2021

PLANNING COMMISSION OF THE CITY OF NORTH PLATTE, NEBRASKA

ATTEST:

By: Marilyn McDaniel  
Chair

By: Michelle Bain  
Recording Secretary

**CITY OF NORTH PLATTE  
REDEVELOPMENT PLAN FOR THE  
SUSTAINABLE BEEF, LLC  
REDEVELOPMENT PROJECT**

**I. INTRODUCTION.**

The City of North Platte, Nebraska, (the "City") recognizes that blight is a threat to the continued stability and vitality of the City. This redevelopment plan (the "Plan") provides for the redevelopment of a former wastewater holding pond owned by the City. Sustainable Beef, LLC, (the "Redeveloper") seeks to acquire the redevelopment project site (the "Site" or "Project Site") and construct a 1500 head per day beef processing facility (the "Redevelopment Project").

The Site consists of approximately 80 acres. This Plan seeks to have the Site deeded by the City to the Community Redevelopment Authority of the City (the "Authority"). The Site would then be purchased by the Redeveloper. That portion of Golden Road adjacent to the Project Site is included in the redevelopment area (the "Redevelopment Area"). Exhibit 1 attached hereto is a map showing the boundaries of the redevelopment area and Project Site.

Redevelopment of the Project Site provides significant challenges. Project Site clearance and preparation will require approximately \$18,000,000 to make the site ready for building construction. Upgrading Golden Road adjacent to the Project Site with paving and drainage is estimated at \$1,200,000. Extension of domestic sewer and the necessary 18 inch water line is estimated at \$750,000. Additional development costs are shown below.

The Redeveloper intends to construct and operate a modern beef processing facility capable of handling 400,000 head annually. Direct employment is estimated at 875 full time staff.

Current estimates for the project range from a minimum investment of \$280,000,000 to \$325,000,000. The Redeveloper seeks a grant in an amount of \$21,500,000 from a tax increment bond (the "Bond") to be repaid from the incremental real property taxes generated by the project over a 15 year period. The project is not financially feasible without tax increment financing (TIF). TIF is a necessary component of the capital stack required to make this project a reality in North Platte.

The Redeveloper will be required to purchase the Bond or find a qualified purchaser for the Bond. Bond proceeds will be used to pay for the TIF eligible costs as set forth in the Nebraska Community Development Law (the "Act").

Currently the Project Site is owned by the City, is not assessed and pays no taxes. It is estimated that the Lincoln County Assessor will determine that the Base Value for TIF purposes will be approximately \$186,500. Taxes on that Base Value will be paid by the Redeveloper and those taxes will be paid to the normal taxing entities and will not be utilized to retire the Bond.

A conceptual site plan of the Sustainable Beef, LLC, facility is shown on Exhibit 2.

## II. EXISTING SITUATION.

This section of the Redevelopment Plan examines the existing conditions within the designated Community Redevelopment Area. This section is divided into the following subsections: existing land use, existing zoning, existing public improvements, and existing building condition/blighting influences.

A. Existing Land Use. The existing land use is shown on Exhibit 3. The Project Site is a dry cell that was formerly used as a holding cell for the city of North Platte wastewater treatment plant. The wastewater treatment plant was constructed and became operational in 2007 making the Redevelopment Site surplus property. The cell became dry in 2019. Since that time the site has not been used by the City or private entity. The majority of the 80 acre site is lowered and is surrounded by a berm. The North Platte Comprehensive Plan indicates the Project Site should be used for heavy industrial uses.

B. Existing Zoning. The Redevelopment Area is zoned I-2 Heavy Industrial. Authorized uses include industrial, manufacturing or commercial agriculture uses.

C. Existing Public Improvements. Paved two lane Newberry Access borders the Project Site on the West and graveled Golden Road is adjacent to the Site on the North. No municipal water or sanitary sewer mains are located in the Area. There are no interior roadways.

D. Existing Building Conditions/Blighting Influences. The Redevelopment Area was declared substandard and blighted by the North Platte City Council pursuant to the Nebraska Community Development Law. A copy of the Blight and Substandard Determination Study for North Platte Redevelopment Area #4 was authored by Hanna: Keelan Associates, PC, is on file with the North Platte, Nebraska, City Clerk and is incorporated herein by this reference as though fully set forth.

## III. FUTURE SITUATION.

This section of the Redevelopment Plan examines the future conditions within the Community Redevelopment Area. This section is divided into the following subsections:

- A. Proposed Land Use Plan
- B. Conformance with the Comprehensive Plan; Conformance with the Community Development Law Declarations
- C. Relationship to Local Objectives
- D. Building Requirements and Standards after Redevelopment
- E. Site Purchase
- F. Proposed Changes and Actions
- G. Cost-Benefit Analysis
- H. Proposed Cost and Financing
- I. Procedure for Changes in the Approved Redevelopment Plan
- J. Relocation Plan

A. Proposed Land Use Plan. The land use plan for the Community Redevelopment Area will remain heavy industrial consistent with the current North Platte Comprehensive Plan and the current I-2 Zone. This Plan proposes the construction of a beef processing plant capable of processing 1500 head per day. The site will consist of a main structure for processing and an attached area to process by-products. A covered anaerobic digester lagoon with aeration basin and a biogas flare will be located on the site. Internal private roadways and employee parking will handle vehicle circulation. Multiple appropriately sized storm water basins will handle rain water runoff.

The primary structure on the site will cover 424,123 square feet and with a partial basement and partial second story will total approximately 555,000 square feet of floor space. The building will contain the office, processing, rendering and shipping departments.

The site will require a substantial amount of fill to elevate the facility out of the flood plain. This plan will provide for the processing floor height for the plant to be five feet above the current elevation of Newberry Access. Appropriate natural screening will be planted to buffer the view from Newberry Access.

B. Conformance with the Comprehensive Plan; Conformance with the Community Development Law Declarations. In accordance with Nebraska State Law, the Redevelopment Plan described in this document has been designed to conform to the 2011 Comprehensive Development Plan for the City of North Platte ("Comp Plan"). Approval of this Plan will constitute a City Council finding that this redevelopment plan is feasible and in conformity with the general plan for the development of the City as a whole and the plan is in conformity with the legislative declarations and determinations set forth in the Act. Documentation of this finding is as follows: (1) the Site is owned by the City, generates no tax revenue and requires the expenditure of tax dollars for maintenance; (2) in its current state, the Site is not designed for proper utilization, is undesirable for economic and social purposes and constitutes a barrier to the sound growth of the City; (3) the substantial cost to fill the Site to make it useful for industrial purposes would be a significant and onerous burden on the tax payers of the City; and (4) the conditions of the Site are beyond the remedy and control of normal regulatory processes and police power and due to the high cost development and cannot be dealt with effectively by the ordinary operations of private enterprise. The Blight and Substandard Determination Study noted above constitutes documentation for this finding. Further documentation is provided by the cost estimates for site preparation and utility and roadway improvements shown hereafter.

C. Relationship to Local Objectives. The proposed Community Redevelopment Area is described on Exhibit 1. The Redevelopment Plan has been developed on the basis of the goals, policies and actions adopted by the City for the community as a whole and for the Community Redevelopment Area. General goals, policies and actions relating to the community as a whole and for the Redevelopment Area are contained in the Comp Plan. This Plan is intended to strengthen the community by adding significant value to unproductive land consistent with current zoning, generating good paying jobs both directly and indirectly and adding substantial benefit to the local economy and beef industry.

D. Building Requirements and Redevelopment Standards. The redevelopment of the Community Redevelopment Area should generally achieve the following requirements and standards:

1. Population Density. There are currently no residential buildings located within the Community Redevelopment Area. After implementation of this Plan population density within the Community Redevelopment Area will not increase as no residences will be constructed in the Area. It should be noted that the facility will employ approximately 875 workers who will be present on the Site during a portion of the day.

2. Land Coverage and Building Density. The proposed building design will cover approximately ~~503,000~~ 424,123 square feet on a single level, but will have a partial basement and a partial second story.

3. General Environment. The proposed site plan locates the cattle pens and anaerobic digester as far west as possible on the Site and away from the residence east of the Redevelopment Area. ~~Further, the~~ The plant site is located immediately south of the current wastewater cell and away from current residential developments. The redevelopment project will provide odor mitigation as part of the equipment installation at the facility. Further, the redevelopment project will be subject to environmental regulations in accordance with Federal, State and local law, odor control ordinances adopted by the City of North Platte and regulations of the Nebraska Department of Environment and Energy and, or the U.S. Department of Environmental Protection.

4. Building Heights and Massing. Building heights and massing will comply with the current zoning regulations. Building heights will be below the any flight path limitations of the North Platte Regional Airport.

E. Site Purchase. This section outlines the process for the Redeveloper to purchase the Project Site.

1. Transfer of Title to Authority. Currently the Project Site is owned by the City. Section 18-2138 of the Act specifically grants the City the power to convey title to the real estate to the Authority for the “purpose of carrying out ... a redevelopment project.” Further, §18-2139 of the Act provides that such conveyance “may be made by a public body without appraisal, public notice, advertisement, or public bidding.” The provisions of the Act (§18-2144) are controlling over any other laws related to cities.

The Redeveloper proposes that the City sell the Project Site to the Authority for the appraised price, only after: (a) final council approval of this Plan; (b) a redevelopment contract is signed by the Authority and the Redeveloper; (c) the Redeveloper provides proof of equity and debt raise sufficient to complete the project; and (d) proof of a signed construction contract is provided for the project.

2. Sale of Project Site to Redeveloper. The Authority invited redevelopment proposals for the blighted and substandard area in which the Project Site is located by publication for 2 consecutive weeks in May of 2021 pursuant to § 18-2119 of the Act. Pursuant to that section

Site for the appraised price; that the Authority so notify the North Platte City Council, and after the passage of 30 days from such notice and after approval of this Plan by the City Council pursuant to the Act the Authority enter into a proposed redevelopment contract and sell the Site to the Redeveloper subject to the terms of the redevelopment contract.

As it relates to the sale of real estate owned by an Authority, §18-2118 of the Act provides that such real estate may be sold at “fair value” as opposed to fair market value and such sale should be made after giving consideration to an appraisal of the property. The Authority is in possession of an appraisal from Jim Bain Appraisal Associates, Inc., dated August 30, 2021. That appraisal establishes the value of the Site at \$142,500. The Redeveloper proposes that the Site be sold to the Redeveloper for the appraised price subject to the condition that the Redeveloper construct the proposed Redevelopment Project on the Site.

F. Proposed Changes and Actions. This section describes the proposed changes needed, if any, to the zoning ordinances or maps, street layouts, street levels or grades, and building codes and ordinances, and actions to be taken to implement this Redevelopment Plan.

1. Zoning, Building Codes and Ordinances. This Plan involves heavy industry and will be consistent with the current I-2 zone. No zoning changes are required.

2. Traffic Flow, Street Layout and Street Grades. Access to the development will be from Golden Road. This project will result in the Redeveloper paying for paving and infrastructure improvements to Golden Road, adjacent to the Site, to support the inbound and outbound truck traffic and employee traffic. Inbound cattle trucks are estimated to be 30 per day. Eight hundred seventy five workers will access the plant from Golden Road. The majority of the workforce will be for the processing shift, with a smaller number following for the sanitation shift. Final design of street grades and paving installation will be subject to approval by the City’s engineer. Any realignment of Newbury access will require approval from The Nebraska Department of Transportation (the “NDOT”) This plan proposes that the City seek a grant from the NDOT to provide turn lanes and signaling for the Newberry Access and Golden Road intersection.

3. Public Redevelopments, Improvements, Facilities, Utilities and Rehabilitations. In order to support the new redevelopment in the Community Redevelopment Area the following public improvements are planned: (1) Extension of water and sanitary sewer mains to the Project Site and required storm drainage; (2) paving of Golden Road adjacent to the plant site; (3) extension of electrical and natural gas lines to the plant site; (4) installation of a sampling and metering station between the Project sanitary sewer treatment plant and the City’s sewer lagoon. A significant portion of the payment for costs of these public improvements will come from the TIF bond proceeds.

4. Site Preparation and Demolition. Site preparation for onsite infrastructure will be significant. Current estimates for Site demolition and preparation exceed \$18,000,000.

