

1
2
3
4
5
6
7

Appendix A
Appendix B
Appendix C
Appendix D
Appendix E
Appendix F

Economic Prosperity

This Chapter outlines economic prosperity goals, objectives and strategies for the County.

	Pages
6.1: Background and Economic Information	6-2
- Workforce and Commuter Patterns	6-5
- Potential Industry Clusters	6-7
- Key Geographic Areas for Growth	6-7
- Existing Economic Development Programs	6-8
6.2: Goals, Objectives, and Strategies	6-12

6.1 BACKGROUND ECONOMIC INFORMATION

The economy plays a central role in maintaining the vitality and quality of life within Story County. A healthy economy creates good paying jobs, providing economic opportunities to all citizens. The economy also supports the tax base, providing for schools, public safety, fire protection, parks, roads and many other facilities and services.

The economic development component of the C2C Plan identifies the economic development strategies that the various communities in the county, as well as the County as a whole, may pursue in the future to facilitate economic development.

The purpose of the Economic Prosperity Chapter is to present goals, objectives, and strategies that support and encourage a strong, vibrant economy. While this Chapter focuses on economic development topics, it is important to recognize that the entire C2C Plan can be considered as an economic development tool.

Demographic Background

Story County has demonstrated steady growth over the last few decades, and projections from the State of Iowa indicate that this growth should continue over the next 25 years. As outlined in Table 1, below, the population of Story County should expand from an estimate of around 94,000 in 2015 to a total of around 114,000 residents in 2040. The City of Ames has traditionally represented around two-thirds of the population total for the county, overall, over the last few decades and this trend is expected to continue.

Table 1: Population Data

	Story County	Ames	Ames, % of Total	Remainder of County	Remainder of County, % of Total
1980	72,326	45,775	63.3%	26,551	36.7%
1990	74,252	47,198	63.6%	27,054	36.4%
2000	79,981	50,731	63.4%	29,250	36.6%
2010	89,542	58,965	65.9%	30,577	34.1%
2015 (Estimate)	93,614	62,277	66.5%	31,337	33.5%
2020 (Projected)	97,007	64,410	66.4%	32,597	33.6%
2025 (Projected)	100,403	N/A	N/A	N/A	N/A
2030 (Projected)	103,690	N/A	N/A	N/A	N/A
2035 (Projected)	106,621	N/A	N/A	N/A	N/A
2040 (Projected)	109,099	N/A	N/A	N/A	N/A

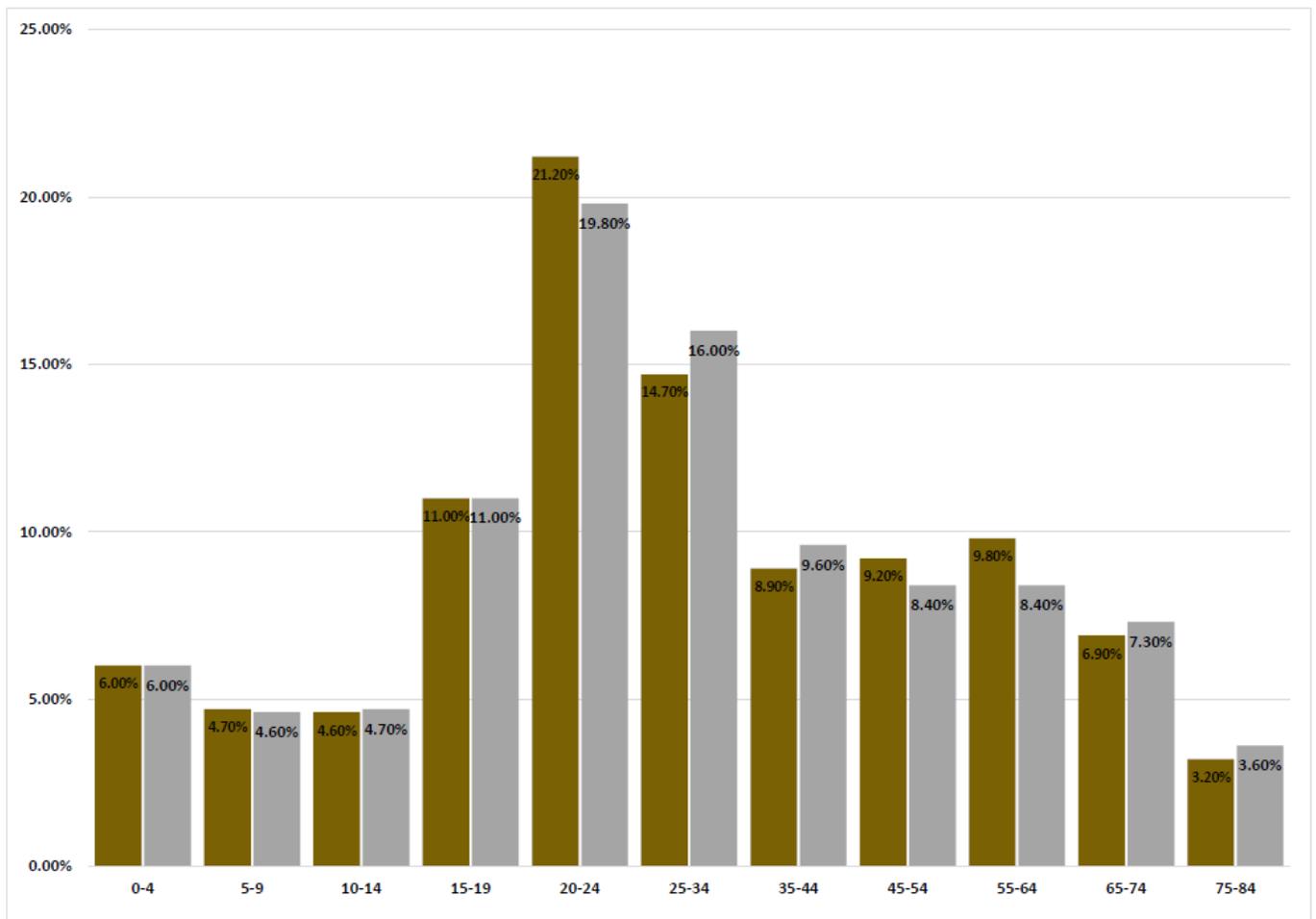
Source: U.S. Census, ESRI, State of Iowa Data Center
 Population projections for individual cities (including Ames) are not available from the State of Iowa Data Center.



