

2022

# Housing Action Plan

**IMPLEMENTATION OF THE STORY COUNTY HOUSING STUDY  
STORY COUNTY, IOWA BOARD OF SUPERVISORS – 2022**



# Engaging our diverse communities to responsibly provide quality opportunities and services that matter

Accountability | Collaboration | Environment | Equity | Inclusivity | Innovation | Wise Use of Resources



This Housing Action Plan was preceded by the *Story County Housing Study (2021)*. The *Story County Housing Study* reviewed data available on Story County’s (including all communities except the City of Ames) housing needs and the available housing stock to identify gaps.

### ***PURPOSE OF THE HOUSING ACTION PLAN***

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This **Housing Action Plan** is developed to define strategies and approaches to meet the overall goals of identifying affordable housing needs and developing housing solutions.

***On at least an annual basis, the Board of Supervisors will seek to review how many Story County residents are being assisted by the strategies outlined in this Action Plan. This review allows for a better determination of whether the needle on the affordable housing challenge is moving in positive directions.***

### ***PLAN ORGANIZATION***

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The *Table of Action Steps* beginning on page 6 defines Goals, Strategies and Tools to work towards implementation of the *Story County Housing Study*. Goals, Strategies, and Tools listed are not in any kind of priority order. ***As the City of Ames was not included in the Story County Housing Study, these Goals/Strategies, and Tools listed are not applicable to the City of Ames.***

The Goal Statements, listed below, are outlined in greater detail in the *Story County Housing Study*.

***Goal 1 Share risks with the private market when appropriate.***

- Increase variety in the market.
- Prove that new construction and market rate rents can be supported.

***Goal 2 Create a supply of affordable lots.***

- Reduce the purchase price of homes by reducing the cost of lots.
- Lower the risk for the development of new affordable lots.

***Goal 3 Grow the number of rental units for all age groups.***

- Increase the supply of quality rental options.
- Provide rental options beyond traditional apartments, including duplexes, townhomes, and accessory dwelling units.

#### **Goal 4 Foster grassroots efforts.**

- Don't rely entirely on outside developers who need to build at large scales for profit margins.
- Find ways to partner local builders with local investors who have the means and passion for their communities to undertake land development.

#### **Goal 5 Proactively preserve the existing housing stock.**

- Continue to maintain the most affordable form of housing in Story County.
- Make people aware of programs for housing conservation.
- Promote community pride.

#### **Goal 6 Maintain fair zoning and regulations.**

- Approve projects objectively and logically.
- Update regulations for current policies/needs.

### **PLAN ASSUMPTIONS**

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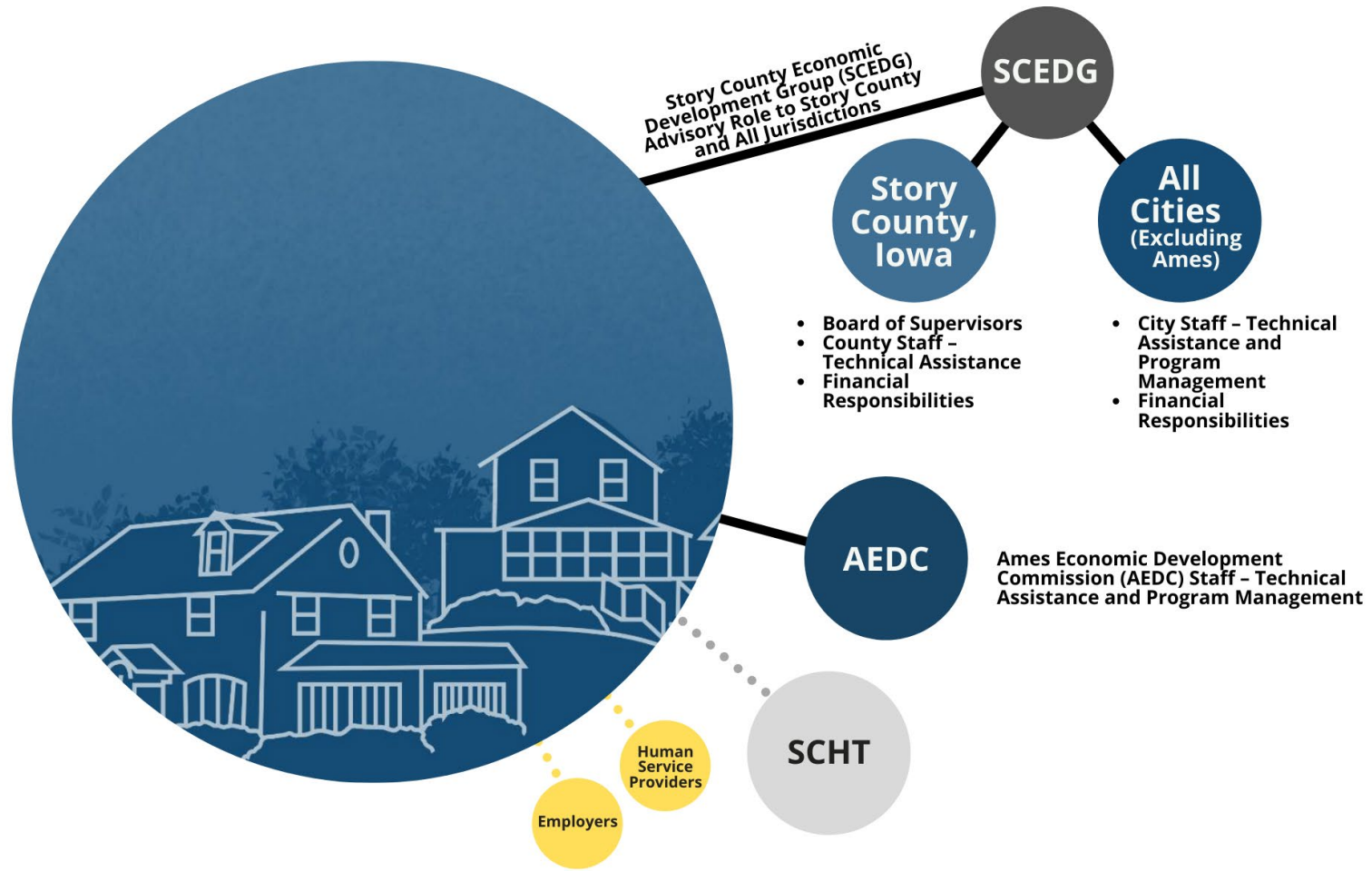
Primary assumptions guided development of this plan:

