## JONES COUNTY, IOWA

## **COMPREHENSIVE**

# LAND USE PLAN

Adopted June 27, 2023

## **ACKNOWLEDGEMENTS**

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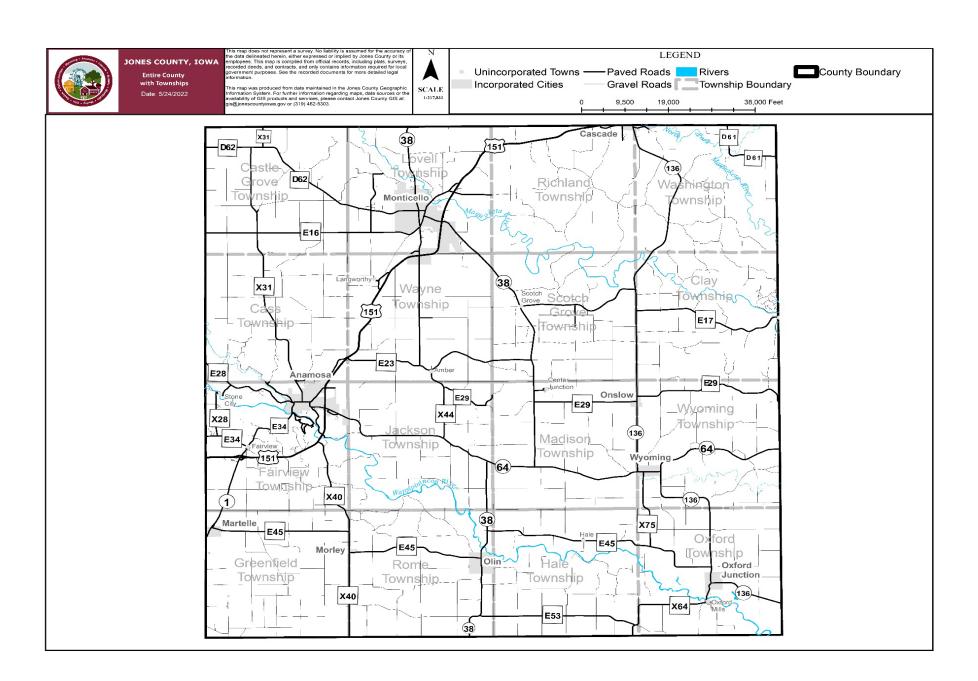
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JONES COUNTY, IOWA

### **EXECUTIVE SUMMARY**

Twenty-six years ago, in 1997, Jones County drafted its first formal Comprehensive Plan and Land Use Plan. In 2007, the Jones County Zoning Ordinance was adopted based on experiences implementing the Comprehensive Plan. In 2012, the plan was updated once again with a focus on the Iowa Smart Plan requirements. This is the 11-year anniversary of the 2012 Comprehensive Plan.

Since the 1950's, Jones County's growth has remained relatively flat at an average of 20,145 people, varying by just over 500 people. This is relatively consistent with the State of Iowa over the same period. Most of the region's growth has been in urban and suburban areas like what we see in Cedar Rapids with Marion, Dubuque with Asbury and Iowa City with Coralville and North Liberty.

Jones County is well positioned into the future between Cedar Rapids and Dubuque for food production and processing, energy production (especially clean energy), preparation for extreme climate events, and availability to abundant fresh water.

This generation will implement the plan, but the next twenty years will be driven by leadership. Their expectations and demands will shape the future.

The focus of this plan is to examine current zoning, study the suitability and developability with the current zones and refining the uses and designations to service Jones County in the future.

The constraints for development were listed utilizing Jones County's GIS mapping system. Two of the largest constraints identified are the 500-year flood plains and areas of steep slopes exceeding 10%. The Corn Suitability Ratings (CSR) were identified. And of course, the existing uses were identified and examined for development patterns. Together, these factors create the existing conditions from which we can overlay planning maps. From here, each area was examined at this new level of detail, which prior efforts did not have available, and concept plans were presented.

Some of the key findings include:

- About 24,000 acres of land, zoned outside our cities, is predominately within the current residential zoning district.
- We should focus on preserving and protecting current active agriculture and try to locate new development close to existing urban development.

- There are currently about 700 acres of commercial and industrial zoned districts, mostly isolated from one another.
- There are about 1,200 acres designated as quarry or extraction sites within various zoning districts.
- There are about 6,500 acres designated as public.
- ➤ The future land use gross acreage chart shows about 5,500 acres of land are designated for Level 1 Mixed Use development around Anamosa, Cascade and Monticello. We identified areas near Fairview and Langworthy that should be studied further for potential commercial-industrial development.
- ➤ It is noted that the areas around Martelle, Morley, Olin, Onslow, Oxford Junction and Wyoming were examined and offer only minimal areas for potential development.
- Areas are noted in the text that may be considered for annexation to the cities where public utilities could be utilized.
- A Housing Needs Assessment Study should be performed in the future, focusing on demand and diversity.

## I. REVIEW PROCESS

The original Jones County Comprehensive Plan was adopted in 1997. The zoning ordinance and official map were adopted in 2007. Five years later, in 2012, a comprehensive plan was prepared that addressed the Iowa Smart Plan requirements. This is a 10-year review and update of the 2012 effort. This is the role of the Planning and Zoning Commission - to periodically review and make recommendations on land use policy to the Board of Supervisors.

The Planning and Zoning Commission used data available to examine the facts of Jones County's demographics and proceeded based on the factors that will influence land use, with an eye towards long term, generational policies. The Planning & Zoning Commission began with a series of exercises to gather the data. In collaboration with Jones County Economic Development and Eastern Iowa Council of Government's East Central Iowa (ECI) Envisioning Project, the commission came to understand that this region is well positioned in the future economy; there is an abundant supply of food and food processing, there are abundant and diverse energy resources and there is proximity to abundant fresh water. Jones County is well positioned in proximity to the economic and employment centers of Cedar Rapids, Dubuque, Iowa City and the Quad Cities.