5. Private Redevelopment, Improvements, Facilities and Rehabilitation. The private improvements anticipated within the Community Redevelopment Area are shown as part of the overall project here:

Site purchase	\$ 142,500.00
Site demolition	\$ 1,375,000.00
Earthwork & lagoons	\$ 16,775,000.00
Dewatering	\$ 863,500.00
Utilities	\$ 3,763,298.00
Private roadways	\$ 11,094,645.00
Exterior lighting & power	\$ 825,000.00
Sidewalks	\$ 56,400.00
Public Streets	\$ 1,376,981.00
City metering sampling & liftstation	\$ 750,000.00
Engineering & planning	\$ 7,291,790.00
Building & equipment	\$ 280,685,886.00
<b>TOTAL</b>	<b>\$ 325,000,000.00</b>

G. Cost-Benefit Analysis. A City of North Platte Redevelopment Project TIF Statutory Cost Benefit Analysis is incorporated herein by this reference (“Cost-Benefit Analysis”) and is shown on Exhibit 4. The Cost-Benefit Analysis was prepared by Ernie Goss, Phd, the Jack MacAllister Chair in Regional Economics at Creighton University and is the initial director for Creighton’s Institute for Economic Inquiry. The analysis complies with the requirements of the Community Development Law in analyzing the costs and benefits of the Redevelopment Project, including costs and benefits to the economy of the community and the demand for public and private services.

H. Proposed Costs and Financing; Statements.

TIF Eligible Redevelopment Project costs are shown below:

Site purchase	\$ 142,500.00
Site demolition	\$ 1,375,000.00
Earthwork and lagoons	\$ 16,775,000.00
Dewatering	\$ 863,500.00
Utilities	\$ 3,763,298.00
Private roadways	\$ 11,094,645.00
Exterior lighting and power	\$ 825,000.00
Sidewalks	\$ 56,400.00
Public Streets	\$ 1,376,981.00
Engineering and planning	\$ 7,291,790.00
Total	\$ 43,564,114.00

The estimated incremental property taxes from the project will not pay all eligible expenditures. Current estimates estimate that the maximum amount of the TIF bond will not exceed \$21,500,000. Initial investor equity is projected at \$185,000,000. The balance of project costs will be provided by Redeveloper’s lender.

The real estate assessed valuation is estimated at \$100,600,000 on project completion. At the current tax levy (.02069854) and the projected assessment, the annual real estate taxes for the Project improvements (the "Incremental Taxes") is \$2,082,259. In as much as the project will require more than one year to construct, a lower valuation will be implemented for the first year the incremental taxes will be directed to the bond payment. The Incremental Taxes, less the County Treasurer fee of 2% will be utilized to pay principal and interest on the tax increment bond.

The Incremental Taxes are to be allocated under the terms of §18-2147(1)(b) of the Act for those tax years for which the payments become delinquent within fifteen (15) years from the effective date as set forth in the redevelopment contract.

The real property ad valorem taxes on the taxable valuation of the real property to be acquired as a part of the Project for the year prior to redevelopment will continue to be paid to the applicable taxing bodies in accordance with the terms of §18-2147 of the Act.

Pursuant to §18-2147 of the Act, any ad valorem tax levied upon real property on the lots within the Redevelopment Project shall be divided, for a period not to exceed 15 years after the effective date of the provision as determined pursuant to a redevelopment contract between the Redeveloper and the Community Redevelopment Authority. Such effective date may be confirmed and restated in the resolution authorizing the Tax Increment Revenue Bond and/or in the project redevelopment contract to be entered into between the Authority and the Redeveloper.

Said taxes shall be divided as follows:

a. That portion of the ad valorem tax which is produced by the levy at the rate fixed each year by or for each such public body upon the Redevelopment Project Valuation shall be paid into the funds of each such public body in the same proportion as are all other taxes collected by or for the body; and

b. That portion of the ad valorem tax on real property in the Redevelopment Project in excess of such amount, if any, shall be allocated to and, when collected, paid into a special fund of the authority to be used solely to pay the principal of, the interest on, and any premiums due in connection with the bonds of, loans, notes, or advances of money to, or indebtedness incurred by, whether funded, refunded, assumed, or otherwise, such authority for financing or refinancing, in whole or in part, a Redevelopment Project. When such bonds, loans, notes, advances of money, or indebtedness, including interest and premiums due, have been paid, the authority shall so notify the county assessor and county treasurer and all ad valorem taxes upon taxable real property in such a Redevelopment Project shall be paid into the funds of the respective public bodies.

I. Procedure for Changes in the Approved Redevelopment Plan. If the City of North Platte desires to substantially modify this Redevelopment Plan, it may do so after holding a public hearing on the proposed change in accordance with applicable state and local laws.

J. Relocation Plan. No persons or businesses will require relocation as a result of this Plan.

Exhibit 1  
[Redevelopment Area]

N1/4 Corner Section 11-13-30  
 Found 1" bar  
 1" north side fence post 39.25' NE  
 top center corner and CMP 35.41' NW  
 north/west side corner post 34.33' N  
 in line with fence going north  
 5/8" rebar 27.45' NW

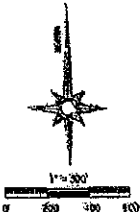
A tract of land in the NE1/4NE1/4 and  
 Gov't Lots 1 and 2 in Section 11,  
 T-13-N, R-30-W of the 6th P.M., Lincoln County, Nebraska

NE Corner Section 11-13-30  
 Found 1" bar  
 east top fence post 0.95' NNW  
 east top fence post 12.1' SSW  
 SW corner pole, flag 26.6' NE  
 3' east of fence going south

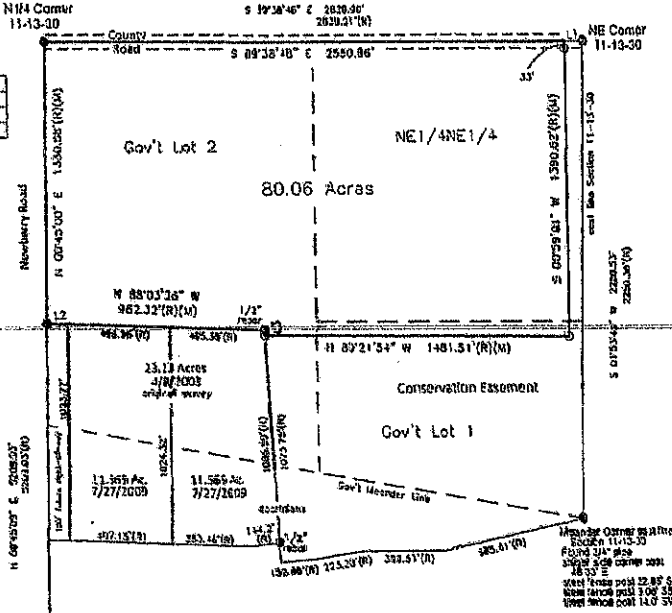
LINE	BEARING	DISTANCE
L1	S 39°38'48" E	89.13'
L2	N 88°13'00" W	100.00'
L3	N 02°39'48" W	25.40'

REFERENCE:  
 Lincoln County Survey Records  
 S. Edwards surveys of record dated  
 2003 and 2009

Conservation Easement legal description



- Corner Found
- Corner Set
- 1/2" x 3/4" rebar with OPC
- (R) Record Distance
- 2639.99' or (M) Measured Distance

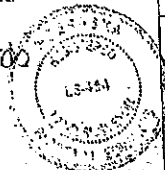


A tract of land in the Northeast Quarter of the Northeast Quarter and in part of Government Lots 1 and 2, Section 11, Township 13 North, Range 30 West of the 6th P.M., Lincoln County, Nebraska more particularly described as follows:  
 Beginning at the North Quarter Corner of Section 11, Township 13 North, Range 30 West of the 6th P.M., Lincoln County, Nebraska; thence S 89°38'48" E (an assumed bearing) on the north line of said Section 11, a distance of 2550.86 feet to the west line of an existing conservation easement; thence S 00°59'01" W on the west line of said conservation easement, a distance of 1390.62 feet; thence N 89°21'34" W on the north line of said conservation easement, a distance of 1481.51 feet to the west line of a 23.13 acre tract as shown on a survey by S. Edwards dated 4/3/2003; thence N 02°39'48" W on said east line, a distance of 25.40 feet to the Northeast Corner of said tract; thence N 88°13'00" W on the north line of said tract, a distance of 952.32 feet to the Northwest Corner of said tract; thence N 89°15'00" S, a distance of 100.00 feet to the west line of Government Lot 2 in said Section 11, also being the easterly boundary of said Lot 2 and easterly Nursery Road right-of-way, a distance of 1326.58 feet to the Point of Beginning; said described tract contains 80.06 acres, more or less, and includes 1.93 acres, more or less, of county roadway.

date: October 22, 2020

A survey was made under my direction as shown and in full and correct to the best of my knowledge and belief.

*Bonnie M. Edwards*  
 Bonnie M. Edwards LS 481  
 Registered Land Surveyor



216 West 30th Street  
 PO Box 307  
 North Platte, NE 68901  
 phone: (308) 532-1810  
 fax: (308) 532-3667

**Edwards**  
**Land**  
**Surveying**  
 EdwardsLandSurveying@gmail.com

S1/4 Corner Section 11-13-30  
 Found county surveyator aluminum rod  
 5/8" rebar 33' N  
 5/8" rebar 33' S  
 5/8" rebar 33' E  
 5/8" rebar 33' W

S1/4 Corner  
 11-13-30

Exhibit 2  
[Site Conceptual Plan]



Exhibit 3  
Current Use  
(aerial photo)

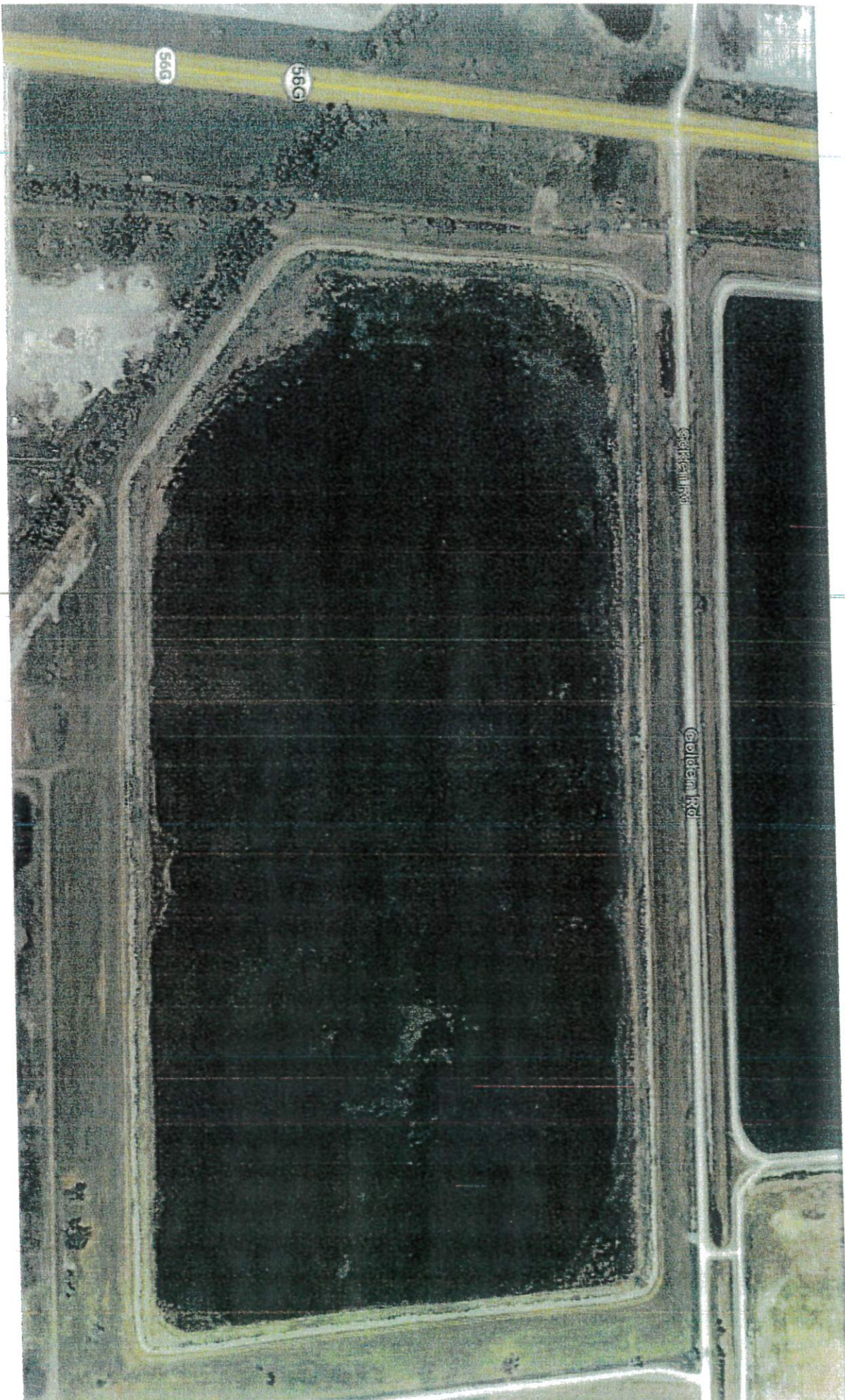


Exhibit 4  
Cost-Benefit Analysis

# The Economic Impact of the Sustainable Beef Plant on the City of North Platte, Nebraska, 2021-2047

**Produced for: Sustainable Beef, LLC**  
**November 22, 2021**

Ernest Goss, Ph.D., Co-Principal Investigator  
Scott Strain, M.S., Sr. Economist, Co-Principal Investigator  
MacAllister Chairholder  
Department of Economics  
Creighton University  
Omaha, Nebraska 68178



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# Preface

## The Economic Impact of the Sustainable Beef Plant on the City of North Platte, Nebraska, 2021-2047

### Introduction

This report was prepared for Sustainable Beef and is intended to estimate the economic impact of the Sustainable Beef project using commercially and widely accepted IMPLAN multipliers described in Appendix E. Findings remain the sole property of Sustainable Beef and may not be used without prior approval of this organization.