Given the presence of a large number of college-aged students in the Ames area, attending Iowa State University, the median age of the population (26.9 years, as of the 2010 U.S. Census) is younger than the median age for most counties in Iowa. The following table outlines the present (as of 2015) and projected distribution of the population in Story County in 2020. In line with state and national trends, the percentage of the population age 65 and older will continue to increase, from around 11 percent in 2015 to around 13 percent in 2020, as members of the Baby Boomer generation continue to retire.

Table 2: Population by Age, Story County

Source: ESRI



6.1 BACKGROUND ECONOMIC INFORMATION

Household incomes, and the breakdown of household incomes, for Story County largely resemble that for the state, overall.

Table 3: Households by Income, Story County

Source: ESRI

	2015	2020 (Projected)
Less than \$15,000	17.2%	16.2%
\$15,000 - \$24,999	8.0%	5.8%
\$25,000 - \$34,999	9.8%	7.7%
\$35,000 - \$49,999	13.9%	12.1%
\$50,000 - \$74,999	17.8%	16.4%
\$75,000 - \$99,999	15.7%	18.6%
\$100,000 - \$149,999	10.2%	14.8%
\$150,000 - \$199,999	4.5%	5.2%
\$200,000 +	2.9%	3.2%
Median Household Income	\$51,092	\$60,219
Average Household Income	\$65,640	\$75,271

The median household income for Story County at around \$51,000 in 2015 is fairly close to the median household income for Iowa of \$53,000. The average household income in Iowa in 2015 is around \$68,000 and the per capita income for the state in 2015 is around \$26,700.