- **Analysis before implementation.** Most of the identified actions will require further analysis to determine how well it will respond to the specific need or gap jurisdictions attempt to fill.
- **Addressing emergency homeless response.** This action plan addresses permanent housing solutions; it does not address emergency homeless response. This plan is limited to actions that result in or support the creation/preservation of affordable and low-income housing. As part of the ongoing response to housing throughout Story County, it is necessary to continue to seek better data regarding unhoused individuals throughout all the communities in Story County. This plan should evolve as data becomes available.
- **Addressing household income.** This plan does not address the income side of the housing equation. Attracting living wage jobs, increasing the minimum wage, and other actions impacting a household's income could help make housing more affordable.
- **Targeted to low and moderate incomes.** The strategies in this plan aim to develop viable communities by providing decent housing and suitable living environments and expanding economic opportunities, principally for persons of low and moderate incomes.
- **Quality of life amenities.** Amenities like quality schools, parks, libraries, and grocery stores are highly valued and attractive to retain long-term residents. Continual improvements are essential, such as the expansion of fiber Internet to the whole County.
- **Climate change impacts considered.** This Action Plan will achieve the broadest impacts by ensuring strategies and decision-making that center equity, resiliency and climate change through the implementation of best practices.

## IMPLEMENTATION OF THE PLAN

Successful implementation to achieve collective goals can only be achieved through partnerships amongst all jurisdictions in Story County. The image below demonstrates the framework for successful implementation of the strategies and tools outlined in this Action Plan.

# Framework for Successful Implementation



The Story County Economic Development Group (SCEDG), established in the 1980s with the stated purpose to encourage economic development in Story County through joint efforts in Story County and the incorporated areas, serves as the overall planning committee of the Goals/Strategies/Tools defined in this Action Plan. The SCEDG, in an advisory role to the Story County Board of Supervisors and all the other jurisdictions, serves as the “Housing Committee” referenced in the *Story County Housing Study*, which describes the role to:

*...refine and detail the steps for implementing the strategies in this study. The committee could empower local action on the strategies that fit city contexts and have a plan for continuing efforts in the future. Lastly, they could advocate for residents and sectors of the housing market in the county.*

Quarterly progress updates will be presented at the SCEDG meetings by Story County staff and other key partners charged with implementation of tools in this Action Plan. In addition, reports will be presented to the Story County Board of Supervisors on a quarterly basis.

The **Table of Action Steps** associated with each strategy includes key information:

- **Tools:** Recommended strategies and tools to help achieve the stated goal
- **Resources/Responsibilities Required:** While Story County resources are needed to implement the action, including County staff resources, as well as financial resources required for the ongoing implementation of the item, successful implementation relies on staff and financial resources from other entities, including, but not limited to, other jurisdictions, Ames Economic Development Commission, Story County Housing Trust, and additional partners.
- **Timeframe to Accomplish:** Recommended timeframe for implementation
  - **Immediate/Short Term:** consider/implement within 1-3 years from adoption of the plan. These are color-coded this shade of yellow.
  - **Medium Term:** consider/implement within 5 years from adoption of the plan. These are color-coded this lighter shade of orange.
  - **Long Term:** consider/implement within 10 years from adoption of the plan. These are color-coded this lighter shade of green.