Specific Goals of the Study are:

- Based on the City of North Platte net tax receipts and public expenditures stemming from the project, provide a rate-of-return or payback period for city infrastructure improvements related to the project. That is, determine if the project complies with Nebraska Revised Statute 18-2113 regarding meeting TIF requirements.
- Provide a comprehensive analysis of the economic impact of Sustainable Beef's North Platte Development.
- Measure the impact of construction and operations on business volume, employment, wages and salaries, and self-employment income in North Platte.
- Measure the impact of the construction of the Sustainable Beef facility and operations activity on North Platte's tax collections, including school taxes and other taxes and fees.
- Quantify the spillover effects in terms of impacts by industry of Sustainable Beef construction and operations.

This report was produced independently by the principal investigators. Any errors or misstatements contained in this study are solely the responsibility of the author. Please address all correspondence to:

Dr. Ernest Goss, and Scott Strain, Principal Investigators<sup>1</sup>

Department of Economics Creighton University and Goss & Associates, Economic Solutions<sup>2</sup>

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A VETERAN OWNED ORGANIZATION

<sup>1</sup>Copies of the principal investigators' biographies are contained in Appendix I.

<sup>2</sup>Any opinions or analysis are those of Ernie Goss and Goss & Associates and are not necessarily those of Creighton University or the Department of Economics & Finance.

# Glossary

Term	Definition
<b>North Platte competitor cities</b>	All Nebraska cities west of Lincoln with populations greater than 20,000 and located along I-80. Includes Grand Island, Hastings, and Kearney.
<b>Direct jobs or wages and salaries</b>	The initial impacts, or spending applied to the multiplier system. Does not include spillover, or indirect impacts.
<b>Discounted to present value</b>	Unless stated otherwise, all financial data in this report are expressed in 2021 dollars.
<b>IMPLAN Multipliers</b>	Widely used input-output economic impact software, due to their documented effectiveness and relatively low cost. The I-O multipliers used in this study are those produced by the U.S. Forestry Service and marketed by the IMPLAN Group Inc. ( <a href="http://www.implan.com">www.implan.com</a> ).
<b>Labor income</b>	Wages, salaries and self-employment income.
<b>North Platte</b>	The City of North Platte. It does not include areas outside corporate limits.
<b>North Platte region</b>	Lincoln County and all its contiguous counties (Custer, Dawson, Frontier, Hayes, Keith, Lincoln, Logan, McPherson, and Perkins).
<b>Personal income</b>	All income collectively received by all the individuals or households. Personal income includes compensation from several sources including salaries, wages and bonuses received from employment or self-employment; dividends, farm income and distribution received from investments; rental receipts from real estate investments, and profit-sharing from businesses.
<b>Self-employment income</b>	Current production income of sole proprietorships, partnerships, and tax-exempt cooperatives, such as real estate firms, lawyers and dry cleaners.
<b>Spillover economic impacts</b>	Jobs, output, or wages and salaries in industry linked to direct impact. It is equal to indirect plus induced impacts.
<b>TIF</b>	Tax increment financing.
<b>TIF base value</b>	The assessed value of the developed property just prior to the development of property granted TIF status.
<b>TIF excess value</b>	The assessed value of the developed property granted TIF status after completion of the property development or construction period.
<b>Total impact</b>	Impact includes wages & salaries, self-employment income, profits, interest payments, and tax collections. Includes both direct and indirect impacts.

# Executive Summary

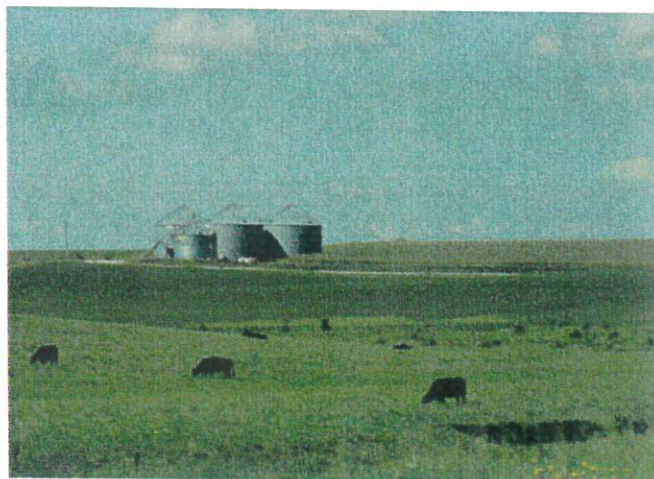
## The Economic Impact of the Sustainable Beef Plant on the City of North Platte, Nebraska, 2021-2047

**Major Findings of Study:** Construction and operations of the Sustainable Beef Plant will serve as an economic game changer for North Platte, Lincoln County, and surrounding counties. The North Platte facility, once in operations, compared to the average Nebraska manufacturer, will employ approximately 15 times the number of workers, and 18 times the average payroll.

Using the IMPLAN Multiplier System, it was concluded that the plant, over the TIF period from 2023 to 2037 will support, through both direct and spillover, an annual average of 1,941 jobs, labor income of \$1.46 billion, wages and salaries of \$50,314 per worker<sup>3</sup> and total sales of \$16.3 billion. Furthermore, it is estimated that plant operations for the TIF period alone will produce \$55.1 million in tax collections for the City of North Platte.<sup>4</sup>

In terms of the rate-of-return for locally provided infrastructure support, the project will provide \$1.03 for every dollar of local public support for the TIF period, 2023-37, and \$1.23 for every dollar of local support for the period of 2021-47 (the TIF period plus ten years beyond TIF plus construction period).

In terms of the rate-of-return for locally provided infrastructure support, the project will provide \$1.03 for every dollar of local public support for the TIF period, 2023-37, and \$1.23 for every dollar of local support for the period of 2021-47 (ten years beyond TIF plus construction period).



<sup>3</sup>Wages & salaries include payment to self-employed workers.

<sup>4</sup>Unless stated otherwise, all dollar estimates are in 2021 values using discount rates listed in Appendix C.

# Executive Summary

## Detailed Findings-the Need for More Economic Stimulus

### I. North Platte's Comparative Economic Growth:

- A. North Platte has underperformed its competitor cities in terms of population and employment growth.
  - a. Population: North Platte has underachieved its peers with a nine-year loss of 4.4% compared to Grand Island's gain of 5.4%, Hastings' loss of 2.1%, and Kearney's gain of 9.4%. During this period, 2010-19, Nebraska's population increased by 5.9%.
  - b. Employment: North Platte has lagged its peers with a four-year job loss of 3.1% compared to Grand Island's gain of 0.9%, Hastings' increase of 1.3%, and Kearney's gain of 1.2%. During this period, 2015-19, Nebraska's employment expanded by 3.0%.
- B. North Platte has trailed its peers in terms of local option sales tax collection growth, and property tax collections, 2015-20.
  - a. Local option sales tax growth: North Platte has experienced slower growth than its peers with a five-year gain of 4.0% compared to Grand Island's gain of 42.8%, Hastings' increase of 17.6%, and Kearney's expansion of 10.1%. During this period, 2015-20, local option sales tax collections for all cities in Nebraska advanced by 31.4%.
  - b. City property taxes levied: North Platte has lagged its peers with a five-year gain of 14.3% compared to Grand Island's gain of 28.3%, Hastings' increase of 19.0%, and Kearney's gain of 35.5%.
- C. Real property valuations: North Platte's experienced a gain of 14.6% compared to 14.5% for Grand Island, 20.7% for Hastings, 26.7% for Kearney and 11.7% for the State of Nebraska.

### II. Past Usage of TIF:

- A. Real property valuation created by TIF. In 2020, 140 Nebraska cities made use of TIF to support economic development. Of the 140 cities using TIF, 127 made greater use of TIF than North Platte.
- B. Excess property valuation from TIF. In 2020 as a percent of total city valuation, excess property valuation from TIF was 0.71% for North Platte compared to 4.00% for Grand Island, 1.38% for Hastings, 2.80% for Kearney, 9.58% for the rest of Nebraska.
- C. Nebraska counties and cities using TIF significantly economically outperformed counties and cities not using TIF.
  - a. Between 2015-19, Nebraska's 21 counties that did not use TIF:
    - 1. Suffered a median **loss** of 17.9% in personal income, while the 72 Nebraska counties using TIF experienced a median **gain** of 4.6% in personal income.
    - 2. Endured a median loss of 1.4% in population, while the 72 Nebraska counties using TIF sustained a median loss of 1.2% in population.
    - 3. Withstood a media **loss** of 17.8% in per capita income, while the 72 Nebraska counties using TIF experienced a median **gain** of 4.9% increase in per capita income.

# Executive Summary

- b. Between 2015-19, the counties with the greatest excess value as a percent of total county valuation experienced superior economic performance.
  1. The 15 counties with excess value, as a percent total value, less than 1% lost 2.18% in personal income, 2.96% in per capita income, and 0.96% in population.
  2. The 22 counties with excess value, as a percent total value, between 1% and 3% gained 4.28% in personal income, and 5.07% in per capita income, but lost 0.94% in population.
  3. The 16 counties with excess value, as a percent total value, between 3.1% and 4% gained 3.01% in personal income, and 4.67% in per capita income, but lost 1.44% in population.
  4. The 10 counties with excess value, as a percent total value, between 4.1% and 8% gained 5.66% in personal income, and 6.94% in per capita income, but lost 1.36% in population.
  5. The remaining 9 counties with excess value, as a percent total value, greater than 8% gained 9.92% in personal income, and 7.47% in per capita income, but lost 1.21% in population.
  6. \*Lincoln County with excess value, as a percent total value, equal to 1.78%, lost 3.68% in personal income, 2.06% in per capita income, and 1.65% in population.

## Impact of the Sustainable Beef TIF Statutory Cost Benefit Analysis Neb. Rev. Stat. 18-2113

### III. To the North Platte economy (all 2021 dollars):<sup>5</sup>

- A. Between 2023-2037 (the TIF period), the \$280 million project will:
  - a. Generate an overall, or total impact, on the North Platte economy of \$16.3 billion. [18-2113(2)(f)]
  - b. Produce \$1.5 billion in labor income. [18-2113(2)(c) & 18-2113(2)(d)]
  - c. Support an average of 1,941 jobs each year with average yearly income of \$50,314. [18-2113(2)(c) & 18-2113(2)(d)]
  - d. Generate a North Platte taxpayer net benefit of \$1.4 million, or \$1.03 for every dollar of taxpayer investment will:
    1. Increase total city tax collections by \$55.1 million.
    2. Boost costs to the North Platte taxpayer by \$53.8 million.

<sup>5</sup>Unless indicated otherwise, all impacts are stated in 2021 dollars. A discount rate of 3.33% is used throughout this study. Discount rates by year are listed in Appendix C, Table C1.

# Executive Summary

- B. Between 2021-2047 (the TIF period plus 10 years plus construction), the \$280 million project will:
- a. Generate an overall, or total impact, on the North Platte economy of \$26.5 billion. [18-2113(2)(f)]
  - b. Produce \$2.4 billion in labor income. [18-2113(2)(c) & 18-2113(2)(d)]
  - c. Support an average of 1,933 jobs each year with average yearly income of \$48,541. [2113(2)(c) & 18-2113(2)(d)]
  - d. Generate a net North Platte taxpayer benefit of \$19.9 million, or \$1.23 for every dollar of taxpayer investment. [18-2113(2)(a)]
    1. Increase total city tax collections by \$107.6 million.
    2. Boost costs to the North Platte taxpayer by \$87.6 million.