Context of Story County

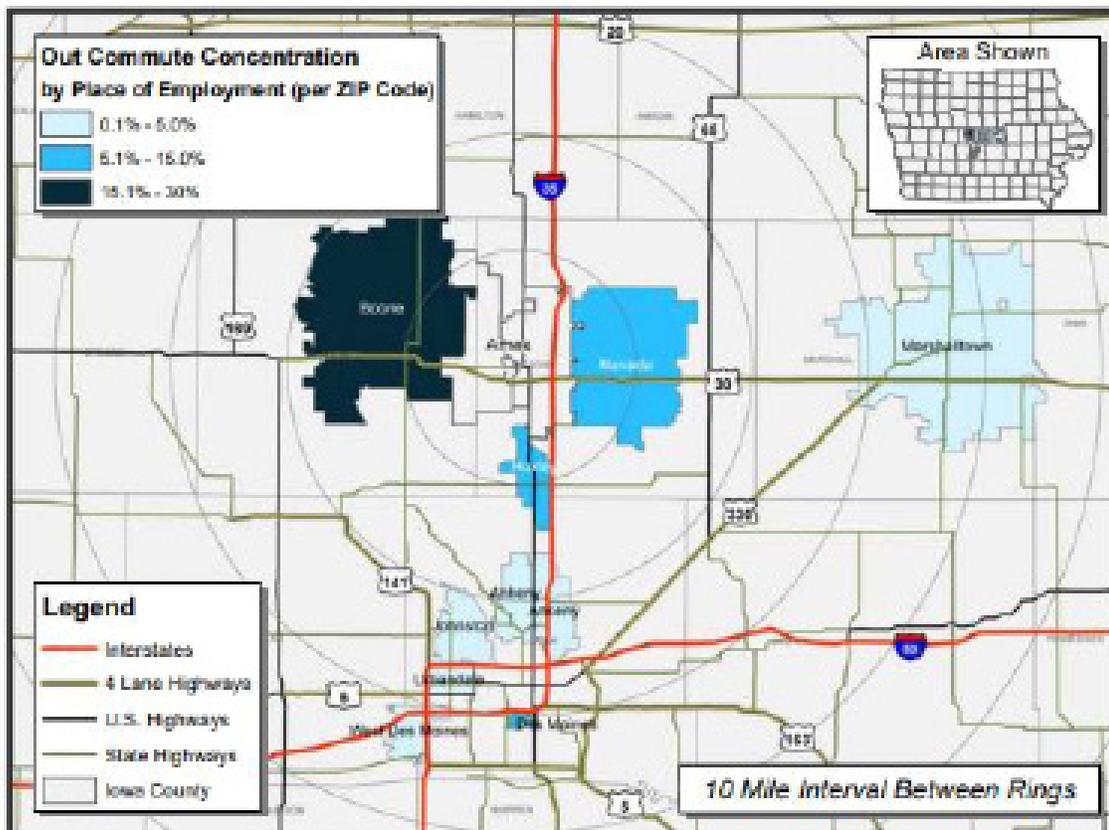
Workforce and Commuter Patterns

The Story County Laborshed Analysis, released in April 2016, measured the availability and characteristics of workers within the Story County area based on community patterns into the node community of Ames. The data aids Story County and other local officials in facilitating industry expansion and recruitment and servicing existing industries in the area. Given the location of Story County in the center of the state, a portion of the “laborshed” for Story County falls within 50 miles of the following labor markets: Des Moines, Waterloo-Cedar Falls, Boone, Carroll, Fort Dodge, Indianola, Marshalltown, Newton, Oskaloosa, Indianola, Perry, and Pella. Therefore, the dynamics of these nearby labor markets affect the availability and preferences of people to work in the Story County labor market. The laborshed analysis determined that the total population of adults, age 18 to 64, in the Story County labor market, totaled around 563,002. Of these, around 489,163 are in the labor force.

The report also documented commuter patterns, both into and out of Story County, for employment. The report in particular focused on commuter trends to and from the “node” community of Ames (given its size and concentrations of employment). The report found that around 15.4 percent of Ames residents who work, commute to another community. Most of those who are “out commuting” from Ames are working in Nevada, Gilbert, Boone, or Des Moines, as indicated in the figure below.

Out Commuters (from Ames) by Place of Employment

Source: Story County Laborshed Analysis, April 2016

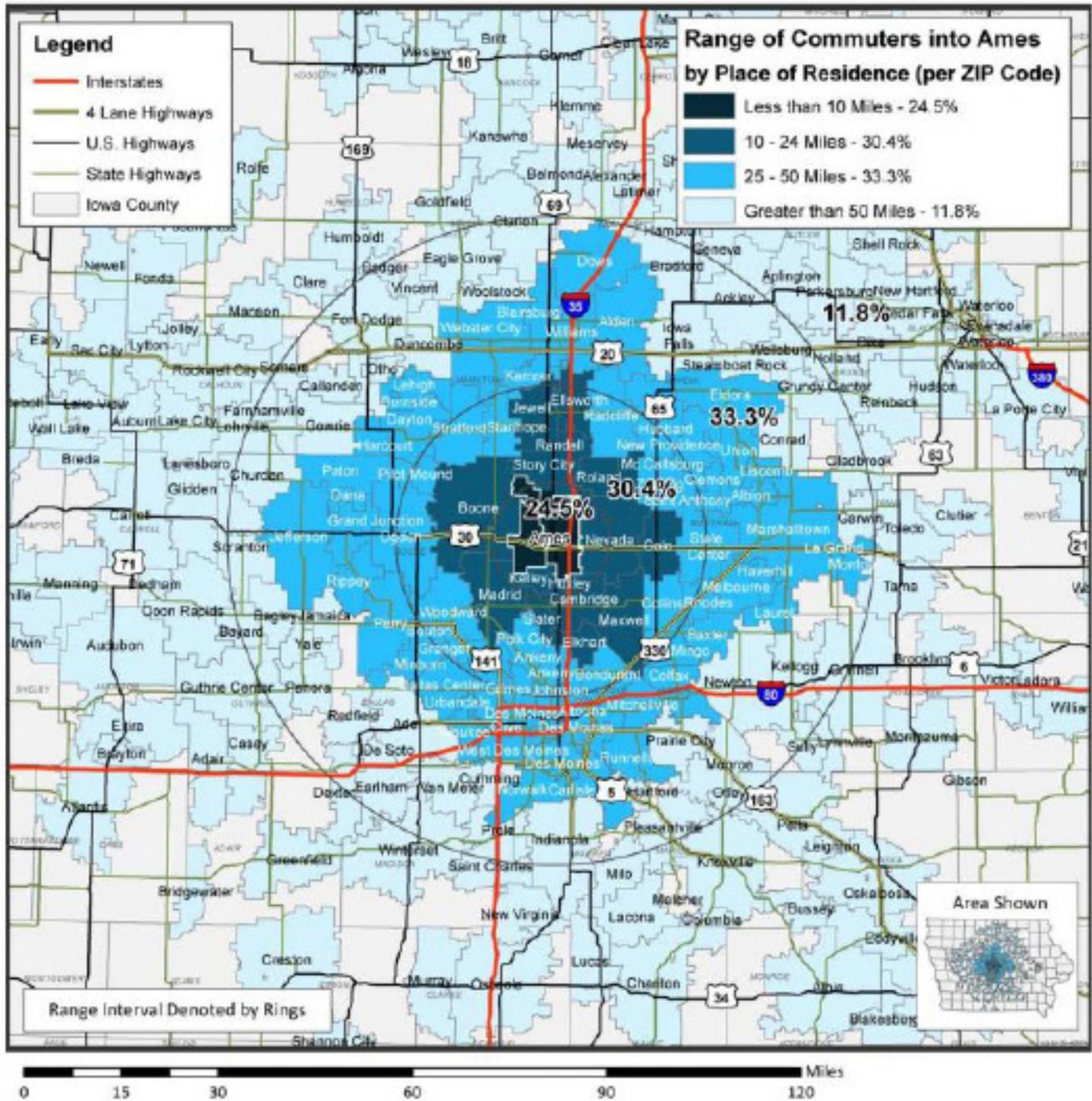


6.1 BACKGROUND ECONOMIC INFORMATION

The maps on the previous page and this page indicate the concentrations of commuters (into, and from Ames) by place of residence. As demonstrated, most commuters into Ames come from Story County, but many commuters are traveling from the greater Des Moines area, Boone, and Marshalltown as well.