## II. INFORMATION

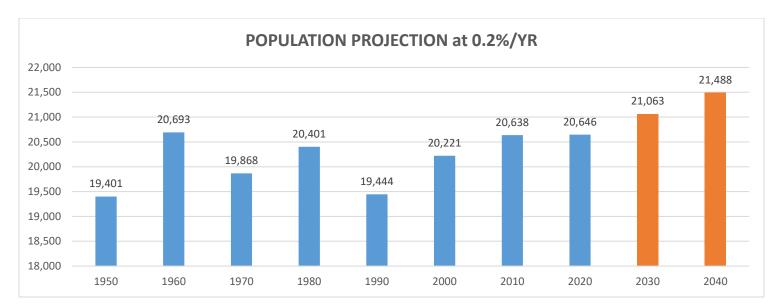
#### A. POPULATION

Population, growth or decline, is a significant metric in developing a comprehensive plan. The 2012 population trends projected a modest 2% growth rate over the next 10 years, similar to like communities in the region. Actual results were closer to 0%, an increase of about eight people over the past decade. The US

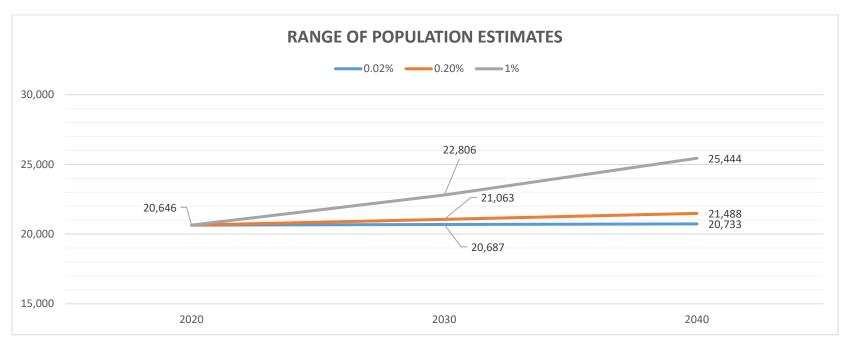
Census reported a population of 20,646 in 2020. Excluding the incorporated cities, the unincorporated county population is 8,622, a slight migration from the cities to the unincorporated areas.

## INCORPORATED CITIES

	2010	2020	+/-%
Anamosa	5,533	5,450	-1.52
Monticello	3,796	4,040	+6.04
Cascade (part)	392	390	-0.51
Martelle	255	249	-2.41
Morley	115	96	-19.79
Olin	698	651	-7.22
Onslow	197	201	+1.99
Oxford Junction	496	424	-16.98
Wyoming	515	523	+1.53
Center Junction	111	unincorporated	
Sub-total Incorporated	12,108	12,024	
Sub-total Unincorporated	8,530	8,622	
GRAND TOTAL	20,638	20,646	
% Unincorporated	41.3%	41.8%	



Modest Growth Plan



#### **SCENARIO PLANNING**

#### **DECLINING POPULATION**

Any indication of sustained declining population, especially if it were to be coupled with inflation or market decline, would threaten the fiscal stability of the county as well as the state and country. Revenues will again need to be balanced with service cuts. Declining school enrollments may lead to more consolidations.

#### SLOW GROWTH (0.02% PER YEAR)

Sustained slow growth will impact revenue gains while operating costs will continue to grow. The funding of services and improvements will be difficult. Schools will right-size accordingly.

#### MODEST GROWTH (0.2% PER YEAR)

Modest growth often is not a straight-line increase but a period of ups and downs with an upward trend line. Revenues keep up with costs. Necessary repairs and replacements keep pace and growth remains within capacities. Some improvements and upgrades can be made.

#### ACCELERATING GROWTH (1% PER YEAR)

Sustained accelerating growth always presents its own challenges. Whether it is expansion or annexations, infrastructure or services, demands will grow at the same time. It is usually triggered by some major localized event like the arrival of a major new employer, a significant technological development. The focus must shift to understanding and capturing the opportunity. In a boom period with high demands, often the private sector is willing to accelerate the capitalization of improvements.

CONCLUSION: Population may increase to a range of between 20,733 to just over 25,000 people by 2040. The most plausible figure would be about 21,500 or about 0.2% per year unless some major developments occur in the next 20 years. The Comprehensive Plan should address a range of possible population growth.

#### B. HOUSING

Housing grew by 87 new units over the last 10 years. As recently as 2020, new units jumped up over 18 per year. Owner occupancy grew by 1.2%. There is still a demand for new housing, but that is being stifled by supply chain disruptions and inflation. The median cost of housing was up slightly to \$1,179 per month. Median rent was up about \$50 per month to \$641 per month. Median household income was \$57,549, up about 6%.

It is reported that 85% of the population has access to computers. Slightly less have access to broadband technology at 79% in Jones County.

Replacement and rehabilitated housing have been noticeable in recent years.

A Housing Assessment Study should be undertaken to better understand the needs and demand for new housing.

#### Based on the population forecast, we have developed a forecast of new housing units and land requirements:

YEAR	0.02% GROWTH	0.2% GROWTH	1% GROWTH	
2030	17	172	862	
2040	17	176	948	
INCREASE	INCREASE 34		1,810	

Range of demand for new housing, in dwelling units

YEAR	0.02%	0.2%	1%
2030	34	345	1,724
2040	34	352	1,896
TOAL ACRES	69	697	3,620

Land needed to support new housing, in gross acres

CONCLUSION: There is a need for between 34 and 1,800 units of new residential units, and a need of between 70 and 3,600 acres of developable land. In the modest growth projection, 17 dwelling units per year would be the average.