## Table of Action Steps

<p><b>Goal 1 Share risks with the private market when appropriate.</b></p> <p><b>1. Increase variety in the market.</b></p> <p><b>2. Prove that new construction and market rate rents can be supported.</b></p>	<p><b>Strategy 1.a Target new construction for all housing products except large lot single-family development with over 12,000 s.f. lots.</b></p> <ul style="list-style-type: none"> <li>• All price points acceptable, with policy incentives for homes under \$250,000 and rents under \$1,000.</li> <li>• All cities and all locations outside of environmentally sensitive areas</li> <li>• Incentive policies reserved for areas contiguous to existing development and/or a mix of housing types (small lot, attached, single-family, etc.)</li> </ul>			
	Tools	Resources/Responsibility Required	Timeframe to Accomplish	
	<p><b>Tool 1.a-a</b> Establish new and strengthen existing public/private partnerships, including the Story County Housing Trust.</p>	<p>Relates to: 1.a-b, 1.a-c, 1.a-d, 1.a-f, 1.a-i, 1.a-j, 1.a-k, 3.b-b, 3.e-e, 3.e-f, 4.a-a, 4.c-a, 6.d-a</p>	<ul style="list-style-type: none"> <li>• <b>County Staff (COSPM)*</b></li> <li>• Financial</li> <li>• Consultant</li> </ul>	<p>Immediate/Short Term</p>
	<p><b>Tool 1.a-b</b> Through a Requests for Proposals (RFP) process, identify consulting team members to provide technical support to County staff and partners for implementation of goals and strategies identified in this Action Plan.</p>	<p>Relates to: 1.a-b, 1.a-c, 1.a-d, 1.a-f, 1.a-i, 1.a-j, 1.a-k, 3.b-b, 3.e-e, 3.e-f, 4.a-a, 4.c-a, 6.d-a</p>	<ul style="list-style-type: none"> <li>• <b>County Staff (COSPM)</b></li> <li>• Financial</li> </ul>	<p>Immediate/Short Term</p>
	<p><b>Tool 1.a-c</b> Working with major employers (private and public), explore opportunities to create employer-assisted housing programs.</p>	<p>Relates to: 1.a-a, 3.d-a</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• <b>Ames Economic Development Commission</b></li> <li>• Consultant</li> </ul>	<p>Immediate/Short Term</p>
<p><b>Tool 1.a-d</b> Infrastructure cost-sharing. Explore the creation of partnerships and programming that allow local jurisdictions as well as non-profits and other third parties to partner with developers/builders for the cost-share of infrastructure installation costs associated with affordable housing construction.</p>	<p>Relates to: 1.a-a 2.b-a, 6.d-a, 6.d-c</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• Story County Housing Trust</li> <li>• All Jurisdictions</li> <li>• <b>Consultant</b></li> </ul>	<p>Immediate/Short Term</p>	

\*COSPM represents the County Outreach and Special Projects Manager position with Story County.

<p><b>Goal 1 Share risks with the private market when appropriate.</b></p> <p><b>1. Increase variety in the market.</b></p> <p><b>2. Prove that new construction and market rate rents can be supported.</b></p>	Tools		Resources/Responsibility Required	Timeframe to Accomplish
	<b>Tool 1.a-e</b> Land assembly. Identify a “Demonstration Pilot Project”, working with development-oriented local landowners to solidify a legacy project that serves as a demonstration and best practice model.	Relates to: 1.a-a, 1.a-g	<ul style="list-style-type: none"> <li>County Staff (COSPM)</li> <li>Financial</li> <li>Story County Housing Trust</li> <li>All Jurisdictions</li> <li>Ames Economic Development Commission</li> <li><b>Consultant</b></li> </ul>	Immediate/Short Term
	<b>Tool 1.a-f</b> Land Assembly. Develop an inventory of Public-Owned Lands, identifying surplus, unused, or underused public lands or sites for reuse as housing.	Relates to: 1.a-d, 1.a-g, 3.b-a, 3.b-c	<ul style="list-style-type: none"> <li>County Staff (P&amp;D)^</li> <li>All Jurisdictions</li> <li><b>Consultant</b></li> </ul>	Immediate/Short Term
	<b>Tool 1.a-g</b> Develop Community Speculative Home Program for jurisdictions with shovel ready sites/infill sites (communities act as the applicant in partnership with developer/builder).	Relates to: 1.a-a, 1.a-g, 2.a-a, 2.b-b	<ul style="list-style-type: none"> <li>County Staff (COSPM)</li> <li>Financial</li> <li>All Jurisdictions</li> <li>Story County Housing Trust</li> <li>Ames Economic Development Commission</li> <li><b>Consultant</b></li> </ul>	Immediate/Short Term
	<b>Tool 1.a-h</b> Upon identification of available sites, pre-purchase Homes for Iowa houses for placement on sites. Development of eligibility requirements for purchase of the properties as well as individual and community financial contributions must be determined as part of the overall process.	Relates to: 1.a-d, 1.a-e, 1.a-f, 1.a-h	<ul style="list-style-type: none"> <li>County Staff (COSPM)</li> <li>Financial</li> <li>All Jurisdictions</li> <li>Story County Housing Trust</li> <li><b>Consultant</b></li> </ul>	Immediate/Short Term

^P&D represents the Story County Planning and Development Department.