In-Commuters (to Ames) by Place of Residence

Source: Story County Laborshed Analysis, April 2016.



All ZIP codes at a distance greater than 120 miles from the node were removed from this analysis.



Potential Industry Clusters

Story County should refine and continue to target its economic development activities to attract companies and employees associated with key industry “clusters” as identified by various organizations involved in business development in the local area, including the Ames Economic Development Commission (AEDC) and the Cultivation Corridor and Capital Crossroads initiatives. The following is a list of key industry clusters that Story County should pursue over the life of the C2C Plan:

- **Animal Health:** This industry cluster pertains to the development of medicines, processes, and technology related to animal health, as it relates to agri-business.
- **Food Processing:** This industry cluster involves the transformation of raw materials, by physical or chemical means, into food, or of food into other items. Food processing combines raw food ingredients to produce marketable food products that can be easily prepared and served by the consumer.
- **Information Solutions and Technology:** Information technology (IT) is the application of computers and telecommunications equipment to store, retrieve, transmit and manipulate data, often in the context of a business or other enterprise.
- **Plant Biotechnology:** Plant biotechnology involves the introduction of desirable traits into plants through genetic modification.
- **Agricultural Biosciences:** This cluster pertains to the development of new or improved crops and crop production systems through molecular biology, genetics, plant breeding, and crop management.
- **Biorenewables:** Biorenewable resources, sometimes referred to as biomass, are organic materials of recent biological origin. Biorenewables typically originate from either waste byproducts or from the production of dedicated energy crops grown specifically to produce energy, as opposed to food or feed.
- **Biotechnology:** Biotechnology refers to the use of living organisms or other biological systems in the manufacture of drugs or other products, or for environmental management, as in waste recycling.
- **Health and Wellness:** This industry cluster refers to the overall movement to promote more healthy

lifestyles and behaviors, through the promotion of activities or products designed to foster more healthy lifestyles.

- **Advanced Manufacturing:** This cluster involves the use of technology to improve products and processes, with the relevant technology being described as “advanced”, “innovative”, or “cutting edge”.
- **Logistics:** This cluster involves the transportation and warehousing of goods for business.
- **Financial Services:** This cluster involves the economic services provided by the finance industry, which encompasses a broad range of businesses that manage money, including credit unions, banks, credit card companies, insurance companies, accountancy companies, consumer finance companies, stock brokerages, investment funds, and some government-sponsored enterprises.

Communities in Story County are already making great strides in pursuing and developing companies and ventures in these various industry clusters. In addition, the Iowa State University Research Park continues to expand and add companies over time. The most recent Phase 3 expansion plans add more than 100 acres to the facilities, including mixed-use facilities, community areas, green spaces, trails, and more. The expansion incorporates the construction of a new economic development core facility that houses all of ISU’s economic development service units as well as the Iowa SBDC and Cultivation Corridor.

Key Geographic Areas for Growth

While the C2C Plan does not incorporate a formal market analysis, a review of development trends and economic patterns in Story County indicates that the following areas in the county are more likely to face development pressure (for residential and commercial uses) over the next few decades.

Ames Fringe Area

Given the high quality of life in Ames, the amenities of Iowa State University, and the access from Ames to the

6.1 BACKGROUND ECONOMIC INFORMATION

I-35 and US 30 corridors, the overall fringe areas around Ames should continue to see growth (in terms of population and business activity) over the next twenty years.

Area Between Ames and Nevada

Areas in the US Highway 30 corridor from Ames east through Nevada enjoy access to both US 30 and I-35. In 2017, the City of Ames annexed 1,300 acres - known as the Prairie View Industrial Area - towards the east for industrial expansion opportunities. Areas closer to Nevada, in particular, may be able to market their connectivity to this corridor, and at the same time offer less expensive housing and real estate options to potential suitors, compared to offerings in Ames. The Nevada area, as changes are made to US 30 and I-35, may become more attractive for growth and successful in attracting companies and individuals who enjoy access to the rest of the state while enjoying the quality of life aspects offered in smaller communities.

Huxley - Cambridge area

As growth has continued to move north through Polk County, through Ankeny and beyond, in recent years, these small communities in far southern Story County, with good access to the I-35 corridor and US Highway 69, have experienced increased growth and this trend is likely to continue over the next few decades. The overall growth of the Des Moines metro area, coupled with the growth of Ames and the location of these communities halfway between the two metro areas, should make them particularly attractive for residential development. In addition, the presence of the High Trestle Trail and other recreational opportunities enhance the potential for growth in the Huxley-Cambridge area.

Existing Economic Development Programs

Story County has developed and/or participates in a range of existing programs and initiatives available

to help facilitate economic prosperity. The following outlines and summarizes some of the key programs.