#### C. ECONOMIC DEVELOPMENT

Jones County Economic Development conducts a bi-annual laborshed study to provide a tool to understand the workforce characteristics of the Jones County labor market. A Laborshed area is defined by its commuting pattern and illustrates which communities contribute to an employment center's workforce and at what level. To determine the boundaries of a Laborshed area, local employers supply the residential ZIP codes of each of their employees. The State of lowa completes these once every three years with Monticello receiving one last in

2021. Recovery from the consequences of the COVID-19 pandemic will be a high priority over the next several years, but will revolve around five key areas that will outlast the COVID-19 recovery stage: Inflation, supply chains, workforce, childcare, and affordable housing. Both state and federal governments are looking at stimulating the economy with job creating legislation and funding, while the Federal Reserve has been working to crimp inflation.

#### D. EMPLOYMENT

UNEMPLOYMENT: 7.2% (2016), 6.4% (2019), 4.2% (2020), 5.7% (2021), 2.7% (2022)

Labor force participation: 67.7% (2022)

An Envision East Central Iowa Comprehensive Economic Development Strategy was recently completed. It showed positive characteristics for the seven-county region (Jones, Cedar, Linn, Johnson, Benton, Iowa, and Washington counties) including:

- The regional population is growing.
- The region is more diverse.

However, there was information more concerning to rural communities like Jones County, including:

- The population is aging with over 26% of the population 55 and older.
- Rural counties are seeing population migration to the metro counties of roughly 10% in the last twenty years. Jones County has stayed stagnant with a 0% growth in the last ten years.
- There is more workforce mobility where people are willing to travel further for jobs. Outward migration from Jones County is 6,490 people per day where inward migration to Jones County is only 2,747. With the changes in the workforce following the COVID-19 pandemic, workers are more empowered. This includes asking for work-life balance through remote work, higher pay, more flexibility, etc. The workforce will migrate to where those jobs are, and Jones County has less of these opportunities than other communities in the East Central Iowa region.

The average wage in East Central Iowa has been *lower* than the state of Iowa and the United States according to the US Bureau of Labor Statistics. As of 2020, the average wage in the United States was **\$64,021**. In Iowa, it was **\$52,333** and in the East Central Iowa region it was **\$47,235**. With the worker empowered as never before, more people are demanding higher wages, better benefits, and the flexibility to work from home. With East Central Iowa already behind in wage growth, this will be an important period for Jones County.

Each year, Jones County Economic Development does a survey of current businesses, accumulating a list of challenges across business sectors. As of December 2022, the following were listed as concerns for businesses in the next few years in descending order:

- Main Street/Downtown Assistance for Revitalization
- Supply Chain Issues
- Inflation
- Workforce
- Access to quality-of-life amenities

- Business Growth
- Childcare
- State and Federal Politics
- Housing
- Funding

As can be seen above, there are a host of concerns that businesses and communities may face in the coming years, especially if coupled with the potential loss of population and outward migration of workforce. Inflation and supply chain issues will dominate the conversations for the next few years, especially as federal government programs kick in to help offset the disruption. At a Jones County level, workforce, childcare, and housing continue to show up as vitally important year after year in surveys conducted. These issues can be worked on locally in conjunction with local businesses, cities, schools, etc. as part of the conversation.

CONCLUSION: Economic development is going to be the leading driver of business stabilization, growth, and diversification of Jones County after multiple workplace destabilizations. The near term is going to be dominated by the impacts of inflation and supply chain recoveries on businesses, recovery of and the reconsideration of how to work with the newly empowered workforce (such as a remote work possibility), workplace renovations to make employees safer, online retail competition, community and school resilience, focus on childcare initiatives, building affordable housing units (not just single-family homes), and cultural program recovery.

#### E. TRAVEL & TRANSPORTATION

The highway, arterial, and secondary roads network in Jones County is a very important and necessary component and asset. Capital improvements are reviewed annually and managed under a five-year plan by the County Engineer, Secondary Roads Department, and the Board of Supervisors. The current five-year plan includes:

<u>FY 2024</u>	
County Rd X64 from Cedar County to Massillon Rd - PCC overlay	\$3,000,000
215 <sup>th</sup> Ave from 70 <sup>th</sup> St to US Hwy 151 - Grading	\$1,000,000
200 Ave over small creek - RCB Box Culvert replacement	\$ 400,000
FY 2025	
Landis Rd, over Wapsipinicon River – PPCB bridge replacement	\$5,800,000
Newport Rd, over small creek – CMP Replacement	\$ 150,000
County Rd E-28 to Anamosa city limits – PCC Paving	\$2,700,000
FY 2026	
County Rd X-64 over Wapsipinicon River - PPCB bridge replacement	\$1,200,000
Circle Dr from Hwy 151 to E-23 - PCC paving project	\$1,200,000
FY 2027	
County Rd X-31 from Anamosa city limits to Old Cass Rd – PCC Overlay	\$3,500,000
Riverview Rd, from Buchanan St to 1.0 mile East – HMA Overlay	\$ 200,000
FY 2028	
County Rd X-28 from County Rd E34 to Stone City Rd – PCC Overlay	\$1,500,000
130 <sup>th</sup> St from Central Park Rd to St Hwy 38 – Grading	

New road construction in developments is privately constructed, operated, and maintained by the developers.

There are four major trafficways that serve as the backbone of the transportation system:

- US Highway 151, a four-lane divided limited access arterial between Cedar Rapids through Dubuque to Madison, Wisconsin and beyond.
- Iowa Highway 38
- Iowa Highway 64
- Iowa Highway 1 County E-34.

Several other hard paved roads carry the next tier of traffic. Yet, the rest of the network is the "workhorse" network for the agricultural area to move equipment, supplies, animals, grain, and a multitude of products to market in the agricultural areas.

