This Chapter presents a vision for the future of Story County and describes goals, objectives, and strategies to achieve that vision. Agricultural Resources, Community Facilities, Housing, Communications and Public Safety, Emergency Preparedness, Cultural Resources, Infrastructure and Utilities, and Intergovernmental Coordination are all addressed. See Chapter 4 for Conservation of Natural Resources and Recreation, Chapter 5 for Land Use, Chapter 6 for Economic Prosperity and Chapter 7 for Transportation.
**3.1 VISION AND GOALS**

**Story County Cornerstone to Capstone Vision**

The vision and goals section of the C2C Plan establishes the framework for how future efforts will be achieved. Goals refine the vision into an achievable endpoint and often objectives are incorporated to help provide more specificity as to the means needed to achieve the goal. The shared values and vision were developed through a deliberative process that built on recommendations defined in the 2011 Community Planning Assistance Team (CPAT) Report.

In 2013, Story County engaged the Institute for Decision Making from the University of Northern Iowa to design and facilitate sessions resulting in a county-wide, shared vision statement and set of values to serve as the basis of the Cornerstone to Capstone Plan.

Through this process, the following value statements were derived. These six shared values lead to the four “foundational stones” used throughout the public engagement process of the C2C Plan to assist in framing the Goals, Objectives and Strategies in this Chapter.

- Natural Amenities
- Governance, Leadership, and Learning Environments
- Economy and Prosperity
- Growth-Oriented and Sustainable Infrastructure

**In Story County, We value ...**

<table>
<thead>
<tr>
<th>Natural Amenities</th>
<th>Governance, Leadership, and Learning Environments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sense of our community, volunteering individual philanthropy, dedication to family, a safe environment and social gatherings/connections.</td>
<td>Our excellent educational opportunities, and cultural, social, outdoor recreational and entertainment opportunities for all ages.</td>
</tr>
<tr>
<td>Our natural environment, protecting our resources and recreational opportunities, and the ongoing contributions of agriculture to our heritage and future, self-reliance, partnerships, strong work ethic and economy.</td>
<td>Wide-open and honest government, fiscal responsibility, the recognition of individual rights, taking responsibility through participation, self-reliance, involvement, and participation in decision making and action.</td>
</tr>
<tr>
<td>Planned growth with policies, infrastructure, and other resources that strengthen our other strong shared values for the future.</td>
<td>Economic opportunities for businesses, innovation, agribusiness and technology.</td>
</tr>
</tbody>
</table>
Four Foundational Stones

Growth-Oriented and Sustainable Infrastructure

Economy and Prosperity

Natural Amenities

Governance, Leadership and Learning Environments
Natural Amenities

In 2036, Story County’s natural environment and agriculture remain an inherited cornerstone of our quality of life and our economy. Our soil, water and clean air are recognized as a primary catalyst for sustaining and transforming the County as a recognized and respected place to live and work. Residents and visitors enjoy a wide variety of outdoor recreational opportunities including our parks, open spaces and trail system.

Improvements made to our environmentally sensitive and/or impaired areas enhance our enjoyment of nature and preserve resources for the next generation. Story County honors the need to encourage conserving the natural environment by supporting land development, agriculture, wellness, healthy food/water consumption and other uses in ways which promote healthy lifestyle.

Economy and Prosperity

In 2036, Story County is recognized nationally as having an abundance of sustainable and high paying jobs, as well as a trained and dedicated workforce to support them. A variety of industries continue to invest in the County, demonstrating their long-term commitment to the area.

Story County’s ag economy, small business activity, partnership(s) with ISU and entrepreneurial spirit are growing and diversifying our economic base, creating synergies, attracting and engaging younger residents and expanding global connections. This economic growth continues to spur the development of new housing for all income levels and quality of life amenities (e.g. service based businesses and entertainment offerings) throughout all of our communities.
Governance, Leadership and Learning Environments

In 2036, the people of Story County have a strong and renewed sense and appreciation for family and community. Commitment to our shared vision directs our efforts and determines our effectiveness.