Façade Improvement Grant Program

Story County provides financial assistance through this program, to the city governments (with populations of fewer than 3,000 persons), working with private commercial businesses within their city limits, to complete façade improvements. The purpose of the program is to support the revitalization of business districts in small towns by stimulating private investments that enhance the appearance of buildings and properties.

Urban Renewal Area Applications (TIF)

The State of Iowa authorizes counties to establish areas within their boundaries known as “urban renewal areas” and to exercise special powers within these areas, including financing projects using property taxes generated from incremental property tax valuations. These areas are intended to include areas of the county appropriate for commercial or industrial enterprises in which the county seeks to encourage further development. After a county board of supervisors designates an urban renewal area, a formal urban renewal plan is created.

In November 2011, the Story County Board of Supervisors adopted the first Urban Renewal Plan – Story County Urban Renewal Area, and identified three initial projects to be financed using incremental property taxes collected from commercial wind turbines and commercial properties located throughout Story County:

- Improvements to Dakins Lake County Park, including acquisition of adjacent property
- Construction of bike trail on Country Club Road from the Nevada city limits south to 260th Street
- Paving one-quarter mile of 590th Avenue north of its intersection with Highway 30.

In addition to adopting the Urban Renewal Plan, the Board of Supervisors formally approved

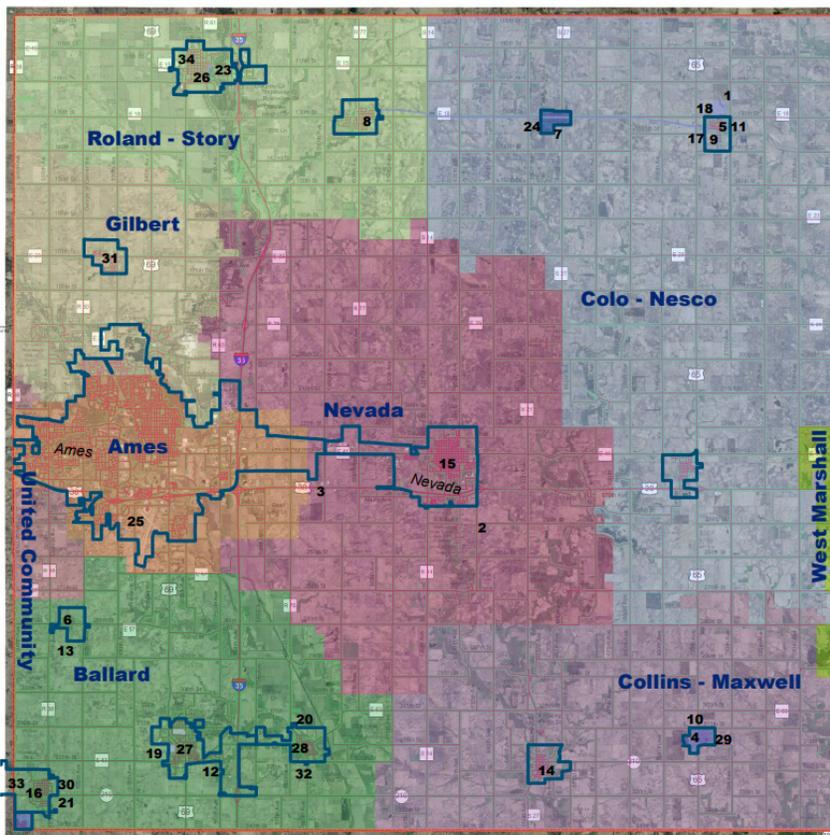


the Story County, Iowa Economic Development Process and Policies in October 2012 to establish structure and objectivity to the standard operating procedures for evaluating economic development projects. Annually the Board considers projects to be included in an Urban Renewal Area funded with incremental tax revenues. Requests funded by Story County from 2013 through September 2018 include the following:

- City of Collins – Proposed improvements to Collins Wellness Center for purchase and implementation of new scanner entry system; expansion of programs and services; and additional equipment purchases.
- Colo-Nesco Community School District – Proposed construction of a community playground and park on three vacant lots located on the corner of N. Center Street and E. Cleveland Street.
- City of Kelley – Construct enclosure around post office boxes.
- City of McCallsburg – Water looping project throughout the community to help improve

water quality for residents near existing dead ends, helps increase the flow of water, such as in cases of need for fire suppression, and also help create a secondary supply of water in cases where a water main line needs to be shut down in a certain area (such as a water main line break).

- City of Roland – Removal and disposal of asbestos containing materials on property located at 218 North Main Street.
- City of Zearing – Building purchase and remodel and rehabilitation.
- City of Collins - Work on water lines as a result of US Hwy 65 re-grade.
- Colo-Nesco Community School District – Proposed Phase II of playground construction.
- City of Huxley – Proposed hard surfacing of one-mile of Heart of Iowa Trail from US Highway 69 to Trailridge Park.
- City of Kelley – Construction of new six-inch water main on Hubbel Street.
- City of Maxwell – Installation of curb and gutter along Trotter Blvd.
- City of Nevada – Construction of Clock Tower



Story County Urban Renewal Plan



Please see the reverse for a table of approved and pending projects that are components of the Story County Urban Renewal Plan.