<p><b>Goal 1 Share risks with the private market when appropriate.</b></p> <p><b>1. Increase variety in the market.</b></p> <p><b>2. Prove that new construction and market rate rents can be supported.</b></p>	<b>Tools</b>		<b>Resources/Responsibility Required</b>	<b>Timeframe to Accomplish</b>
	<b>Tool 1.a-i</b> Land Assembly. Infill Opportunities, identifying vacant lots within communities, prepare a redevelopment plan for clustered sites to guide developers and builders.	Relates to: 1.a-d, 1.a-e, 1.a-g	<ul style="list-style-type: none"> <li>County Staff (P&amp;D)</li> <li>All Jurisdictions</li> <li>Story County Housing Trust</li> <li><b>Consultant</b></li> </ul>	Immediate/ Short Term
	<b>Tool 1.a-j</b> Establish a Lending Consortium, identifying the potential roles or established organizations, including, but not limited to, the Story County Housing Corporation and Able Up Iowa.	Relates to: 1.a-a, 1.a-k	<ul style="list-style-type: none"> <li>County Staff (COSPM)</li> <li>Story County Housing Trust</li> <li>Ames Economic Development Commission</li> <li><b>Consultant</b></li> </ul>	Medium
	<b>Tool 1.a-k</b> Review benefits and processes for Story County Housing Trust to become a certified Community Housing Development Organization , and if proven a beneficial path to pursue, go forward to seek certification.	Relates to: 1.a-a	<ul style="list-style-type: none"> <li>County Staff (COSPM)</li> <li>Financial</li> <li>Story County Housing Trust</li> <li><b>Consultant</b></li> </ul>	Medium
	<b>Tool 1.a-l</b> Review potential for partnerships with the lenders to seek funding opportunities through the Federal Home Loan Bank, such as the Home\$tart Program and other appropriate down payment programming for homebuyers.	Relates to: 1.a-j, 1.a-a, 4.d-a,	<ul style="list-style-type: none"> <li><b>County Staff (COSPM)</b></li> <li>Story County Housing Trust</li> <li>Ames Economic Development Commission</li> <li>Consultant</li> </ul>	Medium
	<b>Strategy 2.a Special Assessments.</b>			
	<b>Tool 2.a-a</b> Create a special assessment guide/toolkit for communities and developers/builders.	Relates to: 1.a-f	<ul style="list-style-type: none"> <li>County Staff (COSPM)</li> <li>All Jurisdictions</li> <li>Story County Housing Trust</li> <li>Ames Economic Development Commission</li> <li><b>Consultant</b></li> </ul>	Medium

	Tools	Resources/Responsibility Required	Timeframe to Accomplish	
<p><b>Goal 2 Create a supply of affordable lots.</b></p> <p><b>1. Reduce the purchase price of homes by reducing the cost of lots.</b></p> <p><b>2. Lower the risk for the development of new affordable lots.</b></p>	<b>Strategy 2.b Community involvement in financing infrastructure.</b>			
	<p><b>Tool 2.b-a</b> Review and consider a revolving infrastructure loan program to which communities may apply for funding to be used to front-end a portion of public improvements, repaid over a longer period through a second mortgage on the property or deferred payment until sale of the house when it becomes due.</p>	<p>Relates to: 1.a-c, 4.d-a,</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• All Jurisdictions</li> <li>• Story County Housing Trust</li> <li>• Ames Economic Development Commission</li> <li>• <b>Consultant</b></li> </ul>	<p>Medium</p>
	<p><b>Tool 2.b-b</b> Develop a Speculative Financing Revolving Loan Fund, providing funding to make partial construction loans to contractors for new speculative homes. Contractors or developers can receive a loan of up to a pre-defined amount towards construction costs at a pre-established low interest rate.</p>	<p>Relates to: 1.a-f, 3.e-e, 4.d-a</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• All Jurisdictions</li> <li>• Story County Housing Trust</li> <li>• Ames Economic Development Commission</li> <li>• <b>Consultant</b></li> </ul>	<p>Long</p>