Story County relies on its experienced leadership, while continually cultivating and training emerging leaders across the County, including youth. This approach generates many active and flexible leaders, open to different ideas and eager to be inclusive and to inspire strong, effective and mutually supportive relationships. These individuals stay focused, communicate honestly, work collaboratively, implement purposeful planning and wisely/strategically spend public dollars on priority projects.

Now more than ever, innovative educational opportunities through ISU, DMACC, area schools and others provide a framework for Story County to develop and retain a future workforce, attracting young individuals and families, and connecting all ages to life-long learning experiences.

Growth-Oriented and Sustainable Infrastructure

In 2036, Story County remains an ag-based community which boasts international research and development facilities, exceptional health-care centers, technology related infrastructure and innovative educational facilities. In twenty years, we have increased our population to over 100,000 and invested in growth-oriented resources and approaches which maximize existing infrastructure and utilize deliberate, planned growth in targeted areas.

This is creating a sustainable infrastructure which preserves our “close-knit” communities, protects our cherished bonds to both urban and rural settings and ensures that Story County communities are safe places to live and work.
Goals, Objectives and Strategies

Each element of the comprehensive plan contains goals, objectives, and strategies established during the planning process based on public input and the information contained in Appendix A: Community Indicators.*

This section defines goals, objectives and strategies, as follows:

Goal: A goal is a long-term target that states what the community wants to accomplish. Written in general terms, the statement offers a desired condition.

Objective: An objective is a statement that identifies a course of action to achieve a goal. They are more specific than goals and are usually attainable through planning and implementation activities.

Strategy: A strategy is a specific rule of conduct or course of action intended to help the County achieve the goals and objectives of the Plan. All future actions and decisions made by the County should be consistent with these strategies, unless unforeseen reasons arise which make following a strategy impractical. Such occasions should be rare and probably indicate a need to amend this Plan.

*Goals, objectives and strategies pertaining to Conservation of Natural Resources and Recreation are in Chapter 4, Land Use in Chapter 5, Economic Prosperity in Chapter 6, and Transportation in Chapter 7.
Goals Summary

The goals listed below build the foundation for Story County to meet our shared values and vision outlined on page 3-2. Subsequent pages of this Chapter identify objectives and strategies that help achieve these goals.

Agricultural Resources

AR1: Protect agricultural practices in areas with prime soils and viable agricultural interests.

AR2: Minimize conflicts between agricultural and non-agricultural land uses.

AR3: Preserve farmland and the rural landscape as a viable foundation for a strong and growing agricultural economy.

Community Facilities and Services

CFS1: Ensure the County’s community public facilities are of high quality and protect public health, as well as the county’s natural resources and rural character.

CFS2: Provide adequate access to quality educational and recreational facilities for all county residents in Story County.

Housing

H1: Plan for safe, attractive and affordable housing to meet existing needs and forecasted housing demands of all residents of the county.

H2: Plan for housing types and densities that reinforce the predominately rural character of the unincorporated areas of the county.

H3: Housing is planned for, designed, and built in a way that responds to residents’ needs and reflects their voices and experiences.

Intergovernmental Coordination

IC1: Maintain mutually-beneficial relationships and partnerships with neighboring jurisdictions and other governmental agencies.

Communications and Public Safety

CPS1: Encourage and provide open communication between residents and Story County.

CPS2: Ensure safe communities by protecting health, welfare and property in Story County.

CPS3: Support and maintain high-quality County facilities and services to meet the needs of residents.

Emergency Preparedness

EP1: Mitigate the risk of impacts before a disaster.

EP2: Protect Story County’s residents and property during a disaster.

EP3: Successfully recover from disasters.

Cultural Resources

CR1: New development in the unincorporated areas of Story County respects and enhances the area’s rural character.

CR2: Seek to protect historical and cultural resources from negative impacts of development.

Infrastructure and Utilities

IU1: Ensure utility infrastructure protects public health, as well as the county’s natural and agricultural resources and rural character.
The abundance and health of our agricultural are vital to the well being of our county, the prosperity of our economy and the health of our regional ecological systems. This section features goals, objectives and strategies for preserving, protecting, and restoring our agricultural resources.

**Agricultural Resources Goal 1**

Protect agricultural practices in areas with prime soils and viable agricultural interests.