Legend

- | | |
|---|--|
| Ames School District | County Boundary |
| Ballard School District | Roads |
| Collins - Maxwell School District | City Limits |
| Colo - Nesco School District | |
| Gilbert School District | |
| Nevada School District | |
| North Polk School District | |
| Roland - Story School District | |
| United Community School District | |
| West Marshall School District | |



Map amended on July 25, 2017, by the County Outreach and Special Projects Manager.

6.1 BACKGROUND ECONOMIC INFORMATION

Center.

- City of Slater – Main Street improvements from Story to Tama Streets.
- City of Zearing – Building renovations at 107 West Main Street.
- Colo-Nesco Community School District – Phase III construction of a community playground and park on three vacant lots located on the corner of N. Center Street and E. Cleveland Street.
- City of Huxley – Centennial Park playground expansion.
- City of Cambridge - Construction of new multi-functional municipal building.
- City of Slater – Main Street improvements to corner of Main Street and Marshall.
- City of Slater – Acquisition and renovation of 404/406 Main Street.
- City of Story City – South Park project.
- Praeri Rail Trail Extension Planning and Construction.
- Tedesco Environmental Learning Corridor – Phase 1 and Phase 2 at the Iowa State University Research Park - Financing the design, construction and facilitation of certain improvements and other work to serve the Tedesco Environmental Learning Corridor.
- City of Collins – Demolition and revitalization of buildings along Main Street.
- City of Story City – Proposed improvements to North Park Project.
- City of Cambridge – Construction of Cambridge Community Center.
- City of Huxley – All-inclusive playground structure installation at Nord Kalsem Park.
- City of Slater – Decorative sidewalk, parking area replacement and decorative street lighting along Main Street.
- City of Gilbert – Main Street paving and utility reconstruction from Mathews Drive to 545' north of 2nd Street
- City of Cambridge - Utility Re-Location
- City of Slater - Main Street Revitalization—north and south side of Main Street from Story Street to Marshall Street

- City of Story City - Proposed improvements: 1) Boulevard Gateway Signage; 2) New benches and trash receptacles; 3) Addition of bike racks; 4) Building lights; 5) History plaques.

Through this funding process, the Story County Board of Supervisors has approved over \$7.7 million in funding towards projects throughout Story County communities.

Cultivation Corridor

This consortium of economic development and business partners in Central Iowa, encompassing both the Ames and Des Moines metro areas, is working with institutions of higher learning to cultivate innovation and accelerate growth in the key industries of agbioscience, biorenewables, biotech, and advanced manufacturing industries. The group works to attract companies, talent, and capital from around the world. The following outlines some of the key activities of the Cultivation Corridor organization:

- Development of the state's first agribusiness and biotechnology asset inventory database.
- Establishing partnerships with the Greater Des Moines Partnership and the Iowa Innovation Corporation to commission and implement the recommendations of the Iowa Biotechnology Incubator Assessment as it relates to accelerating agribusiness start-up activity in Central Iowa.
- Supporting and advocating for public policies important to agribusiness.
- Representing Iowa agribusiness companies and partners to international audiences.
- Completion of a single, multi-disciplinary and collaborative branding and marketing message to take to the marketplace, to define Central Iowa as a global center of agbioscience investment, talent, and research excellence.
- Assisting with economic development and business attraction activities in Central Iowa, including regional promotion, sharing leads with local partners, and helping the local partners to land top prospects.

Story County Local Food Initiative

In 2010, Story County adopted the “Local Food and



Farms Strategic Plan”, to facilitate and strengthen the local food system. The purpose of the effort was to address food system issues in the county, including but not limited to the development of educational programs, data gathering, research projects, and policies, and outlining specific policy changes and implementation measures to be considered by the Story County Board of Supervisors. The overall local food effort, initially developed by the Grow Story County Committee, focuses on the following issues:

- Public education of local food issues;
- Institutional purchasing of local foods;
- Regional collaboration on food system issues and policies;
- Recruiting and retaining more local food growers;
- Niche farming opportunities;
- Feasibility for a regional food processing facility;
- Allowing for small acreage farming; and
- Fostering more equitable access to healthy foods.

Economic Development Planning and Workforce Development Services

Story County entered into annual contractual agreements with the Ames Economic Development Commission (AEDC) to provide a suite of services to the county and various municipalities, rather than hiring new County employees to perform these services. Applicable activities provided by the AEDC to Story County include:

- Identifying target workforces for the county;
- Identifying workforce education and training initiatives;
- Constructing linkages with the private sector, including those businesses and companies located in unincorporated Story County;
- Designing and implementing a relevant workforce education and training strategy;
- Conducting ongoing monitoring and evaluation of economic development activities;
- Maintaining database of inquiries into the Home Base Iowa Initiative; and
- Designing marketing materials for the Home Base Iowa Initiative and actively marketing the program through a variety of ways, including written campaigns, social media and print media.

Home Base Iowa

This initiative started by the State of Iowa helps Veterans

and transitioning military service members to find positions at Iowa companies, pursue continued education, continue their service through the National Guard or Reserves, or any combination of these. The program provides incentives to Veterans and transitioning service members when they locate in specific communities in Iowa. The State offers incentives statewide as well as additional incentives when participants select Home Base Iowa communities.

Story County became an official Home Base Iowa Community in 2015 by meeting a set of qualifications, including one that ten percent of the businesses in Story County commit to hiring Veterans. Story County also created an incentive package to attract Veterans to the area. The County offers a \$2,500 incentive for Veterans who qualify for the program to relocate in Story County. Over 150 businesses in Story County have signed on to the program.