	Tools	Resources/Responsibility Required	Timeframe to Accomplish	
<p><b>Goal 3 Grow the number of rental units for all age groups.</b></p> <p><b>1. Increase the supply of quality rental options.</b></p> <p><b>2. Provide rental options beyond traditional apartments, including duplexes, townhomes, and accessory dwelling units.</b></p>	<b>Strategy 3.a Leverage risk sharing tools with product requirements.</b>			
	<p><b>Tool 3.a-a</b> Create and act on new policies around incentives and financing mechanisms to target missing product types.</p>	<p>Relates to: 3.d-a, 3.e-b, 6.d-c</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• All Jurisdictions</li> <li>• Story County Housing Trust</li> <li>• Ames Economic Development Commission</li> <li>• <b>Consultant</b></li> </ul>	<p>Immediate/Short Term</p>
	<p><b>Tool 3.a-b</b> Evaluate the potential to provide funding for non-profit organizations to buy income-restricted units proposed to be converted to market rate housing.</p>	<p>Relates to: 3.a-c, 4.d-a</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• Story County Housing Trust</li> <li>• <b>Consultant</b></li> </ul>	<p>Medium</p>
	<p><b>Tool 3.a-c</b> Provide funding for special needs residents to purchase housing through non-profit partnerships.</p>	<p>Relates to: 3.a-b, 4.d-a</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• Story County Housing Trust</li> <li>• All Jurisdictions</li> <li>• <b>Consultant</b></li> </ul>	<p>Medium</p>
	<p><b>Tool 3.a-d</b> Evaluate opportunities to create market rate and affordable senior housing investments and developments.</p>	<p>Relates to: 3.e-f, 4.a-b</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• All Jurisdictions</li> <li>• Story County Housing Trust</li> <li>• <b>Consultant</b></li> </ul>	<p>Medium</p>
	<b>Strategy 3.b Downtown/commercial building reuse.</b>			
	<p><b>Tool 3.b-a</b> Evaluation of potential reuse space in downtown and commercial buildings and spaces (this includes the potential funding mechanisms available to jurisdictions to support such efforts.)</p>	<p>Relates to: 1.a-e, 3.b-c, 4.d-a</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• All Jurisdictions</li> <li>• Story County Housing Trust</li> <li>• <b>Consultant</b></li> </ul>	<p>Immediate/Short Term</p>

**Goal 3 Grow the number of rental units for all age groups.**

- 1. Increase the supply of quality rental options.**
- 2. Provide rental options beyond traditional apartments, including duplexes, townhomes, and accessory dwelling units.**

Tools	Resources/Responsibility Required	Timeframe to Accomplish
<p><b>Tool 3.b-b</b> Identify partnerships to develop a Resource Guide to assist communities in the potential opportunities and how to evaluate properties, including examples and case studies.</p>	<p>Relates to: 1.a-a</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• Story County Housing Trust</li> <li>• Ames Economic Development Commission</li> <li>• <b>Consultant</b></li> </ul>
<p><b>Tool 3.b-c</b> Evaluation of zoning requirements and revisions necessary to support potential reuse and adaption of spaces.</p>	<p>Relates to: 3.b-a, 1.a-e</p>	<ul style="list-style-type: none"> <li>• County Staff (P&amp;D)</li> <li>• All Jurisdictions</li> <li>• Story County Housing Trust</li> <li>• <b>Consultant</b></li> </ul>
<p><b>Strategy 3.c Allow accessory dwelling units (ADUs) in most areas.</b></p>		
<p><b>Tool 3.c-a</b> Evaluation of zoning requirements and revisions necessary to support ADUs and provide pre-approved plan sets for ADUs. Contract with appropriate design professionals to create package plans.</p>	<p>Relates to: 6.a-a, 5.a-b</p>	<ul style="list-style-type: none"> <li>• County Staff (P&amp;D)</li> <li>• Financial</li> <li>• All Jurisdictions</li> <li>• Story County Housing Trust</li> <li>• <b>Consultant</b></li> </ul>
<p><b>Strategy 3.d Incentivize workforce housing opportunities and solutions.</b></p>		
<p><b>Tool 3.d-a</b> Encourage partnerships with employers to define appropriate and applicable incentives for workforce housing solutions.</p>	<p>Relates to: 3.a-a, 4.c-a</p>	<ul style="list-style-type: none"> <li>• Story County Housing Trust</li> <li>• <b>Ames Economic Development Commission</b></li> <li>• Consultant</li> </ul>
<p><b>Strategy 3.e Pre-packaged site plans and RFPs and development of shovel-ready sites.</b></p>		
<p><b>Tool 3.e-a</b> Identify strategically placed but underdeveloped properties and determine what barriers exist to developing desired housing types.</p>	<p>Relates to: 3.e-b</p>	<ul style="list-style-type: none"> <li>• County Staff (P&amp;D)</li> <li>• All Jurisdictions</li> <li>• <b>Consultant</b></li> </ul>