**Objective AR1.1:** Prime farmland in Story County is an important resource and continues to be a consideration in review of development proposals for unincorporated areas.

**Objective AR1.2:** Agriculture is a prominent industry in Iowa and Story County. Through the development review processes, work to protect agriculture practices and land from the negative impacts of surrounding uses.

**Strategies**

- Continue using the Land Evaluation Site Assessment (LESA) system to evaluate soil and site suitability for agricultural land, in order to protect the most valuable soils and agricultural areas.
- Support programs that encourage practices that reduce pollution to waterways via stormwater runoff, addressing topics such as lawn care, fall leaf management, winter salt use, and other best management practices.

**Agricultural Resources Goal 2**

Minimize conflicts between agricultural and non-agricultural land uses.

**Objective AR2.1:** Through the County’s development review processes, for unincorporated land, evaluate the potential impacts of non-agricultural uses on nearby agricultural uses.
Agricultural Resources Goal 3

Preserve prime farmland and the rural landscape as a viable foundation for a strong and growing agricultural economy.

Objective AR3.1: Support sustainable farming practices.

Objective AR3.2: Consideration for the preservation of the rural character of the county and its agricultural heritage will be an important part of the County's decision making processes.

Strategies
- Encourage the placement of new development in areas away from productive agricultural land. Discourage non-agricultural development in areas of prime farmland through continued use of the LESA system, zoning regulations, and subdivision regulations.
- Support the development and use of a density-based zoning program that allows for the clustering of future residential development on smaller parcels to provide farmers a viable alternative to converting large parcels of productive agricultural land to a non-agricultural use.

Strategies
- Discourage fragmentation of prime agricultural land in order to protect the continuity of prime farmland areas for future use.
- Work with regional tourism groups (such as Silos and Smoke Stacks National Heritage Area) to support agri-tourism in Story County by identifying, encouraging, and promoting the existence of farms that invite visitors for tours, training, self pick sales, seasonal events, and similar items. This will be an ongoing effort.
The quality, efficacy and efficiency of community facilities and services have a direct relationship to quality of life for residents. The investment and maintenance of community facilities and services serves the overall vision for the County.

Community Facilities and Services Goal 1

Ensure the County’s community facilities are of high quality and protect public health, as well as the county’s natural resources and rural character.

Objective CFS1.1: Ensure that public facilities and services continue to meet the need of residents and businesses, especially as new development increases demand for those facilities and services.

Objective CFS1.2: Support and maintain high-quality County facilities and services to meet the needs of residents.

Strategies

- Work with municipalities within Story County to identify needs for and improve access to special needs facilities (e.g. health care, childcare) for current and future county residents; and actively participate in the planning and siting of any new special needs facility.
- Continue to meet with librarians on an annual basis.
- Work with municipalities to ensure access to public/mental health facilities and services.
- Promote sustainable design practices for County facilities.
Community Facilities and Services Goal 2

Provide adequate access to quality educational and recreational facilities for all residents in Story County.

Objective CFS2.1: Continue to promote and maintain existing parks, public open spaces and educational facilities.

Strategies
- Continue to facilitate and improve park and recreation facilities, programs, and amenities.
- Support and collaborate as needed with the local school districts in regards to the educational programming and facilities to ensure the needs are met and high quality schools are maintained.
- Meet with superintendents and school district representatives annually to discuss school expansion plans.
As Story County grows and changes, housing must change to meet the needs of the population. Housing is included in a comprehensive plan to provide guidance for decision-makers and developers when considering additions to and renovations of the housing stock throughout Story County.

### Housing Goal 1

Plan for safe, attractive and affordable housing to meet existing needs and forecasted housing demands of all residents of the county.

**Objective H1.1:** Throughout Story County, plan for a range of housing that meets the needs of residents of various income, age, and health status.

**Objective H1.2:** Encourage homes to be built and maintained to levels deemed safe by applicable building, zoning or property codes.

**Objective H1.3:** Encourage that new homes or retrofits include safe and healthy building materials, clean indoor air, pest-free environments, energy and water efficiency, and design that prevents injuries and promotes universal access for people of all abilities.