Connect Iowa

In early 2015, Governor Terry Branstad recognized Story County as a Certified Connected Community, presenting the certification to the Story County Board of Supervisors. At the award ceremony hosted by Connect Iowa and Story County, the County also released the Technology Action Plan. The Connected Community Engagement Program is designed to grow the local economy and improve the quality of life in Story County. The Connected Assessment culminated in defined projects designed to Story County to accelerate broadband access, adoption, and use.

The following five projects are identified in the Technology Action Plan adopted by Story County.

1. Develop or identify a broadband training and awareness program for small and medium businesses
2. Establish a “Community Technology Academy”
3. Facilitate a technology summit
4. Complete a vertical assets inventory
5. Perform an analysis of local Policies and Ordinances

Story County Economic Development Group

The Story County Economic Development Group

is comprised of municipal officials, economic development professionals, County elected officials, and County staff, who through their combined efforts promote economic growth, quality of life, capital investment, and job creation throughout Story County.

The Story County Economic Development Group is also responsible for the annual distribution of economic development funds. These funds can be used for:

- Economic Development Staff and Administration
- Community Marketing and Prospecting
- Development of Promotional Materials
- Consulting and Planning Services
- Speculative Buildings
- Financial Incentives
- General Community Betterment Activities



Economic Development Commission, Huxley Development Corporation, Colo Development Group, Roland Area Development Corporation, Nevada Economic Development Council, Story City Economic Development Corporation, Iowa State Research Park, Cultivation Corridor, and many others. It is in the best interests of Story County to continue to support and collaborate with these regional organizations.

Applications for funds are reviewed once a year, with the Group determining which projects are funded and at what level. These funds provide critical assistance to participating entities and have funded a variety of great projects throughout Story County.

As the influence of the Group and support from the Board of Supervisors continues to expand, the Story County Economic Development Group is poised for success in the years to come.

Goals, Objectives, and Strategies

This section provides goals, objectives and strategies that support cooperation and coordination at a county-wide level to ensure sustainable economic development. There are a number of established organizations in the region that are engaged in economic development activities, including the Story County Economic Development Group, Ames



Economic Prosperity Goal 1

Cooperate regionally to focus on common goals and allocate resources accordingly to maximize successful business start-up, retention, expansion and recruitment efforts.

Objective EP1.1: Promote a sustainable, strong, diverse and healthy economy.

Strategies

- Promote the retention and expansion of existing businesses.
- Foster the startup and development of new businesses of all sizes.
- Encourage the location of environmentally-responsible businesses in the region.
- Promote income levels that are higher than the national average. Continue to work with the Iowa Economic Development Authority (IEDA) to promote the High Quality Jobs Program, as a key tool to create higher quality (and higher paying) jobs in Story County.
- Ensure the sustainable economic use of agricultural resources and agricultural lands.
- Foster county-wide communication and strengthen collaborative efforts.

Economic Prosperity Goal 2

Create a healthy and sustainable regional economy by the retention, expansion and recruitment of business.

Objective EP2.1: Develop and maintain a roster of businesses in Story County that will help the County sustain economic cycles.

Objective EP2.2: Support amenities and resources that will assist the communities in Story County in the recruitment and retention of businesses.

Strategies

- Continue to work with regional partners and organizations to recruit companies from target clusters identified in the Battelle Report on Iowa Economic Development.
- Provide additional entrepreneurial services through Innovation Iowa (an arm of the Iowa Economic Development Authority) to include mentoring services and provide access to business routes.
- Reassess and calibrate public-private research partnerships to promote strategic collaboration among academia, government and industry.
- Work with the Iowa Department of Transportation (IDOT) to target high value transportation improvements in the Story County area in order to advance the freight transportation capacity of the transportation system that crosses Story County.
- Continue to advance workplace learning through colleges, continuing education and retraining involving small and mid-sized employers.
- Work with regional partners to create incentives for recent graduates, Veterans and high-skilled workers to take positions in Story County in specific industry clusters that have worker shortages.

GOALS, OBJECTIVES AND STRATEGIES

- Support recreational amenities to improve business retention and expansion
- Continue support of the Iowa State Research Park expansion.

Economic Prosperity Goal 3

In recent years, there has been a greater recognition that economic development should not come at the expense of environmental quality, which itself is recognized as an important component of Story County. A balanced approach to environmental sustainability advocates a balance between the utilization of area resources and economic growth. Economic growth should not exceed the ability of the natural or built environment to sustain growth over the long term.

Objective EP3.1: Recognize the importance of environmental quality and acknowledge that protection of the environment will contribute to economic vitality.

Strategies

- Actively recruit “clean industries” to locate in Story County. These may include industries such as wind and solar farms that have limited negative impacts on water quality, soil quality, and air quality and tie with potential industry clusters such as biorenewables.
- Communicate community standards (for streamways, water quality, model stormwater ordinances, etc.) as they are developed.
- Demonstrate mutual environment, social and economic benefits possible with development.
- Promote environmentally-responsible development practices.

Economic Prosperity Goal 4

Create and encourage a regulatory environment that offers flexibility, consistency, predictability, clear direction and enhances economic development opportunities.

Objective EP4.1: Provide consistent, fair and timely regulations that are flexible, responsive and effective.