## IV. Summary of Impacts

Using the IMPLAN Multiplier System, it was concluded that the plant, over the TIF period from 2023 to 2037 will support, through both direct and spillover, an annual average of 1,941 jobs, labor income of \$1.46 billion, wages and salaries of \$50,314 per worker<sup>6</sup> and total sales of \$16.3 billion. Furthermore, it is estimated that plant operations for the TIF period alone will produce \$55.1 million in tax collections for the City of North Platte.<sup>7</sup>

In terms of the rate-of-return for locally provided infrastructure support, the project will provide \$1.03 for every dollar of local public support for the TIF period, 2023-37, and \$1.23 for every dollar of local support for the period of 2021-47 (the TIF period plus ten years beyond TIF plus construction period).



<sup>6</sup>Wages & salaries include payment to self-employed workers.

<sup>7</sup>Unless stated otherwise, all dollar estimates are in 2021 values using discount rates listed in Appendix C.

# Executive Summary

Table Ex.1 lists detailed impacts for the construction and operations period.

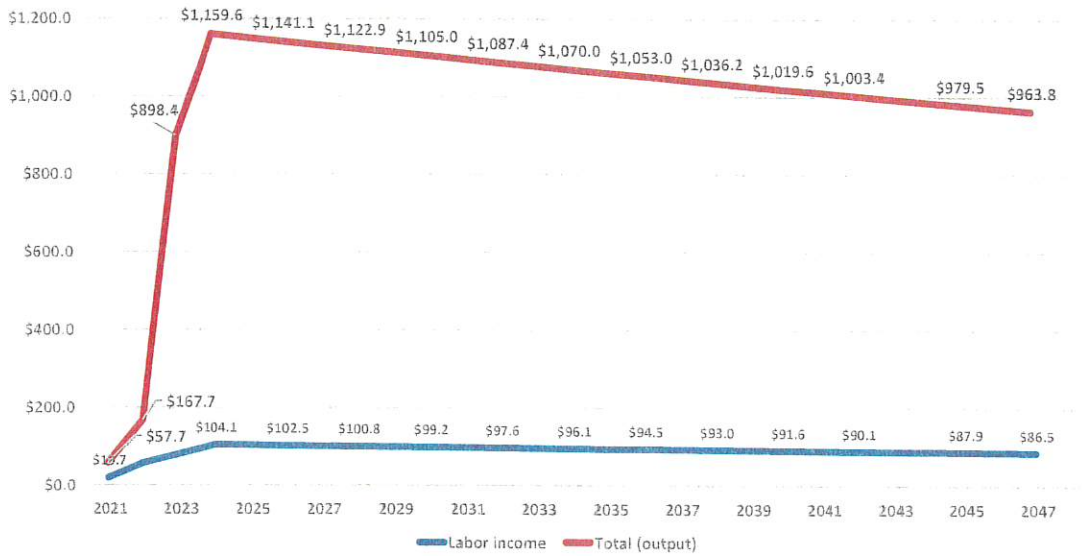
Table EX1: Summary of economic impacts of Sustainable Beef construction and operations 2021-47 (2021 dollars)					
Description	Construction	Reference	TIF Period	Operations	Total
	September 2021 to December 2022 impact		(2023 – 2037)	2023 to 2047 Impact	September 2021 to 2047
Average yearly jobs	1,893	Table 2.2	1,941	1,954	1,933
Labor income	\$77,074,602	Table 2.2	\$1,464,904,966	\$2,362,488,362	\$2,439,562,964
Output	\$225,402,968	Table 2.2	\$16,314,314,123	\$26,310,496,714	\$26,535,899,682
Sales taxes (local option only)	\$1,316,651	Table 2.7	\$7,078,643	\$11,793,585	\$13,110,236
Property taxes (includes spillover activity)	\$1,452,779	Table 2.7	\$35,056,896	\$71,429,351	\$72,882,130
Other local taxes & fees	\$649,807	Table 2.7	\$13,005,010	\$20,953,925	\$21,603,732
Total North Platte taxes & fees	\$3,419,238	Table 2.7	\$55,140,549	\$104,176,861	\$107,596,099
“As-is” property taxes	\$7,535	Table 2.6	\$43,213	\$62,242	\$69,777
“As-is” + Sustainable Beef development property taxes	\$7,535	Table 2.6	\$37,868,784	\$58,835,034	\$58,842,569
Funds to service TIF loan	\$0	Table 2.6	\$37,825,571	\$58,772,792	\$58,772,792

Source: Goss & Associates calculations based on IMPLAN multipliers

# Executive Summary

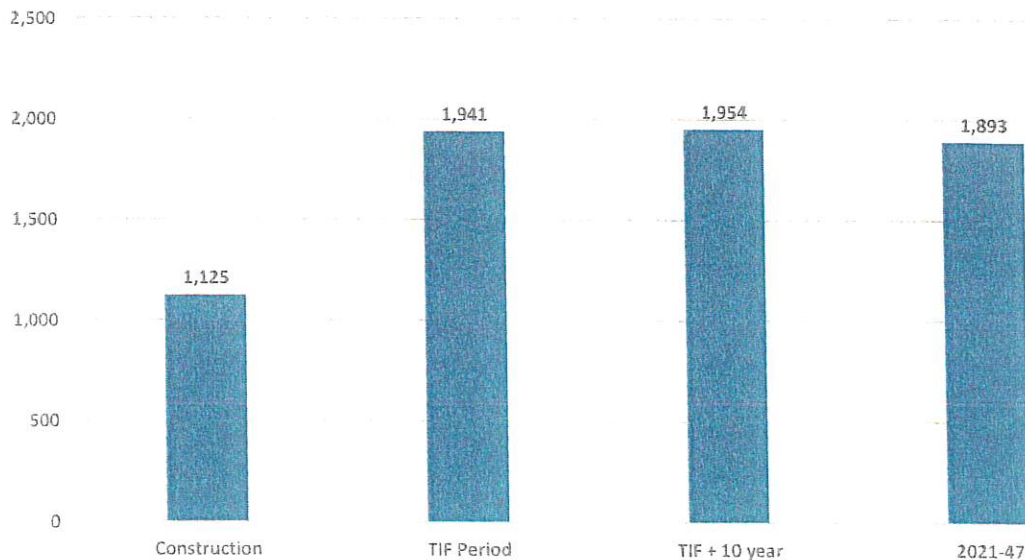
VI. Figures Ex1 – Ex4 summarize Sustainable Beef’s construction and operations by year.

Figure Ex1: Total (output), and labor income impacts 2021-2047(in millions of 2021 dollars)



Source: Goss & Associates from IMPLAN Multiplier system

Figure Ex2: Impact on jobs, 2021-47



Source: Goss & Associates from IMPLAN Multiplier system

# Executive Summary

Figure Ex3: North Platte tax collections, 2021-47 (in millions of 2021 dollars)



Source: Goss & Associates calculations

Figure Ex4: North Platte taxpayer costs & tax collections, 2021-47 (in millions of 2021 dollars)



Source: Goss & Associates calculations

# Chapter 1: An Overview of North Platte's Economy

## Introduction

Table 1.1 compares North Platte to its peers for various parameters for 2019 and for the period 2010-19. As listed, North Platte has suffered greater population loss between 2010 and 2019 than its peers and the remainder of the state. Furthermore, between 2015 and 2019, North Platte has lost jobs, while its peers and the State of Nebraska have expanded employment.

In terms of population growth, North Platte has underperformed its peers with a nine-year loss of 4.4% compared to Grand Island's gain of 5.4%, Hastings' loss of 2.1%, and Kearney's gain of 9.4%. During this period, 2010-19, Nebraska's population increased by 5.9%.

In terms of employment, North Platte has lagged behind its peers with a four-year job loss of 3.1% compared to Grand Island's gain of 0.9%, Hastings' increase of 1.3%, and Kearney's gain of 1.2%. During this period, 2015-19, Nebraska's employment expanded by 3.0%, Hastings by 1.3%, and Kearney gained 1.2%. During this period, 2015-19, Nebraska's employment expanded by 3.0%.

Furthermore, between 2015 and 2019, North Platte has lost jobs, while its peers and the State of Nebraska have expanded employment.

Table 1.1: Comparison of North Platte to competing communities, 2010 -19

County	Hall	Adams	Buffalo	Lincoln	Nebraska
City	Grand Island	Hastings	Kearney	North Platte	
Population, 2019	51,267	24,692	33,867	23,639	1,934,408
Population growth, 2010-19	5.4%	-2.1%	9.4%	-4.4%	5.9%
Employment, 2019	41,343	21,200	40,663	22,992	1,342,465
Employment growth, 2015-19	0.9%	1.3%	1.2%	-3.1%	3.0%
Average Per capita income, 2015-2019	\$27,203	\$28,156	\$30,014	\$28,348	\$32,302

Source: U.S. Census Bureau

North Platte’s economic underperformance has weighed on its property tax and local option sales tax collections as listed in Table 1.2. As listed, North Platte’s combined property and local option sales taxes per capita were \$704 compared to \$682 for Grand Island, \$570 for Hastings, and \$525 for Kearney.

**Table 1.2: Property tax and local option sales tax collection comparisons**

	Grand Island	Hastings	Kearney	North Platte
Property value (2019)	\$3,229,775,920	\$1,456,037,884	\$2,851,078,792	\$1,603,827,589
Property taxes levied (does not include schools) (2020)	\$11,735,282	\$6,924,450	\$4,492,261	\$8,279,873
Property taxes as a % of assessment	0.36%	0.48%	0.16%	0.52%
Property taxes per capita (2019)	\$229	\$280	\$133	\$350
Local option sales taxes				
Local option sales tax collections (2020)	\$23,216,654	\$7,171,682	\$13,280,391	\$8,359,969
Local option sales tax collections per capita (2020)	\$453	\$290	\$392	\$354
Local option sales tax collections growth 2015-20	42.8%	17.6%	10.1%	4.0%
Property taxes and local option sales taxes per capita (2019)	\$682	\$570	\$525	\$704

**Source: U.S. Census Bureau and Nebraska Department of Revenue**

## Usage of TIF for North Platte and Peers

**What is TIF?** Tax increment financing is an economic development incentive in which the taxes, usually property taxes, linked to the increase in the assessed value of the developed property are normally remitted to the developer via the payment of interest and principal on bonds issued to support the development.

According to Nebraska law and most other state laws TIF is limited or only authorized to areas that are experiencing “blight,” and is usually intended to enable the economic development of an area which would not have occurred had the TIF financing been absent.

The first TIF was created in California in 1952, and by 2004, all states had authorized its use (Farris & Horbas, 2008). According to Greifer (2005) tax increment financing has been viewed as a method to combat blight, or deterioration, within city districts or neighborhoods. As its use spread to more states, policymakers began to recognize TIF as a flexible, all-purpose financing tool for economic development.

TIFs vary by financing type, land use, and sponsoring government. The financing type is usually property taxes, but could also be sales or utility taxes. Land use could be anything: residential, commercial, industrial, or some combination thereof.

Nebraska voters approved the use of TIF in 1978; the State Legislature passed enabling legislation in 1979. The use of TIF has proven to be a valuable tool in the economic developer's toolkit and its use is wide-spread throughout the state. According to the 2019 TIF report from the Nebraska Department of Revenue, Property Assessment Division, 140 cities in 72 counties have active TIF projects within their jurisdictions.

The number of TIF projects has grown over 350 percent from 1997 to 2016. The base value of TIF projects has grown from \$187.1 million in 1997 to \$833.1 million in 2019, a 345 percent increase.

The distribution of TIF projects by type of project has changed somewhat over the years. In 1997, 37 percent of TIF base value was associated with residential projects. The residential share of project base value has declined to 17 percent by 2019. On the other hand, the share of base value for both commercial and industrial projects increased over the same time period, with commercial project share increasing from 55 percent to 70 percent, and industrial project share increasing from 9 percent to 13 percent.

In 2019, the multiple of excess value was 5.5 for residential TIFs, 5.2 for commercial TIFs and 5.0 for industrial TIFs.



Requirements for Nebraska TIF include, but are not limited to:

1. It is applicable to real property only;
2. The property must be within the corporate boundaries of the city; however, the city may annex noncontiguous land to develop agricultural processing facilities that will become a TIF project;
3. The division of tax for TIF may not exceed 15 years;
4. The taxes attributable to the excess value can only be used for the repayment of the debt related to the project; and
5. The city/CRA must provide written notice to both the county assessor and county treasurer to cease the division of tax when the debt on the project is paid in full.
6. The portion of tax attributable to the excess value, if any, is distributed to the TIF fund for repayment of debt incurred on the specific project.