**Objective H1.4:** Encourage that all housing has healthy indoor air that is free from pollutants such as mold, carbon monoxide, and radon, and is constructed from materials that do not contain hazardous elements, such as lead or asbestos.

**Objective H1.5:** Maximize the impact of available funding sources that lead to better housing and health outcomes through a coordinated and integrated approach among housing, environmental health, and public health agencies.

### Strategies

- Encourage municipalities to include affordable, senior, and special needs housing in any future discussions with developers regarding new residential growth. Explore opportunities to provide incentives funded by State or Federal grants for developers and home builders that create these housing units, especially within and near urbanized areas.

- Encourage consideration of the creation of a local housing trust to address affordable housing needs that would involve input from local officials, residents, developers, builders, banking institutions, and housing advocates.

- Encourage communication and collaboration among housing authorities, advocate organizations, local leaders and planning staff at County and local levels to address the housing needs of elderly, special needs and low-income citizens in Story County.
Housing Goal 2

Plan for housing types and densities that reinforce the predominately rural character of the unincorporated areas of the county.

Objective H2.1: Manage residential development to prevent conflicts between incompatible land uses and to minimize the environmental impact of residential growth.

Strategies
- Encourage municipalities to reuse and redevelop properties within their jurisdictions for residential uses that could provide opportunities for affordable, senior, and special needs housing.
- Focus housing growth in Story County primarily within existing municipal boundaries or in newly annexed areas and/or certain housing types in unincorporated areas where practical.
- Take a leadership role in regional efforts to increase affordable housing preservation and production.
- Support compliance with all State and Federal regulations relating to housing opportunities and discrimination prevention.
- Work across jurisdictions and departments to align housing development and economic development strategies to ensure housing is affordable to people working in planned jobs or industries.
- Continue participation in the HUD Lead Hazard Control Program and encourage more communities to be involved with future opportunities.
- Continue to offer a simple radon test kit at low cost for county residents through the Story County Environmental Health Department.

Housing Goal 3

Housing is planned for, designed, and built in a way that responds to residents’ needs and reflects their voices and experiences.

Objective H3.1: Proactively and meaningfully engage residents in planning decisions that impact their housing and neighborhoods.

Strategies
- Encourage residents and other stakeholders to participate in development plans and proposals through appropriate public outreach efforts.
- Support creativity in the construction of new housing by proactively developing zoning and healthy design guidelines. Solicit broad public input during drafting.
- In order to understand and address public health implications of housing strategies and projects, consider conducting health impact assessments when approving new or undertaking policy making with regard to public infrastructure and development.
Communications and Public Safety Goal 1

Encourage and provide open communication between residents and Story County.

Objective CPS1.1: Provide access to relevant public safety and information through various sources to County residents and businesses.

Strategies
- Ensure the supply of information (interpretive signage, websites, online forms, and maps) at and for community facilities are easily accessed by Story County residents, business owners, and visitors.

Communications and Public Safety Goal 2

Ensure safe communities by protecting health, welfare and property in Story County.

Objective CPS2.1: Monitor satisfaction with County emergency services and seek adjustments as necessary to maintain adequate service levels.

Strategies
- Work with residents served by the Story County Sheriff’s Department to ensure that their law enforcement needs are maintained, and collaborate with police departments in cities to improve efficiencies in law enforcement activities and ensure the safety of County residents.
Communications and Public Safety Goal 3

Support and maintain high-quality County facilities and services to meet the needs of residents.

Objective CPS3.1: Ensure that public facilities and services continue to meet the needs of residents and businesses, especially as new development increases demand for those facilities and services.

**Strategies**
- Work with area emergency care providers and fire departments to maintain adequate provision of emergency services for county residents and businesses, and review service provision levels with appropriate agencies annually.
Emergency Preparedness Goal 1

Mitigate the risk of impacts before a disaster.

Objective EP1.1: Prepare residents and businesses in Story County for potential disasters.

Objective EP1.2: Through the County's use of smart development practices, effectively limit disaster impacts to new development due to flooding.

Objective EP1.3: Continue to prepare readiness plans to address procedures for responding to natural disasters.