	Tools		Resources/Responsibility Required	Timeframe to Accomplish
<p><b>Goal 3 Grow the number of rental units for all age groups.</b></p> <p><b>1. Increase the supply of quality rental options.</b></p> <p><b>2. Provide rental options beyond traditional apartments, including duplexes, townhomes, and accessory dwelling units.</b></p>	<p><b>Tool 3.e-b</b> Review the potential and consider establishing incentives for small-scale development.</p>	<p>Relates to: 3.a-a, 3.e-a</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• All Jurisdictions</li> <li>• Story County Housing Trust</li> <li>• <b>Consultant</b></li> </ul>	<p>Medium</p>
	<p><b>Tool 3.e-c</b> Explore the creation of Community-Specific Design Guidelines Manual to preserve existing neighborhood character. Through a Request for Information process, identify appropriate design professionals with the necessary skillsets to create manuals and identify potential costs.</p>	<p>Relates to: 3.e-e</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• All Jurisdictions</li> <li>• <b>Consultant</b></li> </ul>	<p>Medium</p>
	<p><b>Tool 3.e-d</b> Explore the creation of community-specific property acquisition and management policies for the public sector and private entities.</p>	<p>Relates to: 1.a-e, 5.a-a</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• All Jurisdictions</li> <li>• Story County Housing Trust</li> <li>• <b>Consultant</b></li> </ul>	<p>Medium</p>
	<p><b>Tool 3.e-e</b> Explore the creation of a package of example site plans and products that will get approved, removing a level of risk from the developer/builder. Through a Request for Information process, identify appropriate design professionals with the necessary skillsets to create manuals and identify potential costs.</p>	<p>Relates to: 1.a-a, 3.e-c, 2.b-b, 6.a-a</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• All Jurisdictions</li> <li>• Story County Housing Trust</li> <li>• <b>Consultant</b></li> </ul>	<p>Medium</p>
	<p><b>Tool 3.e-f</b> Encourage public/private partnerships for the purchase and/or acquisition of abandoned/vacant properties for affordable housing, following procedures through established property acquisition and management policies.</p>	<p>Relates to: 1.a-a, 3.a-d, 6.a-b, 5.a-a</p>	<ul style="list-style-type: none"> <li>• All Jurisdictions</li> <li>• <b>Consultant</b></li> </ul>	<p>Long</p>

**Goal 4 Foster grassroots efforts.**

- 1. Don't rely entirely on outside developers who need to build at large scales for profit margins.**
- 2. Find ways to partner local builders with local investors who have the means and passion for their communities to undertake land development.**

Tools	Resources/Responsibility Required	Timeframe to Accomplish	
<b>Strategy 4.a Local stakeholders can play a role in housing development, even taking the lead already, providing more opportunities to bring more into the process.</b>			
<b>Tool 4.a-a</b> Identify and develop partnerships with organizations that provide or support low income, workforce, and senior housing as well as other populations with unique housing needs.	Relates to: 3.a-d, 5.b-c	<ul style="list-style-type: none"> <li>• Story County Housing Trust</li> <li>• Ames Economic Development Commission</li> <li>• <b>Consultant</b></li> </ul>	Immediate/Short Term
<b>Tool 4.a-b</b> Partner with local trade schools to provide renovation and retrofit services for low-income households as part of on-the-job-training.	Relates to: 4.c-a, 1.a-a	<ul style="list-style-type: none"> <li>• Financial</li> <li>• <b>Ames Economic Development Commission</b></li> </ul>	Medium
<b>Strategy 4.b Be proactive by preparing proposals for all housing types to bring people to the table (RFP, prepared sites, etc.)</b>			
<b>Tool 4.b-a</b> Pre-packaged site plans and RFPs. Show what will get approved and trigger interest by potential investors. Through a Request for Information process, identify appropriate design professionals with the necessary skillsets to create packages and plans and identify potential costs.	Relates to: 3.e-e, 4.b-b	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Ames Economic Development Commission</li> <li>• <b>Consultant</b></li> </ul>	Medium

**Goal 4 Foster grassroots efforts.**

- 1. Don't rely entirely on outside developers who need to build at large scales for profit margins.**
- 2. Find ways to partner local builders with local investors who have the means and passion for their communities to undertake land development.**

Tools		Resources/Responsibility Required	Timeframe to Accomplish
<b>Tool 4.b-b</b> Pre-packaged site plans and RFPs. Provide technical assistance and create a mentoring network for less experienced local investors or community members interested in community projects.	Relates to: 4.a-a, 4.b-a	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• Ames Economic Development Commission</li> <li>• <b>Consultant</b></li> </ul>	Long
<b>Strategy 4.c Bring employers to the table as a financial and advocate resource. Efforts like transportation and child care are directly related to housing as well.</b>			
<b>Tool 4.c-a</b> Schedule roundtable discussions between Board of Supervisors, Story County Economic Development Group, and Ames Economic Development Commission workforce sponsors to discuss strategies.	Relates to: 1.a-a 3.d-a	<ul style="list-style-type: none"> <li>• <b>County Staff (COSPM)</b></li> <li>• Ames Economic Development Commission</li> </ul>	Immediate/ Short Term
<b>Strategy 4.d Transition more public funds from traditional economic development programs to new housing programs, acknowledging that housing is economic development.</b>			
<b>Tool 4.d-a</b> Develop a comprehensive funding strategy and guide identifying current resources available for affordable housing that addresses current and potential sources of funding and how the funds should be spent.	Relates to: 1.a-k, 2.b-a, 2.b-b, 3.a-b, 3.a-c, 3.b-a, 5.b-b, 5.b-e	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• All Jurisdictions</li> <li>• Ames Economic Development Commission</li> <li>• <b>Consultant</b></li> </ul>	Immediate/ Short Term