There was a significant increase of traffic along Highway 151 from 2009 to 2017, ranging from 8,000 Average Trips per Day (ADT) to 15,700 ADT, and we anticipate that has increased even more from 2017 to now.

There was an increase in traffic on Highway 151 from 11% to 59% between County Rd X-40 and Hwy 64 at Anamosa.

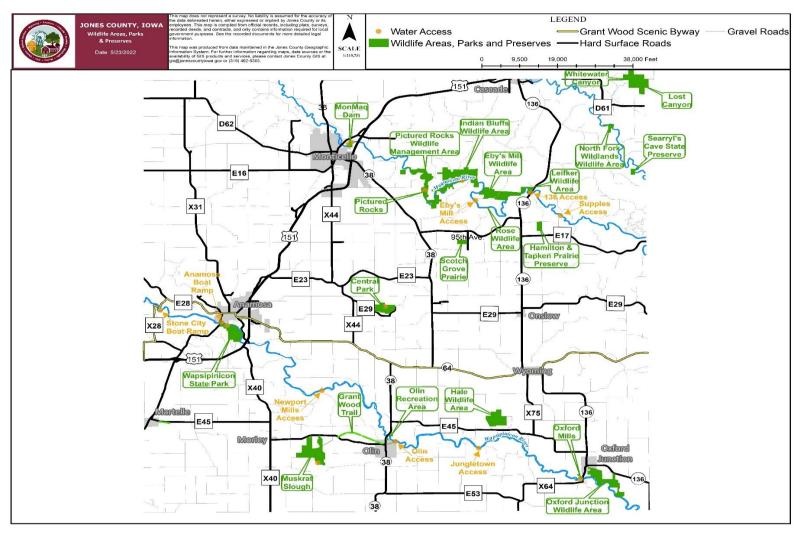
There are several intersections, all along Highway 151 that are significant.

- **Hwy 151 and Old Dubuque Rd** near Anamosa is planned to undergo a significant change to improve the safety of that intersection. This project will open-up acreage to development.
- Hwy 151 and Hwy 1/County Rd E-34 at Fairview is the busiest interchange in the County and deserves to be examined for future land use potential.
- **Hwy 151 at Hwy 64/3rd St.** Anamosa is a major commercial/industrial intersection.
- Hwy 151 at Hwy 38 is another significant intersection that deserves to be studied in detail. The Monticello Regional Airport is serviced at that intersection, as well as the City of Monticello.
- Hwy 151 at Old Business 151/Main Street/Amber Rd X-44 to Monticello also deserves closer scrutiny.

CONCLUSION: Improving, expanding, and maintaining the roadway network in Jones County is a major priority to support businesses and residents. Reconsidering the land use plan around the Old Dubuque Rd/Circle Drive project requires careful consideration and planning. Jones County should encourage development around the major intersections along Hwy 151, while discouraging development of the prime agricultural land along Hwy 151. Fairview, Langworthy and the smaller villages along paved collector roads need a deeper review for development potential, especially where public utilities are available. Restoration of the Stone Bridge near Monticello is seeking funding for restoration and improvement.

#### F. CONSERVATION, RECREATION AND CULTURAL RESOURCES

Jones County has numerous conservation, recreation, and cultural resource opportunities. The parks are very good and well kept. Central Park recently completed a major improvement project. The school districts provide several great recreation facilities and programs. There seems to be a demand for more trails and camping facilities. More local outdoor activities for children are being requested.



Jones County Conservation – Parks and Recreation Map

#### G. AGRICULTURAL

Active agricultural land, pastures, timber, and buffers are the primary use of land in Jones County at 95.5%. Preservation, protection, buffering, agricultural related uses, and other non-agricultural compatible uses need to be examined. Jones County is fortunate to be situated in an area where the soils are some of the best in the world. Protecting the soil, preventing erosion, and avoiding incompatible uses are significant concerns.

Another concern facing the agricultural sector is generational change, where traditional family farms are not being passed on to the next generation who are pursuing other careers. Some land is being sold off to other entities - often from outside the community for investment purposes or to corporate agricultural interests.

#### AGRICULTURAL STATISTICS (2017)

Agricultural Land95.5	
Agricultural sales (\$288Million)	
< \$25,000/year 28%	6
>\$50,000/year47%	6
>\$100,000/year37%	6
Farm size (10 – 500 Acres) 66%	6
>500 Acres22%	6
Family Farms94%	6
Internet Access80%	6
Age (>65)33%	6

CONCLUSION: Agricultural land use dominates all other uses in Jones County. Row crops, particularly corn and beans are clearly the predominate use of land. Planning and programming for agriculture brings many entities together. The elected Jones County Soil and Water Conservation District Commissioners in concert with the USDA – Soil Conservation Service oversee management of the district.

ACTIVITY	NUMBER	ACRES (000)	SALES	RANK	
				IOWA	US
CATTLE	67,000		\$ 88,000,000	12	151
HOGS	109,000		\$ 39,000,000	56	151
GRAIN		243,000	\$155,000,000	42	161

Source: USDA NASS 2017

#### H. LAND USE ADMINISTRATION

Land Use Administration has made significant progress since the 2012 Comprehensive Plan. Several zoning issues have been examined in recent years including signage, definitions, wind energy systems, solar energy systems, quarries, code compliance, case law updates, variance requirements, and fees.

- The official zoning map, with assistance from the County's GIS Coordinator, was reviewed at a detail level and updated accordingly. That will save unnecessary amendments and variances.
- The Zoning Ordinance was reviewed in detail and updated based primarily on current demands.
- The schedule of fees was updated.
- The Subdivision Ordinance is under detailed review.
- The Comprehensive Plan is under a 10-year review and update.
- The County continues to support participation in the Coalition of County Zoning Officers (COZO) developing peer-to-peer support and guidance statewide. Interactions with our neighboring counties is on-going.