Strategies
- Collaborate with local agencies and organizations to inform Story County about disaster preparedness, especially including evacuation procedures in flood-prone areas and the location of public shelters.
- Actively participate in Flood Awareness Month and National Preparedness Month.
Emergency Preparedness Goal 2

Protect Story County’s residents and property during a disaster.

**Objective EP2.1:** Meet the basic human needs of Story County residents during a disaster.

**Objective EP2.2:** Protects assets and infrastructure during a disaster.

**Strategies**
- Encourage private disaster preparedness, including resilient building practices and materials, establishment of disaster response and recovery plans by families and businesses, and maintenance of emergency kits and supplies as recommended by the Federal Emergency Management Agency (FEMA).
- Continue to build on the use of social media to push out and receive on-the-ground information (photos and accounts) on storm paths and storm damages from nearby residents.

Emergency Preparedness Goal 3

Successfully recover from disasters.

**Objective EP3.1:** Aim to provide prompt access to recovery resources to disaster victims throughout the recovery process.

**Objective EP3.2:** Reconstruction and recovery will be quick, safe, and collaborative.

**Strategies**
- Advocate for quick and equitable disbursement of individual and business assistance funds.
- Work with recovery partners to create a “one-stop shop” for individual and business recovery assistance.
- Implement temporary regulations when necessary to facilitate safe and expedited recovery.
Cultural resources are at the core of the identity and characteristics that define Story County in the minds of residents and visitors. Story County has been long known for its natural resources and rich agricultural roots.

Cultural Resources 1

New development in the unincorporated areas of Story County respects and enhances the area’s rural character.

Objective CR1.1: Positively reinforce the county’s rural character with residential, commercial and industrial development proposals.

Objective CR1.2: Value and protect sites that are important to the history and culture of Story County.

Strategies

- Encourage utilities to be sited and designed to minimize impacts on adjacent uses and to minimize the amount of easements. Encourage underground placement and co-location (or “corridor sharing”) for new public and private utility facilities.

- When improvements are made to farmsteads, encourage site designs that minimize disruptions to agricultural land and productive soils.

- Encourage environmentally-sustainable residential development that preserves existing woodlands and mature trees during and after development to the greatest extent possible.

- Encourage parking to be located on the sides and rear of buildings rather than in the front yard (whenever possible), and connect parking lots and driveways to facilitate on-site access to adjacent developments.

- Require large parking lots to provide perimeter and interior landscaping.

- Encourage illumination from outdoor lighting to be kept on site through use of cut-off fixtures and sources that meet dark sky recommendation.

- Require adequate soils be present to allow for design and construction of septic systems, including permitted, and a back up (secondary) site.
Cultural Resources 2

Seek to protect historical and cultural resources from negative impacts of development.

Objective CR2.1: Evaluate the impact of development on Story County’s cultural and historic resources, including the Historic Lincoln Highway and Jefferson Highway corridors.

**Strategies**

- Promote “heritage tourism” (e.g. local festivals, fairs, farm tours and farmers markets) that celebrate the county’s heritage and rural setting.

- Encourage maintenance and adaptive reuse of historic areas and buildings, including barns and silos.

- Ensure that any known cemeteries, human burials, or archaeological sites are protected from encroachment by roads or other development activities. Cease construction on development sites when archaeological artifacts are uncovered during either land preparation or construction and notify the appropriate jurisdiction of such potential discovery.

- Support the efforts and applicable strategies of the Lincoln Highway Corridor Management Plan.
Local government is responsible for a broad array of essential services, from sewer and water service to park and recreation facilities, fire and police protection and public schools. The quality, capacity and efficiency of these services have a direct relationship to quality of life for residents.

**Infrastructure and Utilities Goal 1**

Support practices that ensure utility infrastructure protects public health, as well as the county’s natural and agricultural resources and rural character.

**Objective IU1.1:** Ensure that public and private utilities are constructed and maintained according to professional governmental standards.

**Objective IU1.2:** Protect Story County’s high quality land and water features through careful consideration of the effects of development and associated utilities.