Strategies

- Conduct regular reviews of regulations to ensure they are up to date. Encourage cities to adopt a similar practice.
- Develop a Business Development Toolkit tailored for Story County agencies and organizations, to provide a guide for those starting new ventures in Story County, and to access information and help navigate government agencies.



- Continue to use the 28E agreement between Ames, Gilbert, and Story County to manage development in the urban/rural interface areas between communities.
- Review the potential to partner with the City of Ames and AEDC to leverage the resources provided by the Business Development Coordinator position, to help entrepreneurs as they navigate through the various County, State, and Federal approval processes and to advise entrepreneurs concerning the services available to them.

Economic Prosperity Goal 5

Promote public/private partnerships that encourage innovation and creativity in the economic expansion of our region.

Objective EP5.1: Leverage partnerships to expand the economy of Story County.

Strategies

- Continue collaboration with Capital Crossroads, the Cultivation Corridor, Iowa State Research Park and other local, State, and Federal organizations.

Economic Prosperity Goal 6

One of the primary reasons to pursue economic development is to increase the standard of living for the citizens of Story County. One of the primary goals of this economic development element is to create more living-wage jobs. A strategic approach in the pursuit of new jobs is to recruit, retain and expand the types of industries that provide quality, good-paying jobs. Story County should continue to pursue the industry clusters identified earlier in this Chapter.

Objective EP6.1: Encourage the creation of jobs that provide annual incomes for all persons in Story County to be above the Iowa and national average annual income.

Strategies

- Analyze potential wages of new companies when considering economic development programs/incentives. Encourage city governments to adopt similar practices.
- Encourage economic development organizations to target industries with higher than average annual wages.

Economic Prosperity Goal 7

Qualified labor is essential to retain and recruit business. The basic cornerstone in the development of a qualified labor force is the educational community. Located within Story County is a diverse group of higher-education facilities, including community colleges, universities, and private technical and business schools.



These schools, as well as the K-12 public and private schools, should be encouraged to constantly evaluate their programs to be responsive to the changing job market. Partnerships between business and the educational community should be nurtured to further this process. Story County should continue to promote and leverage partnerships with the Ames Economic Development Commission, Home Base Iowa, and the AEDC's Workforce Development Initiative.

Business should be encouraged to partner with labor unions and other organizations to develop specialized training programs to meet the needs of employers. These partnerships may include the Des Moines Area Community College (Hunziker Career Academy in the Ames area), and Iowa State University.

Objective EP7.1: Promote a qualified labor force that is globally competitive and responds to the changing needs of the workplace.

Strategies

- Support ongoing labor force training initiatives of local trade schools, community colleges, and universities.
- Economic development groups will regularly update the skills and proficiencies that potential industries and employers will require.

Economic Prosperity Goal 8

In order to provide the foundation for economic development and expansion, the County and the various municipalities must ensure that businesses and organizations have sufficient resources in terms of infrastructure and available land for expansion. The Land Use chapter outlines the areas of the county designated for various future land uses. Specific to economic development, the various communities must both work individually and together to ensure that adequate space is available for expansion of business, including land for new buildings and facilities, as well as a sufficient base of buildings ready for business expansion and operations.

Objective EP8.1: Annually, Story County will conduct regular reviews to determine whether adequate land and space is available for business expansion in unincorporated Story County. Story County encourages each community to also conduct such regular reviews (on an annual basis) to ensure that adequate land and space is available for business expansion.

Strategies

- Conduct regular analyses to ensure that the County has sufficient land and space available for projected growth.
- As requested, assist each community in the completion of regular reviews of its land inventory.



Economic Prosperity Goal 9

Ensure that Story County and the communities have the information necessary to identify infrastructure upgrades and improvements that could be necessary to serve new development in particular areas of the county.

Objective EP9.1: Through collaborative partnerships, work to ensure that Story County and each community has sufficient infrastructure capacity available to serve economic expansion.

Strategies

- Communities are encouraged to complete infrastructure analysis (at least an overview) as part of any comprehensive plan process undertaken. This analysis should incorporate the role and the resources of rural water providers in Story County (that serve areas adjacent and near to municipalities) in addition to the resources of municipalities. Story County should assist the local communities with these analyses where feasible.
- Communities should tie infrastructure needs back to economic development strategy for the county overall. Story County should assist local communities in completing this process where feasible. Story County can particularly assist communities in ensuring that infrastructure resources in place are in line with regulations of the Iowa Department of Natural Resources at the State level pertaining to water, wastewater, stormwater, floodplains, and drainage.

Economic Prosperity Goal 10

Support historic preservation efforts in the county through the Certified Local Government program.

Objective EP10.1: Be recognized as a certified local government to promote historic preservation efforts as a way to rehabilitate properties around the county and to leverage historic preservation as a way to promote economic development in the county.

Strategies

- Develop and adopt a historic preservation plan.
- Encourage historic preservation at the local level through local government sponsorship of historic preservation efforts.
- Ensure that historic preservation efforts in Story County follow the guidelines of the Department of the Interior.
- Encourage County staff to complete training and obtain technical assistance through the State's Historic Preservation Office.
- Pursue grants for rehabilitating County-owned properties listed on the National Register of Historic Places.
- Qualify for matching funds for historic preservation from the State of Iowa through the Certified Local Government grant program. These grants can be used to underwrite all historic preservation activities, except for rehabilitation.