**According to Johnson and Man (2001):**

“Tax increment financing dedicates tax increments within a certain defined district to finance the debt that is issued to pay for the project. TIF was designed to channel funding toward improvements in distressed, underdeveloped, or underutilized parts of a jurisdiction where development might otherwise not occur. TIF creates funding for public or private projects by borrowing against the future increase in these property-tax revenues.”  
- Tax Increment Financing and Economic Development, Uses, Structures and Impact, Craig L. Johnson, Joyce Y. Man 2001.

**Nebraska TIFs**

In 2019, 140 of Nebraska cities in 72 counties had TIF projects. Table 1.3 lists the top 20 Nebraska cities in terms total assessed value of property along with the excess value produced by TIF. As listed in 2019, North Platte had \$1.6 billion in assessed value with only \$11.4 million, or 0.71%, attributed to TIF, termed TIF excess value. TIF excess value is the assessed value after the development of property granted TIF status.

TIF base value is the assessed value of the property granted TIF status prior to the property development.

According to the data, of the top 20 Nebraska cities, in terms of assessed property tax values, 16 have made greater use of TIF. Moreover, all of North Platte's peer cities have used TIFs more aggressively than the city.

**Table 1.4: North Platte TIF projects, 2004-2019**

State rank	County	City name	Total city taxable value	Excess value from TIF	% total city taxes from TIF
1	DOUGLAS	OMAHA	\$37,607,866,945	\$1,906,633,005	5.07%
2	LANCASTER	LINCOLN	\$23,266,889,209	\$603,508,115	2.59%
3	SARPY	BELLEVUE	\$3,387,780,699	\$17,416,269	0.51%
4	HALL	GRAND ISLAND	\$3,229,775,920	\$129,233,030	4.00%
5	BUFFALO	KEARNEY	\$2,851,078,792	\$79,798,400	2.80%
6	DODGE	FREMONT	\$1,680,644,627	\$146,831,447	8.74%
7	PLATTE	COLUMBUS	\$1,676,798,300	\$8,497,865	0.51%
8	SARPY	LA VISTA	\$1,653,626,421	\$5,751,041	0.35%
9	MADISON	NORFOLK	\$1,646,634,328	\$17,220,347	1.05%
10	LINCOLN	NORTH PLATTE	\$1,603,827,589	\$11,396,521	0.71%
11	ADAMS	HASTINGS	\$1,456,037,884	\$20,020,839	1.38%
12	SCOTTSBLUFF	SCOTTSBLUFF	\$911,784,810	\$20,261,356	2.22%
13	DAKOTA	SOUTH SIOUX CITY	\$726,682,971	\$58,016,395	7.98%
14	GAGE	BEATRICE	\$702,846,557	\$32,208,100	4.58%
15	WASHINGTON	BLAIR	\$587,713,627	\$11,116,505	1.89%
16	YORK	YORK	\$565,523,727	\$14,151,545	2.50%
17	BOX BUTTE	ALLIANCE	\$522,146,149	\$21,535,949	4.12%
18	SEWARD	SEWARD	\$512,055,941	\$10,965,626	2.14%
19	SCOTTSBLUFF	GERING	\$488,530,090	\$17,540,082	3.59%
20	RED WILLOW	MCCOOK	\$419,055,495	\$17,023,527	4.06%
			\$12,297,430,055	\$1,177,942,784	9.58%

**Source: Nebraska Department of Revenue**

Table 1.4 shows previous TIF projects in North Platte. North Platte has funded six TIF projects between 2004 and 2019. Of the six, two were residential, and four were commercial. As presented, North Platte's TIF produced \$5.63 for every dollar of base value.

That is, for every dollar of assessed value on the undeveloped property, North Platte's TIF generated \$5.63 in added value to cover bond payments during the TIF period and to contribute to property tax rolls beyond the TIF period.

**Table 1.4: North Platte TIF projects, 2004-2019**

Year	Description	Type of TIF	TIF Base tax	TIF Excess Tax	Excess Value	Base Value	TIF expiration	Ratio Excess value to base
2004	Commercial Building	C	\$48,585	\$519,595	\$1,707,990	\$140,420	\$35,532	12.16
2011	Dealership	C	\$100,850	\$500,180	\$2,968,785	\$521,845	\$61,760	5.69
2011	Senior Housing Development	R	\$17,569	\$581,343	\$3,503,355	\$90,910	\$72,881	38.54
2016	Hobby Lobby	C	\$99,659	\$252,146	\$2,926,225	\$1,197,195	\$60,875	2.44
2019	New Hotel	C	\$1,004	\$0	n.a.	\$48,254	n.a.	n.a.
2019	Single Family Housing	R	\$536	\$6,037	\$290,166	\$25,780	\$6,036	11.26
<b>North Platte total</b>			<b>\$268,203</b>	<b>\$1,859,301</b>	<b>\$11,396,521</b>	<b>\$2,024,404</b>	<b>\$237,084</b>	<b>5.63</b>

Source: Community Redevelopment Tax Increment Financing Projects, Tax Year 2019. Report to the Legislature Nebraska Department of Revenue Property Assessment Division, March 1, 2020.  
Type of TIF; C = commercial, R = Residential

As presented, North Platte's TIF produced \$5.63 for every dollar of base value.

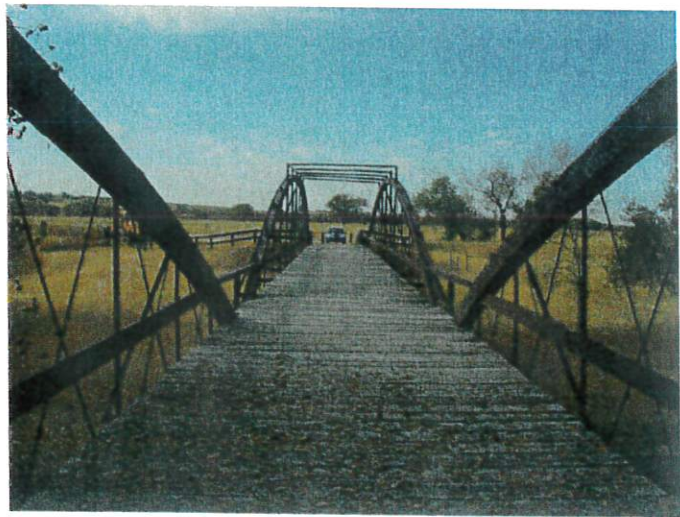


Table 1.5 presents the number of cattle and food processing capability for North Platte and the Region indicating a need of beef processing in Lincoln County and North Platte.

**Table 1:5 Cattle & food processing inventory, North Platte and region**

	Number of cattle	Food processing establishments	Food processing employment
Custer	329,990	0	0
Dawson	232,801	10	2,989
Frontier	56,197	0	0
Hayes	64,830	0	0
Keith	52,424	0	0
Lincoln	304,257	0	0
Logan	27,209	0	0
McPherson	40,716	0	0
Perkins	36,020	0	0
State	6,759,945	283	36,506
Region	1,144,444	10	2,989
Rest of state	5,615,501	273	33,517
Lincoln County share of state	4.5%	0.0%	0.0%
Region's share of state	16.9%	3.5%	8.2%

**U.S.D.A. 2017 and U.S. Census**

Additionally, only Dawson County, among Lincoln and contiguous, has food processing plants. Given the region's number of cattle, a new beef processing plant will more fully serve cattle ranchers in the region.

## Summary

Data in this chapter have demonstrated the growth in Nebraska's usage of TIF. As a percent of assessed value of property taxes, North Platte has made much less use of TIF than other cities in the state.

Furthermore, with North Platte's economy growing more slowly than its peers and the remainder of the state, this chapter has demonstrated the need for an economic development stimulus for the city. This slower growth has generated a slower expansion in local option sales tax collections and property taxes in North Platte than its peers.

Additionally, only Dawson County, among Lincoln and contiguous, has food processing plants. Given the region's number of cattle, a new beef processing plant will more fully serve cattle ranchers in the region.

As a percent of assessed value of property taxes, North Platte has made much less use of TIF than other cities in the state.



# Chapter 2: The Economic Impact of the New Sustainable Beef Plant on North Platte

## Introduction

Goss & Associates was asked by Sustainable Beef, LLC to estimate the annual economic impacts of the proposed project on the City of North Platte.<sup>8</sup> Goss & Associates produced the estimates that follow using initial business and area conditions listed in Table 2.1, and the methodology described in the accompanying appendices.

Tables 2.2 through 2.9 provide detailed estimated impacts. Estimates indicate that the impacts are broadly dispersed with nearly all North Platte’s major industry sectors experiencing economic impacts, either directly or indirectly, from the development.

The economic impacts identified in this study are short run-in nature and represent annual, recurring events. Long run, but intangible factors, such as work force development, and knowledge enhancement, are acknowledged, but no attempt is made to assign dollar values to them.

The impacts are broadly dispersed with sales and earnings increases across a broad range of North Platte industries.

The next section of this report provides detailed economic impacts of the Sustainable Beef project on the assumptions listed in Table 2.1

**Table 2.1: Assumptions used for impact assessment**

Impact geography	City of North Platte
Discount rate (S&P Municipal infrastructure bond index – average daily rate 2011-21)	3.33%
Current assessed property value in development area	\$185,004
Yearly growth rate of assessed property in development area (RSMMeans construction cost index, 2000-2021)	3.37%
Property tax mill levy (Lincoln County Assessor)	2.069854
Project investment: building construction, furniture, fixtures and equipment (Sustainable Beef)	\$280,000,000
Cost of infrastructure improvements (City of North Platte)	\$20,000,000
Number of employees at the project (Sustainable Beef)	870
Industry sector (Sustainable Beef)	Animal slaughtering and processing
Time span of construction	(September 2021 to December 2022)
Date plant opens	April 2023
Project assessment rate	95%

Source: Sustainable Beef; Federal Reserve, and Nebraska Department of Revenue

<sup>8</sup>Researcher’s biography is contained in Appendix H.

## Economic Impacts: Jobs, Labor Income and Total (Sales)

Table 2.2 lists economic impacts across all North Platte industries between 2021 and 2047. Tables 2.3 and 2.4 provide impacts across industries for the construction period and first full year of operations.

Table 2.2: Economic impact of Sustainable Beef, LLC project on City of North Platte, 2021-2047 (2021 dollars)			
Year	Employment	Labor income	Output
2021	563	\$19,745,529	\$57,745,363
2022	1,688	\$57,329,073	\$167,657,605
2023	1,481	\$80,669,365	\$898,396,407
2024	1,974	\$104,123,091	\$1,159,595,233
2025	1,974	\$103,289,413	\$1,150,310,748
2026	1,974	\$102,462,410	\$1,141,100,601
2027	1,974	\$101,642,028	\$1,131,964,197
2028	1,974	\$100,828,215	\$1,122,900,945
2029	1,974	\$100,020,917	\$1,113,910,258
2030	1,974	\$99,220,084	\$1,104,991,558
2031	1,974	\$98,425,663	\$1,096,144,266
2032	1,974	\$97,637,602	\$1,087,367,812
2033	1,974	\$96,855,851	\$1,078,661,627
2034	1,974	\$96,080,359	\$1,070,025,151
2035	1,974	\$95,311,076	\$1,061,457,823
2036	1,974	\$94,547,953	\$1,052,959,091
2037	1,974	\$93,790,939	\$1,044,528,406
2038	1,974	\$93,039,987	\$1,036,165,222
2039	1,974	\$92,295,048	\$1,027,869,000
2040	1,974	\$91,556,073	\$1,019,639,202
2041	1,974	\$90,823,014	\$1,011,475,298
2042	1,974	\$90,095,825	\$1,003,376,759
2043	1,974	\$89,374,459	\$995,343,062
2044	1,974	\$88,658,868	\$987,373,689
2045	1,974	\$87,949,006	\$979,468,124
2046	1,974	\$87,244,828	\$971,625,856
2047	1,974	\$86,546,288	\$963,846,379
Construction period (Sept. 2021 to Dec. 2022)	1,893 (annual average)	\$77,074,602	\$225,402,968
Total impact, 2023 to 2037 (TIF period)	1,941 (annual average)	\$1,464,904,966	\$16,314,314,123
Total 2038 to 2047, (first 10-years post-TIF)	1,974 (annual average)	\$897,583,396	\$9,996,182,591
Total 2023 to 2047, (TIF plus 10-years post-TIF)	1,954 (annual average)	\$2,362,488,361	\$26,310,496,714
Total construction and operational periods (Sept. 2021 to 2047)	1,933 (annual average)	\$2,439,562,963	\$26,535,899,681

Source: Goss & Associates from IMPLAN Multiplier System

Tables 2.3 and 2.4 list industries experiencing the largest impacts from the construction period and 2024, respectively.