- The County continues to offer and support participation in the Iowa State University Extension and Outreach "Planning and Zoning 101" course offerings.
- Collaboration continues with the Board of Supervisors and affected County departments for coordinated reviews of land use proposals.
- The Planning & Zoning Commission and Board of Adjustment have full membership and participation.
- The Land Use Administrator is still a part-time position shared with other duties in the Auditor's Office. During Federal and State Election years the Administrator is quite strained to the limits.

## III. INFLUENCERS

Influencers are things that will likely drive or direct how change will occur during the 20-year planning period horizon. These can be categorized as the "known unknowns" that can be utilized to define expectations for the near future. They include the following keys:

- Population
  - Birth rate reduction
  - Aging population, elder care
  - Future worker shortage
- > Food production and processing
  - Keeping up with technology
- > Workforce development
  - Training and skills development
- Consumer demand
  - Changing habits
- > Technology development
  - Cheaper, better, faster

- > Extreme climate events
  - Derecho recovery and reforestation effort
  - Coastal migrations: fires, flooding, hurricanes, and droughts
- Clean energy
  - Renewable Fuel Standards
  - Wind energy conversion systems
  - Solar energy conversion systems
  - Biofuels development
  - Electrification of vehicles
  - Hydrogen, CNG, LNG and other alternative fuels
  - Federal funding or tax support
- > Fresh, clean water resources

## IV. ENVISIONING JONES COUNTY - 2040

#### **JONES COUNTY**

The county's role in land use management in unincorporated Jones County, is to buffer the agricultural operations from intrusion by incompatible uses while allowing a reasonable amount of opportunity in properly assigned zoning districts for compatible rural style development for residential, commercial, and industrial uses. Jones County encourages the principles of diversity, social equity, environmental sensitivity, and the development of renewable energy needs.

#### EASTERN IOWA COUNCIL OF GOVERNMENTS (ECICOG) (2019)

#### **REGIONAL VISION**

By supporting a diverse population, entrepreneurial economy, fostering local businesses and creating a healthy environment, we will create resilience within the planning area.

ECICOG has implemented a program called "Envisioning ECI (East Central Iowa) Project" with FutureIQ as their consultant. Jones County was a participant in their process.

## V. GOALS AND OBJECTIVES

#### A. AGRICULTURAL

#### **ASPIRATION**

Agricultural uses are by lowa State Code exempt from most local regulations. The general intent is continued preservation of agricultural uses.

#### **GENERAL GOALS:**

Land use management must protect the sustainability of agriculture in the area. Matters relating to soil, erosion, air quality, surface and subsurface water quality, climate change, environmental resources and habitat, and incompatible uses such as residential development and non-agricultural industrial-commercial uses must be considered.

- Agricultural uses are exempt from the zoning ordinance.
- Require appropriate setbacks and buffering from incompatible uses.
- Provide for the expansion of technology for agricultural purposes including broadband service (5G), GPS, GIS and cellphone services.
- > Discourage the sell-off of family farms to outside the area interests.
- ➤ Encourage the development of small home businesses and cottage industry.
- > Do not allow major residential development of four or more sub-lots (a minor subdivision) in agricultural districts.
- Adopt appropriate conservation practices to improve water and air quality.

- Collaborate with the Jones County Soil and Water Conservation District (SWCD), USDA Soils Conservation Service and the Jones County Conservation Board to adopt appropriate soil conservation practices to preserve topsoil and improve air quality.
- ➤ Encourage the development of diversity in small farm utilization and practices for fruits, meats, vegetables while promoting alternate methods of production.
- > Embrace agricultural technological changes.
- Encourage development of agricultural support services tools, equipment, feed, seed, biofuels, equipment sales and services, etc.
- > Support legislation that improves local control over planning and zoning, oppose centralization of zoning decisions at the state or federal levels.

#### **B. ECONOMIC DEVELOPMENT**

#### **ASPIRATION**

Economic development is going to be a driver of growth and diversification of Jones County after the COVID-19 pandemic and derecho damages destabilized workplaces. The near term is going to be dominated by the recovery of the destabilized workforce, workplace renovations, supply chain recoveries, online retail competition, community resilience, school resilience, and cultural program recovery.

#### **GENERAL GOALS**

Promote and allow appropriate commercial and industrial development to locate in the rural portion of the county at intersections of major transportation arterials only with appropriate access points through frontage roads, as well as in, adjacent to, or near urban areas.

- ❖ Pandemic Recovery the COVID-19 pandemic and its variants have destabilized the economy and we must focus on the recovery to re-stabilize our communities, businesses, and institutions.
- Collaborate with Jones County Economic Development to provide land use areas for development opportunities.

- Identify compatible locations for new and expanding businesses.
- Housing locate new diverse housing development consistent with demand.
- Attract agricultural support and supply businesses.

- Recover jobs lost during the lockdown especially in the gig economy, restaurants, and entertainment venues.
- Adapt to changes in work innovations, such as remote work.
- Create more availability including diversity in home ownership, rentals, and eldercare.
- > Build housing that is affordable and competitive in the region.
- ➤ Identify locations for agricultural support and supply businesses.
- > Improve critical infrastructure (streets, water, sewer) capacity.
- ➤ Identify annexable perimeter properties near the cities and infrastructure.

- ➤ Do not allow new development into areas where adequate infrastructure is not already available.
- Embrace rapidly changing development of technology including hardening of a reliable and expanding energy delivery systems, traffic and transportation, biotechnology, agritechnology.
- Continue to support the creation of allowable home-based businesses.
- Adapt to workforce shortage.
- Encourage and support the development of more tourism related businesses including campgrounds, entertainment venues, ag experience, etc.