**Objective IU1.3:** Support and maintain high-quality infrastructure and services to meet the needs of residents.

**Strategies**

- Ensure that existing public and private septic systems are adequately maintained and inspected on a regular basis, and that new private, shared or public septic systems are designed, sited, constructed and inspected according to State and County regulations.

- Encourage municipalities to perform regular maintenance of their wastewater treatment facilities and associated utilities to protect the public and environmental health of the area.

- Encourage landowners with private wells to properly maintain and monitor their wells through inspection and water testing as necessary or required by IDNR regulations.

- Ensure that solid waste collection and disposal services protect public health and the natural environment. Maintain awareness regarding local solid waste disposal services, and prepare to intervene if necessary.

- Require landowners with private wells that are no longer in use to properly close and abandon wells according to IDNR and County regulations.

- Encourage communities and individuals to practice water conservation in order to protect groundwater as a long-term resource.

- Support the efforts of energy providers, government agencies
and programs, and others to inform residents about energy conservation measures.

- Require that the property owner, or their agent, fund the preparation of a groundwater impact analysis from an independent soil scientist or other related professional prior to approving new developments in areas where groundwater quality or quantity is a concern.

- Work with IDNR and local developers to minimize stormwater quality and quantity impacts from development.

- Preserve and protect (whenever possible) natural drainage patterns, including existing drainage corridors, streams, floodplains and wetlands, to take advantage of natural stormwater management facilities.

- Encourage long-range sanitary sewer system planning with cities to accommodate projected county-wide growth and development, and encourage community/group wastewater treatment options where there are concentrations of existing or planned development located some distance from public services and/or where there are particular problems with the siting or maintenance of on-site systems.

- Consider the addition of stormwater infiltration methods, such as rain gardens and pervious pavement, to any new County construction project, even if not required by law.

- Maintain and manage density and minimum lot sizes to allow adequate space for replacement of private on-site sewage systems.

- Support the expansion of all broadband/internet access service options to residents and businesses throughout the county.

- Continue to support and work with State and local agencies to provide renewable energy opportunities.
Successful and vibrant communities rely upon collaborative efforts among businesses and organizations and benefit from partnerships with regional organizations and State and Federal agencies. The County has a strong history of intergovernmental collaboration and multi-partner projects. This section defines the County’s strategies on collaboration and provides guidance on reaching out to new partners and maintaining existing relationships.

**Intergovernmental Coordination Goal 1**

Maintain mutually-beneficial relationships and partnerships with neighboring jurisdictions and other governmental agencies.

**Objective IC1.1:** Collaborate plan boundary areas and coordinate long-term growth plans with the C2C Plan, Ames Urban Fringe Plan and other multi-jurisdictional planning efforts.

**Objective IC1.2:** Seek to reduce costs and improve quality of service for County operations, partner municipalities and organizations through sound partnerships.

**Objective IC1.3:** Identify existing and potential conflicts, especially regarding land use planning, and establish procedures to address them.

**Strategies**

- Encourage an efficient and compatible land use pattern that minimizes conflicts between land uses across municipal boundaries and preserves farming and natural resources in mutually agreed areas.

- To the extent possible, coordinate the C2C Plan with the municipalities within the county.

- As the C2C Plan is updated request comments from area school district officials and municipalities within the county.

- Encourage the adoption of common planning regulations and standards among jurisdictions in the county whenever possible in order to reduce confusion for area residents and developers.

- Consider the recommendations of municipal Comprehensive Plans when amending and updating other, more detailed County plans. These more detailed county-level land use plans shall be consistent with the C2C Plan, or adopted as a component of the C2C Plan clearly indicating if conflicts exist between the two plans which plan has priority.
• Work with area municipalities to identify opportunities for shared services or other cooperative planning efforts, and pursue funding from State and Federal agencies to implement projects that address shared goals and objectives.

• Collaborate with local non-profits and social service agencies to ensure there are adequate resources for all residents and that service is fair and equitable.

• Request that school district officials and State and Federal agencies keep Story County apprised of any plans for new facilities or other land use activities that could affect future land use within the county.

• Coordinate County planning efforts with local school districts as necessary to allow those districts to properly plan for facility needs.

• Coordinate planning with State and Federal plans and agencies as much as possible.