**Table 2.3: Top Industries experiencing Impacts: Construction period, September 2021- December 2022 (2021 dollars)**

Description	Employment	Labor income	Output
Construction of new nonresidential manufacturing structures	1,321	\$43,495,593	\$128,197,710
Wholesale trade businesses	203	\$9,244,917	\$25,733,696
Construction of other new nonresidential structures	162	\$5,614,371	\$18,313,959
Imputed rental activity for owner-occupied dwellings	n.a.	n.a.	\$6,306,467
Food services and drinking places	70	\$1,054,002	\$3,164,581
Monetary authorities and depository credit intermediation activities	11	\$428,982	\$3,151,987
Offices of physicians, dentists, and other health practitioners	26	\$2,029,606	\$3,129,952
Private hospitals	26	\$1,570,424	\$3,085,863
Architectural, engineering, and related services	20	\$1,090,019	\$1,952,053
Legal services	18	\$715,711	\$1,603,367
All other industries	394	\$11,830,977	\$30,763,334
<b>Total all industries</b>	<b>2,251</b>	<b>\$77,074,602</b>	<b>\$225,402,968</b>

Source: Goss & Associates based on IMPLAN Multiplier System

**Table 2.4: Top Industries experiencing Impacts: Operations, 2024 (first full-year of operations, 2021 dollars)**

Description	Employment	Labor income	Output
Animal (except poultry) slaughtering, rendering, and processing	870	\$61,043,838	\$724,622,005
Cattle ranching and farming	196	\$4,754,800	\$231,889,877
Monetary authorities and depository credit intermediation activities	36	\$1,799,505	\$20,791,181
Transport by truck	111	\$4,451,584	\$20,120,697
Wholesale trade businesses	57	\$3,203,819	\$14,023,221
Imputed rental activity for owner-occupied dwellings	n.a.	n.a.	\$12,323,267
Animal production, except cattle and poultry and eggs	33	\$848,397	\$11,615,535
State and local government electric utilities	14	\$1,687,026	\$8,581,546
Food services and drinking places	93	\$1,737,791	\$8,204,523
Other animal food manufacturing	3	\$243,228	\$7,460,312
All other sectors	560	\$24,353,101	\$99,963,069
<b>Total all sectors</b>	<b>1,974</b>	<b>\$104,123,091</b>	<b>\$1,159,595,233</b>

Source: Goss & Associates based on IMPLAN Multiplier System

CHAPTER 2: THE ECONOMIC IMPACT OF THE NEW SUSTAINABLE BEEF PLANT ON NORTH PLATTEBRAS-

Table 2.5 presents the current assessment of the property to be developed in Column (2) and the TIF excess value plus the TIF base. As listed, the property is expected to be assessed at a value of \$167.1 million the year after the TIF period. Table 2.6 lists the property taxes assessed on the developed property during, and after the TIF period. As presented, the increment to property taxes from the development the year after the TIF period is estimated to be \$3,611,641.

Table 2.5: Assessed value of property at Sustainable Beef project site, 2021 to 2047 (2021 dollars)		
Year	"As Is" assessed value	New + Old*
2021	\$185,004	\$185,004
2022	\$179,047	\$179,047
2023	\$173,281	\$248,402,643
2024	\$167,701	\$228,007,772
2025	\$162,301	\$211,248,887
2026	\$157,074	\$197,473,151
2027	\$152,016	\$185,906,017
2028	\$147,121	\$175,020,739
2029	\$142,384	\$164,785,455
2030	\$137,799	\$155,169,650
2031	\$133,361	\$146,144,099
2032	\$129,067	\$137,680,819
2033	\$124,911	\$225,537,900
2034	\$120,888	\$209,290,974
2035	\$116,996	\$195,942,641
2036	\$113,228	\$184,972,462
2037	\$109,582	\$175,762,969
2038	\$106,053	\$167,097,042
2039	\$102,638	\$158,949,283
2040	\$99,333	\$151,295,365
2041	\$96,134	\$144,111,990
2042	\$93,039	\$137,376,851
2043	\$90,043	\$207,428,158
2044	\$87,143	\$194,487,897
2045	\$84,337	\$183,858,385
2046	\$81,621	\$175,124,728
2047	\$78,993	\$167,794,684
*includes new personal property investment at project site		
Source: Lincoln County Assessor and Goss & Associates		

**Table 2.6: Increase in property taxes at Sustainable Beef (project site), 2021-2047 (2021 dollars)**

Year	"As is" property taxes	New + old property taxes	Increment to property taxes
2021	\$3,829	\$3,829	\$0
2022	\$3,706	\$3,706	\$0
2023	\$3,587	\$2,582,051	\$2,578,464
2024	\$3,471	\$2,499,939	\$2,496,468
2025	\$3,359	\$2,420,439	\$2,417,079
2026	\$3,251	\$2,343,466	\$2,340,215
2027	\$3,147	\$2,268,941	\$2,265,795
2028	\$3,045	\$2,196,787	\$2,193,742
2029	\$2,947	\$2,126,927	\$2,123,980
2030	\$2,852	\$2,059,288	\$2,056,436
2031	\$2,760	\$1,993,801	\$1,991,040
2032	\$2,671	\$1,930,396	\$1,927,724
2033	\$2,585	\$3,770,389	\$3,767,804
2034	\$2,502	\$3,373,603	\$3,371,100
2035	\$2,422	\$3,038,700	\$3,036,278
2036	\$2,344	\$2,754,848	\$2,752,504
2037	\$2,268	\$2,509,209	\$2,506,941
2038	\$2,195	\$2,276,533	\$2,274,338
2039	\$2,124	\$2,056,241	\$2,054,117
2040	\$2,056	\$1,847,776	\$1,845,720
2041	\$1,990	\$1,650,605	\$1,648,615
2042	\$1,926	\$1,464,217	\$1,462,291
2043	\$1,864	\$2,868,652	\$2,866,789
2044	\$1,804	\$2,556,695	\$2,554,891
2045	\$1,746	\$2,293,932	\$2,292,186
2046	\$1,689	\$2,071,732	\$2,070,043
2047	\$1,635	\$1,879,866	\$1,878,231
Construction period (Sept. 2021 to Dec. 2022)	\$7,535	\$7,535	\$0
Total impact, 2023 to 2037 (TIF period)	\$43,213	\$37,868,784	\$37,825,571
Total 2038 to 2047, (first 10-years post-TIF)	\$19,029	\$20,966,250	\$20,947,221
Total 2023 to 2047, (TIF plus 10-years post-TIF)	\$62,242	\$58,835,034	\$58,772,792
Total construction and operational periods (Sept. 2021 to 2047)	\$69,777	\$58,842,569	\$58,772,792

Source: Goss & Associates from IMPLAN Multiplier System

## Impact on North Platte City Tax Collections

Table 2.7 presents the estimated taxes generated by the construction and operation of Sustainable Beef between 2021 and 2047. These estimates take into account sales tax refunds<sup>9</sup> and property taxes.<sup>10</sup> It is possible a pool of credits may be available beyond the 10-year entitlement period, and could be used against sales and personal property tax<sup>11</sup> full North Platte mill levy applied to base, excess, and personal property at the site to determine funds available for TIF payment. City and school district mill levies are used to determine city tax collection from property tax. These estimates take into account Nebraska Advantage Act. TIF applies different mill levies and use different valuation totals to arrive at estimates.



Lincoln County Courthouse

<sup>9</sup>Sales tax refund applied to furniture and fixtures and equipment. Manufacturing equipment exempt from sales tax in NE & other equipment purchases subject to sales tax refund during entitlement period. We include ZERO direct sales tax to the estimates.

<sup>10</sup>Personal property tax exemption under NE ADV Tier 6: 10-year period (2023 to 2032) during which no personal property tax is included in the city tax collection estimate.

<sup>11</sup>After 10-year Nebraska Advantage entitlement period, manufacturing equipment: replacement of equipment at 10-year intervals – use BEA industrial equipment price index to estimate future costs and a 10-depreciation table to determine tax on personal property. NE ADV, attainment, entitlement and carryover periods: NE ADV Tier 6 has a 5-year attainment period – a 10-year entitlement period (earn and use credits) – and a 16-year carryover period (continue to use credits earned during the entitlement period).

Table 2.7: Tax impact of Sustainable Beef on the City of North Platte, 2021-2047 (2021 dollars)

Year	Local option sales tax	Property tax City of North Platte and North Platte School District* (mill levy = 1.601424 per \$100 of assessed value)	Other taxes and fees	Total tax revenue
2021	\$337,309	\$373,653	\$166,472	\$877,434
2022	\$979,342	\$1,079,127	\$483,335	\$2,541,803
2023	\$390,491	\$1,901,436	\$746,349	\$3,038,276
2024	\$482,447	\$2,348,457	\$922,104	\$3,753,009
2025	\$478,584	\$2,329,589	\$914,721	\$3,722,895
2026	\$474,753	\$2,310,874	\$907,398	\$3,693,024
2027	\$470,951	\$2,292,310	\$900,132	\$3,663,394
2028	\$467,181	\$2,273,898	\$892,925	\$3,634,004
2029	\$463,440	\$2,255,634	\$885,776	\$3,604,850
2030	\$459,729	\$2,237,519	\$878,684	\$3,575,932
2031	\$456,049	\$2,219,551	\$871,649	\$3,547,248
2032	\$452,397	\$2,201,728	\$864,670	\$3,518,794
2033	\$503,460	\$2,184,049	\$857,746	\$3,545,256
2034	\$499,963	\$2,166,514	\$850,879	\$3,517,356
2035	\$496,495	\$2,149,121	\$844,066	\$3,489,682
2036	\$493,056	\$2,131,868	\$837,308	\$3,462,232
2037	\$489,645	\$4,054,348	\$830,604	\$5,374,597
2038	\$486,263	\$3,857,412	\$823,953	\$5,167,628
2039	\$482,908	\$3,670,191	\$817,356	\$4,970,456
2040	\$479,581	\$3,492,256	\$810,812	\$4,782,649
2041	\$476,282	\$3,323,192	\$804,320	\$4,603,794
2042	\$473,010	\$3,162,602	\$797,880	\$4,433,493
2043	\$469,766	\$4,232,948	\$791,492	\$5,494,205
2044	\$466,548	\$3,975,468	\$785,155	\$5,227,170
2045	\$463,357	\$3,756,179	\$778,868	\$4,998,404
2046	\$460,188	\$3,548,986	\$772,632	\$4,781,805
2047	\$457,040	\$3,353,221	\$766,446	\$4,576,707
<b>Construction period (Sept. 2021 to Dec. 2022)</b>	<b>\$1,316,651</b>	<b>\$1,452,779</b>	<b>\$649,807</b>	<b>\$3,419,238</b>
<b>Total impact, 2023 to 2037 (TIF period)</b>	<b>\$7,078,643</b>	<b>\$35,056,896</b>	<b>\$13,005,010</b>	<b>\$55,140,549</b>
<b>Total 2038 to 2047, (first 10-years post-TIF)</b>	<b>\$4,714,942</b>	<b>\$36,372,455</b>	<b>\$7,948,915</b>	<b>\$49,036,312</b>
<b>Total 2023 to 2047, (TIF plus 10-years post-TIF)</b>	<b>\$11,793,585</b>	<b>\$71,429,351</b>	<b>\$20,953,925</b>	<b>\$104,176,861</b>
<b>Total construction and operational periods (Sept. 2021 to 2047)</b>	<b>\$13,110,236</b>	<b>\$72,882,130</b>	<b>\$21,603,732</b>	<b>\$107,596,099</b>

\*includes direct (at project site) and spillover activities.

Source: Goss & Associates from IMPLAN Multiplier System

\* Property tax and sales tax collections reflect the impact of state tax incentives at the project. Note: the state incentive program allows for the use of earned credits beyond the program’s entitlement period – potentially impacting local tax revenue beyond the time-period used in the table, above.