#### C. RECREATION, NATURAL AND CULTURAL RESOURCES

#### **ASPIRATION**

Improve, preserve, and protect Jones County's recreational, natural and cultural resources for current and future generations. This would include the enhancement and protection of parks, camping, RV parks, trails, preserves, woodlands and forested areas, wildlife habitat, historic and other public areas and event and entertainment venues.

#### RECREATION

#### **GENERAL GOALS**

Plan, create, upgrade, and add to Jones County's recreational opportunities. This would include trails, RV and camping facilities, neighborhood play areas, etc.

- Identify locations in a Future Land Use Plan for parks, recreation, trails and preserves.
- ➤ Collaborate with the local school districts and cities to expand utilization of their sports and recreation facilities.
- ➤ Identify potential locations for camping and recreation vehicle parks.
- ➤ Identify locations for off-road trails and preservation of rights-of-way.
- ➤ Encourage the appropriate development of public and private hunting and fishing opportunities.
- ➤ Encourage the continued development of public access points along the rivers.
- ➤ Encourage the pursuit of State, Federal and private sources of grant funding.

#### NATURAL RESOURCES

#### **GENERAL GOALS**

Identify and protect natural resources in Jones County. These would include water and air quality, soil preservation, woodlands, viewsheds, flood plains, wetlands and wildlife habitats, prairies and mineral extraction areas.

#### **OBJECTIVES**

- > Create adequate zoning setbacks around natural resource areas.
- > Create adequate buffer zones around critical resource areas such as flood plains, wetlands and wildlife habitats.
- > Protect ground and surface water quality from waste disposal, aquifer drawdown, erosion, polluted runoff and other threats to quality.
- > Preserve and protect woodlands from clear cutting, excess deadfall and promote reforestation.

#### **CULTURAL RESOURCES**

#### **GENERAL GOALS**

Identify, preserve, and protect Jones County's cultural resources. These would include historic structures, museums, arts and entertainment venues, events venues and unique facilities.

- > Support historic preservation of valuable structures.
- > Support local museums.
- > Locate new arts and entertainment uses and protect existing venues from conflicting uses by requiring appropriate setbacks.
- Protect event venues from appropriate conflicting uses.

#### D. HOUSING

#### **ASPIRATION**

Housing is a critical asset of every community. A diversity of housing is necessary to attract a diverse population to live, work and play in the area. Residential development and agriculture are not necessarily compatible uses, so judicious planning is needed to locate residential uses compatibly in an agriculturally focused community.

#### **GENERAL GOALS:**

- Conduct a Housing Needs Assessment Study within the next two years.
- Provide for orderly rural residential growth near the incorporated cities with available infrastructure capacity.
- Define the boundaries and availability of developable property in the unincorporated "villages," such as Fairview and Langworthy.
- Encourage development of a diversity of housing types, especially rental and eldercare facilities.
- Encourage maintenance and revitalize current housing.

- > Focus development away from active agricultural land.
- Seek available grant funding for a Housing Needs Assessment study.
- Conduct a Housing Needs Assessment study.
- ➤ Continue to enforce the cleanup of blighted properties and encourage demolition of dilapidated and unsafe structures.
- > Do not approve major subdivision development on active agricultural and timber lands.
- Continue to review and update zoning and subdivision ordinances, as needed.

#### **ASPIRATION**

This effort is all about the appropriate management of land use in Jones County. The overall principles of land use management are compatibility, sustainability, community character and the environment. Undeniably, Jones County is primarily an agricultural community, and that dominates the direction of land use. The 5% non-agricultural use areas, offering schools and services, are in the population centers of Anamosa, Monticello, Wyoming, Olin and part of Cascade. There are a handful of other smaller incorporated communities and nine unincorporated "villages." The first two tiers have public services like public sewers, water, storm water and other "urban" type services. The villages typically have limited services. Outside of these communities users depend upon well supplies and on-site wastewater systems. Managing development beyond these communities is the primary mission of this plan. Defining land use compatibility and protecting environmental sensitivities while maintaining the character of each community is the standard that must be met.

Jones County has an official Zoning Map in place. It was updated in detail within the last six years.

#### **GENERAL GOALS**

- Preserve and protect the scenic, pastoral and natural character of Jones County by managing and directing development into appropriate areas including existing compatible "grandfathered" land uses, and away from:
  - Agricultural land and operations
  - Environmentally sensitive land
- Concentrate residential, commercial and industrial uses in or near the available public services, particularly water, wastewater, stormwater management, and related utilities.
- Promote diversity in housing and neighborhoods and support underserved populations such as low income and the elderly.
- Promote good community design standards such as walkability, accessibility.

- Encourage future development within and near existing cities, away from agriculturally zoned areas, environmentally sensitive land and incompatible uses.
- Make decisions on the development of land relative to the use's impacts on existing and future infrastructure (including transportation), educational facilities, and natural resources.
- Evaluate development in unincorporated communities based on its compatibility with surrounding uses and availability of suitable infrastructure.
- Maintain, manage, and improve the county's transportation network.
- Ensure public's safety and welfare in all future development and redevelopment projects.
- ➤ Perform a Housing Needs Assessment Study to determine the demand, need and locations for new development.
- Limit development in areas inaccessible to public water and wastewater treatment and the concentration of well and onsite systems.

- ➤ Utilize the Jones County Soil Study and the up-to-date Geographical Information System (GIS) to determine suitable sites for various types of development.
- > Identify areas for potential annexation.
- Encourage use of conservation site design concentrating uses while providing desirable open-spaces - for residential, commercial Planned Mixed-Use developments.
- Prepare Sector Plans detailed design level plans for development of areas in the Mixed-Use development areas near Anamosa, Cascade, Monticello and Langworthy. These provide an indirect benefit of attracting interested developers.
- Continue to reduce nuisance and blight conditions.
- Evaluate the potential for development adjacent to the existing "villages."
- Monitor and prepare for the sustainability of the small, incorporated cities and potential dissolution into the County.