<p><b>Goal 5 Proactively preserve the existing housing stock.</b></p> <p><b>1. Continue to maintain the most affordable form of housing in Story County.</b></p> <p><b>2. Make people aware of programs for housing conservation.</b></p> <p><b>3. Promote community pride.</b></p>	Tools	Resources/Responsibility Required	Timeframe to Accomplish	
	<b>Strategy 5.a Code Enforcement – sharing resources among communities and Story County.</b>			
	<p><b>Tool 5.a-a</b> Identify the level of enforcement happening in communities and Story County and establish solutions for sharing resources or developing new resources.</p>	<p>Relates to: 3.e-d, 3.e-f, 6.a-a</p>	<ul style="list-style-type: none"> <li>• <b>County Staff (P&amp;D)</b></li> <li>• Ames Economic Development Commission</li> </ul>	<p>Immediate/Short Term</p>
	<p><b>Tool 5.a-b</b> Undertake a feasibility study for the adoption of a building code for unincorporated Story County.</p>	<p>Relates to: 3.c-a, 5.a-a</p>	<ul style="list-style-type: none"> <li>• <b>County Staff (P&amp;D)</b></li> </ul>	<p>Medium</p>
	<b>Strategy 5.b Establish and market homebuyer assistance programs, owner-occupied repair programs, neighborhood clean-ups, and local trades resources for home maintenance needs.</b>			
	<p><b>Tool 5.b-a</b> Market existing programs. Proactive annual marketing can occur through utility bills, newsletter, e-mail lists, and other mediums, especially in the spring as construction season begins. Ideally, the County or economic development group would coordinate with cities on efforts county-wide. For local city programs, city staff should lead efficient ways to market programs to residents.</p>	<p>Relates to: 5.b-b, 5.b-c</p>	<ul style="list-style-type: none"> <li>• <b>County Staff (COSPM)</b></li> <li>• Financial</li> <li>• All Jurisdictions</li> <li>• Ames Economic Development Commission</li> <li>• Story County Housing Trust</li> <li>• Consultant</li> </ul>	<p>Immediate/Short Term</p>
	<p><b>Tool 5.b-b</b> Continue to provide funding for rehab programs for owner-occupied structures and help market existing programs.</p>	<p>Relates to: 4.d-a, 5.b-a</p>	<ul style="list-style-type: none"> <li>• Financial</li> <li>• Story County Housing Trust</li> <li>• All Jurisdictions</li> <li>• <b>Consultant</b></li> </ul>	<p>Immediate/Short Term</p>
<p><b>Tool 5.b-c</b> Market existing energy efficiency and emergency programs throughout Story County. Review ideas for expanding the program to include offering to first-time home buyers and the senior residents.</p>	<p>Relates to: 4.a-b, 5.b-a, 5.b-e</p>	<ul style="list-style-type: none"> <li>• Financial</li> <li>• All Jurisdictions</li> <li>• Ames Economic Development Commission</li> <li>• Human Service Providers</li> <li>• <b>Consultant</b></li> </ul>	<p>Immediate/Short Term</p>	



<p><b>Goal 5 Proactively preserve the existing housing stock.</b></p> <ol style="list-style-type: none"> <li><b>1. Continue to maintain the most affordable form of housing in Story County.</b></li> <li><b>2. Make people aware of programs for housing conservation.</b></li> <li><b>3. Promote community pride.</b></li> </ol>	Tools		Resources/Responsibility Required	Timeframe to Accomplish
	<p><b>Tool 5.b-d</b> As applicable, promote established and/or create a new database of all available programs and establish a central location that lists programs available across many organizations managed by Story County.</p>	Relates to: 6.a-a	<ul style="list-style-type: none"> <li>• <b>County Staff (COSPM)</b></li> <li>• Consultant</li> </ul>	Immediate/ Short Term
	<p><b>Tool 5.b-e</b> Review and establish a homebuyer assistance fund grant/forgivable loan program for entry-level homeownership opportunities, providing funding for down payment and closing cost assistance. Income eligibility would require households with incomes at or below 80% of the area median income , and would apply for first-time homeowners and/or those not owning a home within the last three years.</p>	Relates to: 4.d-a, 5.b-c	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• Story County Housing Trust</li> <li>• All Jurisdictions</li> <li>• <b>Consultant</b></li> </ul>	Immediate/ Short Term
	<p><b>Tool 5.b-f</b> Establish a program to preserve and maintain healthy and viable manufactured home parks.</p>	Relates to: 5.b-b	<ul style="list-style-type: none"> <li>• County Staff (P&amp;D)</li> <li>• Financial</li> <li>• Story County Housing Trust</li> <li>• All Jurisdictions</li> <li>• <b>Consultant</b></li> </ul>	Immediate/ Short Term
	<p><b>Tool 5.b-g</b> Establish and actively promote homebuyer education and financial literacy programs.</p>	Relates to: 5.b-a	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Financial</li> <li>• Story County Housing Trust</li> <li>• Ames Economic Development Commission</li> <li>• All Jurisdictions</li> <li>• Human Service Providers</li> <li>• <b>Consultant</b></li> </ul>	Immediate/ Short Term