Table 2.8: City of North Platte: Public sector cost and municipal benefits (2021 dollars)			
Year	Public sector cost	Total municipal tax revenue	Net benefit
2021	\$237,868	\$877,434	\$639,567
2022	\$668,701	\$2,541,803	\$1,873,103
2023	\$2,893,839	\$3,038,276	\$144,437
2024	\$3,827,560	\$3,753,009	(\$74,551)
2025	\$3,796,915	\$3,722,895	(\$74,020)
2026	\$3,766,514	\$3,693,024	(\$73,490)
2027	\$3,736,357	\$3,663,394	(\$72,963)
2028	\$3,706,441	\$3,634,004	(\$72,437)
2029	\$3,676,765	\$3,604,850	(\$71,915)
2030	\$3,647,326	\$3,575,932	(\$71,394)
2031	\$3,618,124	\$3,547,248	(\$70,876)
2032	\$3,589,154	\$3,518,794	(\$70,360)
2033	\$3,560,417	\$3,545,256	(\$15,161)
2034	\$3,531,910	\$3,517,356	(\$14,554)
2035	\$3,503,632	\$3,489,682	(\$13,950)
2036	\$3,475,579	\$3,462,232	(\$13,347)
2037	\$3,447,751	\$5,374,597	\$1,926,846
2038	\$3,420,146	\$5,167,628	\$1,747,482
2039	\$3,392,762	\$4,970,456	\$1,577,694
2040	\$3,365,597	\$4,782,649	\$1,417,052
2041	\$3,338,651	\$4,603,794	\$1,265,143
2042	\$3,311,919	\$4,433,493	\$1,121,574
2043	\$3,285,401	\$5,494,205	\$2,208,804
2044	\$3,259,096	\$5,227,170	\$1,968,074
2045	\$3,233,002	\$4,998,404	\$1,765,402
2046	\$3,207,117	\$4,781,805	\$1,574,689
2047	\$3,181,438	\$4,576,707	\$1,395,269
<b>Construction period (Sept. 2021 to Dec. 2022)</b>	<b>\$906,569</b>	<b>\$3,419,239</b>	<b>\$2,512,671</b>
<b>Total impact, 2023 to 2037 (TIF period)</b>	<b>\$53,778,284</b>	<b>\$55,140,549</b>	<b>\$1,362,265</b>
<b>Total 2038 to 2047, (TIF plus 10 years post-TIF)</b>	<b>32,995,129</b>	<b>49,036,312</b>	<b>16,041,183</b>
<b>Total 2023 to 2047, (first 10 years post-TIF)</b>	<b>\$86,773,413</b>	<b>\$104,176,861</b>	<b>\$17,403,448</b>
<b>Total construction and operational periods (Sept. 2021 to 2047)</b>	<b>\$87,679,982</b>	<b>\$107,596,099</b>	<b>\$19,916,117</b>

Source: Goss & Associates from IMPLAN Multiplier System

In terms of the rate-of-return for locally provided infrastructure support, the project will provide \$1.27 for every dollar of local public support for the TIF period, 2021-35, and \$1.55 for every dollar of local support for the period of 2021-45 (ten years beyond TIF).

Table 2.9: Rate of return per \$1 of public sector cost		
Period	Reference	Amount
Cost to North Platte taxpayers, 2023-2037	Table 2.8	\$53,778,284
Total North Platte tax collections, 2023-37	Table 2.8	\$55,140,549
TIF Period, 15 years (2023 to 2037)		\$1.03
Cost to North Platte taxpayers 2021-47	Table 2.8	\$87,679,982
Total North Platte tax collections, 2021-47	Table 2.8	\$107,596,099
TIF plus 10-years (2021 to 2047) + construction		\$1.23
Cost to North Platte taxpayers 2023-47	Table 2.8	\$86,773,413
Total North Platte tax collections, 2023-47	Table 2.8	\$104,176,861
TIF plus 10, 25-years (2023 to 2047)		\$1.20

**Source: Goss & Associates from IMPLAN Multiplier System**

Much of the cost of public infrastructure is normally K-12 school costs. North Platte’s Saint Patrick High School has existing capacity for an additional 350 students. Add both together and it exceeds 1,800 more students can be accommodated in existing facilities in the North Platte schools. With five other K-12 school systems in Lincoln County (Brady, Maxwell, Hershey, Sutherland and Wallace) there is more than ample capacity for a substantial amount of economic and job growth.”<sup>12</sup> Thus, the costs to the North Platte taxpayer are likely overstated, and the rate-of-return of the Sustainable Beef project to the North Platte taxpayer is understated.



<sup>12</sup>Unless indicated otherwise, all impacts are stated in 2021 dollars. A discount rate of 3.33% is used throughout this study. Discount rates by year are listed in Appendix C, Table C1.

# Appendices

# Appendix A: Section 18-2113<sup>13</sup>

The following comes directly from the Nebraska legislation.

“(1) Prior to recommending a redevelopment plan to the governing body for approval, an authority shall consider whether the proposed land uses and building requirements in the redevelopment project area are designed with the general purpose of accomplishing, in conformance with the general plan, a coordinated, adjusted, and harmonious development of the city and its environs which will, in accordance with present and future needs, promote health, safety, morals, order, convenience, prosperity, and the general welfare, as well as efficiency and economy in the process of development, including, among other things, adequate provision for traffic, vehicular parking, the promotion of safety from fire, panic, and other dangers, adequate provision for light and air, the promotion of the healthful and convenient distribution of population, the provision of adequate transportation, water, sewerage, and other public utilities, schools, parks, recreational and community facilities, and other public requirements, the promotion of sound design and arrangement, the wise and efficient expenditure of public funds, and the prevention of the recurrence of insanitary or unsafe dwelling accommodations or conditions of blight.”

“(2) The authority shall conduct a cost-benefit analysis for each redevelopment project whose redevelopment plan includes the division of taxes as provided in section 18-2147. In conducting the cost-benefit analysis, the authority shall use a cost benefit model developed for use by local projects.”

Any cost-benefit model used by the authority shall consider and analyze the following factors:

- (a) Tax shifts resulting from the division of taxes as provided in section 18-2147;
  - (b) Impacts of public infrastructure and community public service needs, and local tax impacts arising from the approval of the redevelopment project;
  - (c) Impacts on employers and employees of firms locating or expanding within the boundaries of the area of the redevelopment project;
  - (d) Impacts on other employers and employees within the city or village and the immediate area that are located outside of the boundaries of the area of the redevelopment project;
  - (e) Impacts on the student populations of school districts within the city or village; and
  - (f) Any other impacts determined by the authority to be relevant to the consideration of costs and benefits arising from the redevelopment project.
- (3) Copies of each cost-benefit analysis conducted pursuant to subsection of this section shall be posted on the city’s public web site or made available for public inspection at a location designated by the city.

<sup>13</sup><https://nebraskalegislature.gov/laws/statutes.php?statute=18-2113> effective November 14, 2020

# Appendix B: Description of Property

Assessor ID 0023926.25

A tract of land in the Northeast Quarter of the Northeast Quarter and in part of Government Lots 1 and 2, Section 11, Township 13 North, Range 30 West of the 6th P.M., Lincoln County, Nebraska more particularly described as follows:

Beginning at the North Quarter Corner of Section 11, Township 13 North, Range 30 West of the 6th P.M., Lincoln County, Nebraska; thence S 89°38'48" E (an assumed bearing) on the north line of said Section 11, a distance of 2550.86 feet to the west line of an existing conservation easement; thence S 00°59'01" W on the west line of said conservation easement, a distance of 1390.62 feet; thence N 89°21'54" W on the north line of said conservation easement, a distance of 1481.51 feet to the east line of a 23.13 acre tract as shown on a survey by B. Edwards dated 4/8/2003; thence N 02°39'48" W on said east line, a distance of 25.40 feet to the Northeast Corner of said tract; thence N 88°03'36" W on the north line of said tract, a distance of 962.32 feet to the Northwest Corner of said tract; thence N 89°15'00" W, a distance of 100.00 feet to the west line of Government Lot 2 in said Section 11, also being the easterly Newberry Road right-of-way; thence N 00°45'00" E on the west line of said Government 2 and easterly Newberry Road right-of-way, a distance of 1330.58 feet to the Point of Beginning; said described tract contains 80.06 acres, more or less, and includes 1.93 acres, more or less, of county roadway.

Life of equipment	10
Incentives (state)	Tier 6
Sales	\$850,000,000
Wages & salaries	\$50,000,000
Size of facility (square feet)	340,000
Line wage per hour	\$25.00
Number of workers	870
Wages	\$44,600,000
Benefits	\$6,400,000
Base value of land	\$167,120
Current ownership of land	North Platte City
Number of acres	60 - 80

# Appendix C: Discount factor, 2021-2047

Table C1: Discount factor, 2021

Period	Year	Discount factor
0	2021	1.0000
1	2022	1.0333
2	2023	1.0677
3	2024	1.1032
4	2025	1.1399
5	2026	1.1778
6	2027	1.2170
7	2028	1.2575
8	2029	1.2993
9	2030	1.3426
10	2031	1.3872
11	2032	1.4334
12	2033	1.4811
13	2034	1.5304
14	2035	1.5813
15	2036	1.6339
16	2037	1.6883
17	2038	1.7444
18	2039	1.8025
19	2040	1.8625
20	2041	1.9244
21	2042	1.9885
22	2043	2.0546
23	2044	2.1230
24	2045	2.1936
25	2046	2.2666
26	2047	2.3420

Source: Standard and Poor's

## Appendix D: Types of Economic Impacts

Economic impacts can be divided into direct, indirect and induced. The most obvious direct impact of Sustainable Beef on the local economy comes in the form of salaries to Sustainable Beef workers residing in the area. Indirect impacts come from expenditures by Sustainable Beef vendors to their suppliers. Employees of the supplying firms then spend their wages and salaries in North Platte. This re-spending, or second round multiplying, is referred to as an induced impact. From an economic perspective, the dollars that remain and are re-circulated in the area's economy are powerful in generating jobs and income for the area.

**Direct Economic Impacts.** Sustainable Beef revenues flowing into the area have direct economic effects on the local economy by making expenditures for goods and services and by paying employee salaries.

Sustainable Beef spending increases overall income and population, which produces another round of increased spending adding to sales, earnings and jobs for the area.

**Indirect Economic Impacts.** Sustainable Beef will also produce indirect economic effects on the area economy. The firm's expenditures encourage the startup and expansion of other businesses related to the contract. The project will generate indirect effects by increasing: (a) the number of firms drawn to a community, (b) the volume of deposits in local financial institutions and, (c) economic development.

**Induced Economic Impacts.** Induced impacts in the region occur as the initial spending feeds back to industries in the region when workers in the area purchase additional output from local firms in a second round of spending. That is, Sustainable Beef spending increases overall income and population, which produces another round of increased spending adding to sales, earnings and jobs for the area. Sustainable Beef spending is re-circulated creating overall spending that is a multiple of the initial expenditure. This is termed the multiplier effect and is discussed in the next section.

Sustainable Beef spending increases overall income and population, which produces another round of increased spending adding to sales, earnings and jobs for the area.

# Appendix E: The Multiplier Effect

When employees of Sustainable Beef spend their salaries within the community, the spending filters through the local economy and causes increased overall spending greater than the initial spending. The impact of this re-spending is known as the multiplier effect. Economic impacts that take place outside the local economy, for example Sustainable Beef expenditures in Denver, are called leakages and reduce the multiplier and overall impacts. They are excluded when estimating regional economic impacts. While the direct effects of Sustainable Beef can be measured by a straightforward methodology, the indirect and induced effects of the project's spending must be estimated using regional multipliers.

Community characteristics that affect leakages, and consequently the multiplier include:

**Location.** Distance to suppliers affects the willingness to purchase locally. For example, if North Platte firms are unable to provide supplies to service the contract and there are businesses outside North Platte that can furnish the needed products and/or services, then vendors will be encouraged to spend outside the area. This results in greater leakages, lower multipliers and smaller impacts.

**Population size.** A larger population provides more opportunities for companies and workers to purchase locally. Larger population areas are associated with fewer leakages and larger multipliers. Thus, in general, Sustainable Beef spending flowing into North Platte will have larger impacts than the same level of spending flowing into less populated portions of the state.

Sustainable Beef spending outside the local economy, for example spending in Denver, is called a leakage and reduces the multiplier and overall impacts.

While the direct effects of Sustainable Beef spending can be measured by a straightforward methodology, the indirect and induced effects must be estimated using regional multipliers.

**Type of industry.** A community would gain more if the inputs required by local industries for production match local resources and are purchased locally. Thus, over time, as new firms are created to match the requirements of the Sustainable Beef, leakages will be fewer, resulting in larger multipliers and impacts.

Appendix C discusses the selection of an estimation technique to measure the direct, indirect and induced impacts of Sustainable Beef on North Platte.

Wholesale firms in Omaha will expand to meet the increasing demands of the Flatiron Development. Over time, these impacts grow.

Thus, in general, revenues flowing into North Platte will have larger impacts than the same level of revenues flowing into less populated portions of the state.