#### F. NATURAL HAZARDS

#### **ASPIRATION**

The role of land use administration in natural hazard programming is to be aware of the multi-jurisdictional plan and updates, avoiding development in high-risk hazard areas, and collaboration with those responsible for disaster planning and response.

In a recent report on "Planning for Rural Resilience," from the University of Manitoba, the report summarized the key issues as:

- Resilience disaster preparedness and response; adapting to change.
- Redundancy systems designed with multiple nodes to ensure that failure of one component does not cause the entire system to fail.
- Diversity multiple components or nodes versus a central node, to protect against a site-specific threat.
- Efficiency positive ration of energy supplied to energy delivered by a dynamic system.

- Autonomy capability to operate independent of outside control.
- Strength power to resist a hazard force or attack.
- Interdependence integrated system components to support each other.
- Adaptability capacity to learn from experience and flexibility to change; and Collaboration – multiple opportunities and incentives for broad stakeholder participation.

Based on the multi-jurisdictional goals and measures identified in the plan the following goals, objectives and strategies were developed.

#### **GENERAL GOALS**

- The goal of Jones County Emergency Management Agency (EMA) is to save lives and protect property by developing programs and emergency capabilities that mitigate, prepare for, respond to, and recover from any disaster or emergency.
- Land Use Administration plans and ordinances must minimize risks and impacts identified as potential threats to Jones County.

- > Carry out identified mitigation measures by completing action steps from the multi-jurisdictional plan.
- > Coordinate application review with the Jones County departments of the Emergency Management Agency, Public Health and Environmental Services.
- > Discourage public transportation access to floodplain areas as defined in the Flood Plain Ordinance.
- > Discourage development within natural and environmentally sensitive areas of the County, including flood plains, regulated wetlands, steep slopes, and drainage ways.
- > Require minimum setbacks from occupied zoning districts for hazardous material storage facilities.

#### G. ADMINISTRATION

#### **ASPIRATION**

Land use administration is about customer service. There are many customers including: landowners, realtors, developers, builders and contractors, County Departments, the Planning and Zoning Commission, Board of Adjustment, and the Board of Supervisors among the most frequent contacts. The Administrator is the public face providing services that include interpreting the Zoning Ordinance, Subdivision Ordinance, the Official Map, and other land use related documents.

#### **GENERAL GOALS**

- ❖ Promote collaboration between all private and public parties during planning and regulation creation.
- Promote transparency, efficiency, and consistent outcomes in all planning endeavors.
- Encourage and utilize public participation during the creation or revision of planning regulations.
- ❖ Increase joint planning and decision-making with municipalities within the County.
- Promote clean and renewable energy use and increased energy efficiency in compliance with Jones County ordinances.

- > Keep the Planning & Zoning Commission and Board of Adjustment aware of latest developments in Federal and State laws and regulations.
- > Be aware of case law changes and recent precedents and communicate these to the boards.
- > Periodically update, add, delete, or modify ordinances, forms and fees.
- Periodically update the Official Map and Future Land Use Map.
- > Perform coordinated reviews with related County Departments: Public Health, County Engineer, Conservation, Soil Conservation, Emergency Management, E911, IDNR, and others.
- > Continue active participation in the statewide County Zoning Officials (COZO) group.
- > Enforce the ordinances and codes, and report violations to the Board of Supervisors.
- > Identify and recruit potential members to the Planning & Zoning Commission and Board of Adjustment.

## VI. FUTURE LAND USE PLANS

#### SCENARIO PLANNING

Over the past 60 years, the population of Jones County has fluctuated around 20,100 varying up or down by about 500 people. The past 10 years have been flat. Is this the scenario we should focus on, the status quo; or should we be looking at a doomsday scenario where we experience a population decline of over 500 people; or should we be favoring the ever-optimistic prosperity scenario where events cause the county to grow substantially?

We should be preparing for all these scenarios.

#### **PROCESS**

The basis for developing a future land use plan lies in examining existing conditions. Fortunately, Jones County has a well-developed Geographic Information System (GIS). The mapping available provides most of the information needed to make informed decisions on potential development areas short of a detailed on-site engineering study. Availability of infrastructure capacity is critical to identifying potential sites. Those sites occur mostly around the incorporated cities, with the exceptions of Center Junction and Fairview, which have public water and sewage collection and disposal systems.

Next, we identify the areas limited by physical features such as steep slopes, shallow bedrock, flood plains and other features listed below.

Once potential sites are identified, we start to examine their level of potential. All sites are not created equal. Size, shape, access, etc. are examined.

Finally, how do the sites "fit" within the neighborhood? Compatibility is a key concern. Does the site fit the current zoning requirements?

#### EXISTING LAND USE AND FEATURES

- Infrastructure public water, wastewater, access to primary transportation, etc.
- Suitability soils buildable, slopes >10%, on-site waste management septic systems, wells, drainage, woodlands, shallow bedrock, etc.
- Hazard Areas flood plains, wetlands, landslides, erodible soils, etc.
- •Compatibility adjacent uses, paved roads, access, utilities, etc.

- Viewsheds
- Setbacks Livestock production, extraction areas, kennels, wind energy systems, solar energy systems, towers, etc.
- Existing and future land use plans of incorporated areas
- •½ Mile to paved road limits in Residential Districts
- Active agriculture, composite CSR > 65
- Other identifiable unique constraints

#### 2. CONCEPT PLAN DEVELOPMENT

The most significant component of this review is the development of the Future Land Use Plan. This is not a rezoning effort. This is an effort to identify the areas that are most suitable for future development and gentrification. Our concentration is in and around the previously developed areas, primarily the cities and "villages."

Following is a description of the categories of development potential identified:

**Agricultural:** Active and passive agricultural use with high value for row crops, livestock production, pastureland, timber, etc.