	Tools	Resources/Responsibility Required	Timeframe to Accomplish	
<p><b>Goal 6 Maintain fair zoning and regulations.</b></p> <p><b>1. Approve projects objectively and logically.</b></p> <p><b>2. Update regulations for current policies/needs.</b></p>	<p><b>Strategy 6.a Ensure that zoning and land development regulations allow a housing product in multiple zoning districts.</b></p>			
	<p><b>Tool 6.a-a</b>            Develop database of existing ordinances from communities in Story County. Using these resources, cities should establish codes that are most appropriate for their community. Development of similar ordinances across the County can create an easier building environment for developers.</p>	<p>Relates to: 3.c-a, 3.e-e, 5.b-d, 6.d-b, 6.c-a</p>	<ul style="list-style-type: none"> <li>• County Staff (P&amp;D)</li> <li>• All Jurisdictions</li> <li>• Ames Economic Development Commission</li> <li>• <b>Consultant</b></li> </ul>	<p>Immediate/Short Term</p>
	<p><b>Tool 6.a-b</b>            Develop a plan for adapting vacant commercial space into housing.</p>	<p>Relates to: 3.b-a, 3.e-f</p>	<ul style="list-style-type: none"> <li>• County Staff (COSPM)</li> <li>• Story County Housing Trust</li> <li>• Ames Economic Development Commission</li> <li>• All Jurisdictions</li> <li>• <b>Consultant</b></li> </ul>	<p>Immediate/Short Term</p>
	<p><b>Tool 6.a-c</b>            Address affordable housing in County's Cornerstone to Capstone C2C Plan and jurisdictional comprehensive plans and set attainable goals for development to reflect housing information from the assessment. Complete additional data gathering and analyses as appropriate for smaller communities.</p>	<p>Relates to: 6.b-a</p>	<ul style="list-style-type: none"> <li>• <b>County Staff (P&amp;D)</b></li> <li>• All Jurisdictions</li> </ul>	<p>Medium</p>

	Tools	Resources/Responsibility Required	Timeframe to Accomplish	
<b>Goal 6 Maintain fair zoning and regulations.</b> <b>1. Approve projects objectively and logically.</b> <b>2. Update regulations for current policies/needs.</b>	<b>Strategy 6.b Broaden residential permitted uses by-right under certain contexts and design standards.</b>			
	<b>Tool 6.b-a</b> Development and establish jurisdiction-specific administrative site plan approval processes applicable when housing meets jurisdictional comprehensive plan goals and targeted housing needs.	Relates to: 6.a-c	<ul style="list-style-type: none"> <li>County Staff (COSPM)</li> <li>All Jurisdictions</li> <li><b>Consultant</b></li> </ul>	Immediate/Short Term
	<b>Strategy 6.c Coordinate the building code with lender requirements for financing of multi-unit structures.</b>			
	<b>Tool 6.c-a</b> Reduce parking requirements and/or consider adoption of parking maximums for residential uses, including for multifamily developments.	Relates to: 6.d-b, 6.a-a	<ul style="list-style-type: none"> <li>County Staff (P&amp;D)</li> <li>All Jurisdictions</li> <li><b>Consultant</b></li> </ul>	Immediate/Short Term
	<b>Strategy 6.d Consider lot size maximums for individual districts to maintain public costs and revenues gained per acre.</b>			
	<b>Tools 6.d-a</b> Create an online dashboard to capture and evaluate infrastructure capacities of jurisdictions for additional housing units/developments.	Relates to: 1.a-a, 1.a-c	<ul style="list-style-type: none"> <li><b>County Staff (COSPM)</b></li> <li>All Jurisdictions</li> <li>Ames Economic Development Commission</li> </ul>	Immediate/Short Term
	<b>Tool 6.d-b</b> Evaluate lot size/setback reductions - Focus on design, not density. Communities should consider reducing minimum lot size requirement.	Relates to: 6.c-a, 6.a-a	<ul style="list-style-type: none"> <li>County Staff (P&amp;D)</li> <li>All Jurisdictions</li> <li><b>Consultant</b></li> </ul>	Medium
<b>Tool 6.d-c</b> Determine what incentives are needed that maximize returns on investments.	Relates to: 1.a-c, 6.d-a, 3.a-a	<ul style="list-style-type: none"> <li>County Staff (COSPM)</li> <li>All Jurisdictions</li> <li>Ames Economic Development Commission</li> <li><b>Consultant</b></li> </ul>	Medium	