## Appendix F: Choosing a Technique to Measure Impacts

Many types of public and private sector decisions require an evaluation of probable regional effects. Since important impacts are often economic, this requirement has created a need for regional economic impact models. The three most common types of impact models are economic base, econometric, and input-output (I-O). Two of the three impact models have inherent disadvantages that markedly reduce their viability for estimating the impact of Sustainable Beef spending on the North Platte economy.

**Economic Base Models.** Economic base models divide the economy into two sectors – the local/service sector and the export sector. The economic base multiplier is an average for all the economy making it impossible to distinguish, for example, the impact of Sustainable Beef from that of a new manufacturing plant.

**Econometric Models.** Econometric models use past data to statistically link sectors of the economy. Econometric models have two major weaknesses. First, the time series data used in constructing econometric models are often unavailable at the county and metropolitan area level, thus precluding county-level analysis. This is especially true for rural counties and for counties with small populations. Second, econometric models are costly to build and maintain.

**Input-Output (I-O) Models.** I-O models are the most frequently used types of analysis tools for economic impact assessment. Input-output is a simple general equilibrium approach based on an accounting system of injections and leakages. Input-Output analysis assumes that each sector purchases supplies from other sectors and then sells its output to other sectors and/or final consumers.

Historically, high costs precluded the extensive use of I-O models in regional impact analysis. However, with the advent of “ready-made” multipliers produced by third parties, such as the U.S. Forestry Service, I-O multipliers became a much more viable option for performing impact analysis.

All purely non-survey techniques or “ready-made” multipliers take a national I-O table as a first approximation of regional inter-industry relationships. The national table is then made region-specific by removing those input requirements that are not produced in the region.

I-O models are the most frequently used analysis tools for economic impact assessment.

Input-Output systems were originally developed by Wassily Leontief (1941) to assist in planning a national economy. Input-Output represents an effective method for depicting and investigating the underlying processes that bind industries of a region. It provides a technique to project into the future the magnitude of important additions or injections into the local economy.

Input-Output models are composed of three basic tables. The first, the Transactions Table, traces inter-industry sales and purchases within a defined region. The next table, the Direct Requirements Table, answers the question, "If a certain dollar value of intermediate requirements is present for a total dollar value of gross output, what are the intermediate requirements for each industry per dollar of gross output?" The manipulation of these two tables results in the final and most important of the tables, the Industrial Multiplier Table. This table is then used to calculate overall impacts.

Chief problems involved in the use of multipliers are:

**Selection of industries.** For which industries will impacts be estimated? The selection is generally dictated by definitions used by government agencies that collect the data. For example, most government data do not distinguish employment in a cardiac center or clinic from that in a hospital.

**Selection of a region.** Again, government agencies collect aggregate data by county, thus requiring the analysis to take place at the county level, or combination of counties. Most developers of "ready-made" multipliers use the County Business Patterns as the primary data source. For this study, North Platte is the area of analysis.

For this study, North Platte is the area of analysis.

**Major assumptions of the I-O model**

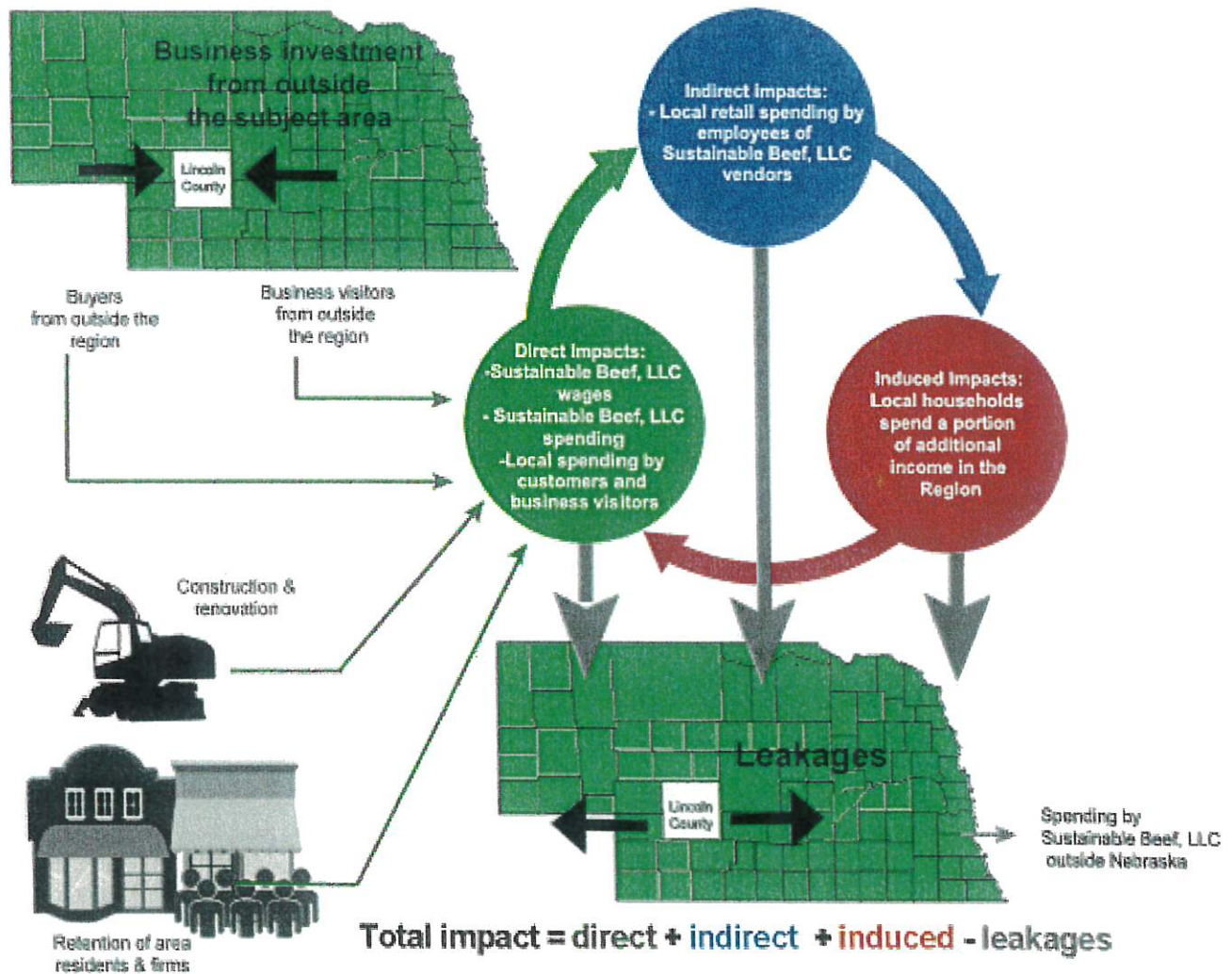
- Constant production coefficients. For example, it is assumed that "x" dollars of new revenues flowing to Omaha will produce "y" dollars of output regardless of the scale of operations. In other words, the I-O model assumes constant returns to scale.
- Constant technological relationships between inputs and outputs. Thus I-O multipliers assume that technology remains the same between the time the multipliers are calculated and the period for which impacts are estimated.
- Old purchasing patterns are the same as new purchasing patterns. Thus, it is assumed that purchasing patterns between Flatiron and its suppliers in Omaha will be the same as other firms in the industry in the area.
- No supply constraints. I-O models do not take into consideration the problem of finding an adequate supply of workers to fill new jobs brought about by the Flatiron Development contract.

Despite their weaknesses and somewhat restrictive assumptions, I-O multipliers are the tools most often used for impact analysis. Due to their documented effectiveness and relatively low cost, the I-O multipliers used in this study are those produced by the U.S. Forestry Service and marketed by the Minnesota IMPLAN Group Inc. ([www.implan.com](http://www.implan.com)).

Table F.1: Multipliers provided by IMPLAN and used in this study	
Type of Multiplier	Description
Output Multipliers	Total industry output per \$1 change in final demand
Labor Income Multipliers	Total household earnings per \$1 change in final demand
Employment Multipliers	Total number of jobs per \$1 million change in final demand

# Appendix G: Schematic of Sample Sustainable Beef Development Impacts

Figure G1: Schematic of Sample Sustainable Beef, LLC Impacts



Source: Goss & Associates, 2021

# Appendix H: References

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# Appendix I: Researchers' Biographies

**Ernie Goss** is the Jack MacAllister Chair in Regional Economics at Creighton University and is the initial director for Creighton's Institute for Economic Inquiry. He is also principal of the Goss Institute in Denver, CO. Goss received his Ph.D. in economics from The University of Tennessee in 1983 and is a former faculty research fellow at NASA's Marshall Space Flight Center. He was a visiting scholar with the Congressional Budget Office for 2003-2004 and has testified before the U.S. Congress, the Kansas Legislature, and the Nebraska Legislature. In the fall of 2005, the Nebraska Attorney General appointed Goss to head a task force examining gasoline pricing in the state.

He has published more than 100 research studies focusing primarily on economic forecasting and on the statistical analysis of business and economic data. His book Changing Attitudes Toward Economic Reform During the Yeltsin Era was published by Praeger Press in 2003, and his book Governing Fortune: Casino Gambling in America was published by the University of Michigan Press in March 2007.

He is editor of Economic Trends, an economics newsletter published monthly with more than 11,000 subscribers, produces a monthly business conditions index for the nine-state Mid-American region, and conducts a survey of bank CEOs in 10 U.S. states. Survey and index results are cited each month in approximately 100 newspapers; citations have included the New York Times, Wall Street Journal, Investors Business Daily, The Christian Science Monitor, Chicago Sun Times, and other national and regional newspapers and magazines. Each month 75-100 radio stations carry his Regional Economic Report.

**Scott Strain** is a senior research economist at Goss & Associates. He has worked as an economist and statistician for more than 20 years providing forecasts and analysis across a wide-range of industries. Scott served as an industry economist, working in new product development regarding both quantitative and qualitative research. Scott was Senior Director of Research for an economic development agency, providing economic impact and tax incentive analysis to both private businesses and government entities. He served on the business advisory committee that worked with Nebraska state senators and the director of the state's Economic Development Department to develop the Nebraska Advantage Act – a comprehensive package of business incentives that has helped to add more than \$6 billion in new capital investment and over 13,000 new jobs in the state of Nebraska since the Act's inception in 2006.

# Appendix J: Goss & Associates Consulting Contracts 2017-2020

Below are examples of impact studies completed by Goss & Associates for recent years.

1. 2003 - 2020, ongoing. The College World Series and the Omaha Economy: Impacts 2003 - 2019. Produced for College World Series, Inc.
2. Winter 2020. Midtown Crossing: Transforming Midtown Omaha and Boosting the Overall Omaha Economy. Produced for East Campus Realty. Spring 2019.
3. Winter 2019. A Cost-Benefit Analysis: Options for Boone Central Middle School: Albion or Petersburg? Produced for Boone Central Schools Board of Education.
4. Winter 2019. The Economic and Fiscal Impact of the Council Bluffs Riverfront Development (River's Edge). Produced for the Iowa West Foundation.
5. Winter 2019. Reducing the Property Tax Burden on Nebraska Farmland: An Evaluation of the Fair Nebraska Plan. Produced for Fair Nebraska.
6. Winter 2018. The Economic Contributions of Ho-Chunk, Inc. to the Winnebago Indian Reservation, Iowa, Nebraska, South Dakota and the U.S. Spring 2018. Wyoming. Produced for Ho-Chunk, Inc.
7. Winter 2018. The Economic Impact of the Streetcar on the City of Omaha. Produced for the City of Omaha.
8. Fall 2018. Nebraska's Independent Colleges and Universities: Spurring Economic Growth and Brain Gain for the State and Its Counties. Produced for Nebraska Association of Independent Colleges.
9. Winter 2017. Rural TIF Report: Tax Increment Financing Contributions to Economic Growth in Rural Nebraska. Produced for Nebraska Economic Developers Association.
10. Winter 2017. The Economic and Fiscal Impact of the Council Bluffs Riverfront Development. Produced for the Heritage Group.
11. Spring 2017 Economies of Good: Boys Town's Economic Impact on the Omaha Area and the State of Nebraska. Produced for Boys Town.
12. Spring 2017. The Net Benefits and Costs of Prestige Farms to the Mid Iowa Region, produced for Mid-Iowa Growth Partnership.
13. Spring 2017. The Impact of a Walkable, Workable, and Livable Midtown Omaha, produced for Turner Park North.
14. Summer 2017. Pet Ownership Boosts State and Local Economic Growth. Produced for PetSmart Charities.
15. Summer 2017. The Impact of Credit Union and Farm Credit Subsidies on the Banking Industry and Taxpayers in Nebraska. Produced for Nebraska Bankers Association and FEAI (Financial Education and Advocacy Initiative, Inc).