**Commercial – Industrial Uses:** Standalone near existing commercial – industrial uses

**Commercial uses:** Especially near or adjacent to existing commercial uses.

Public uses: Existing public land

These are not "zoning" requirements but rather guidance to the Administrator, Planning & Zoning Commission, Board of Adjustment, and potential developers regarding the expected capability of the areas.

#### 1. FUTURE LAND USE MAPS

#### Cascade (Partial): Richland and Washington Townships

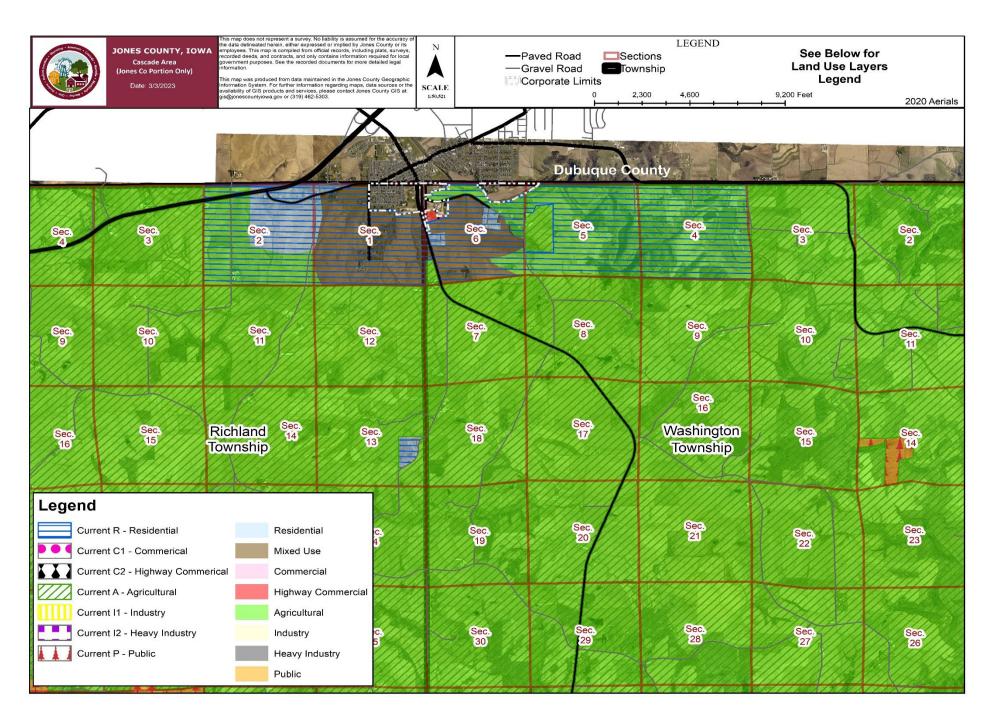
A small part (approximately 168 acres) of the City of Cascade lies within Jones County. Five aliquot Sections were zoned residential in the County along the Cascade/Dubuque County southern border. One small piece (about 8.5 acres) is zoned commercial at the Lammers property. Two parcels were zoned agricultural by request. And, about 15 acres are in the Five-Hundred-year flood plain. The soils run from fair to very good for agriculture. The current zoning could support upward of 1,500 people at full development, while most of the growth in the area is to the north and east. That would reduce the potential to about 500 people. All or part of the developable area could be annexed by Cascade.

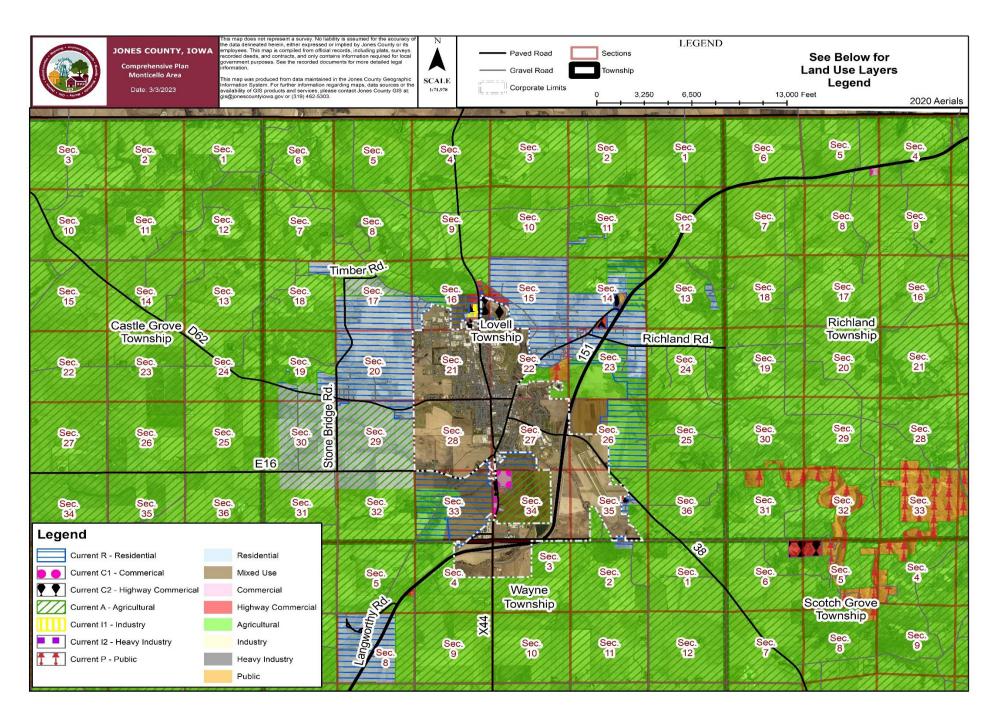
#### **Monticello: Lovell Township**

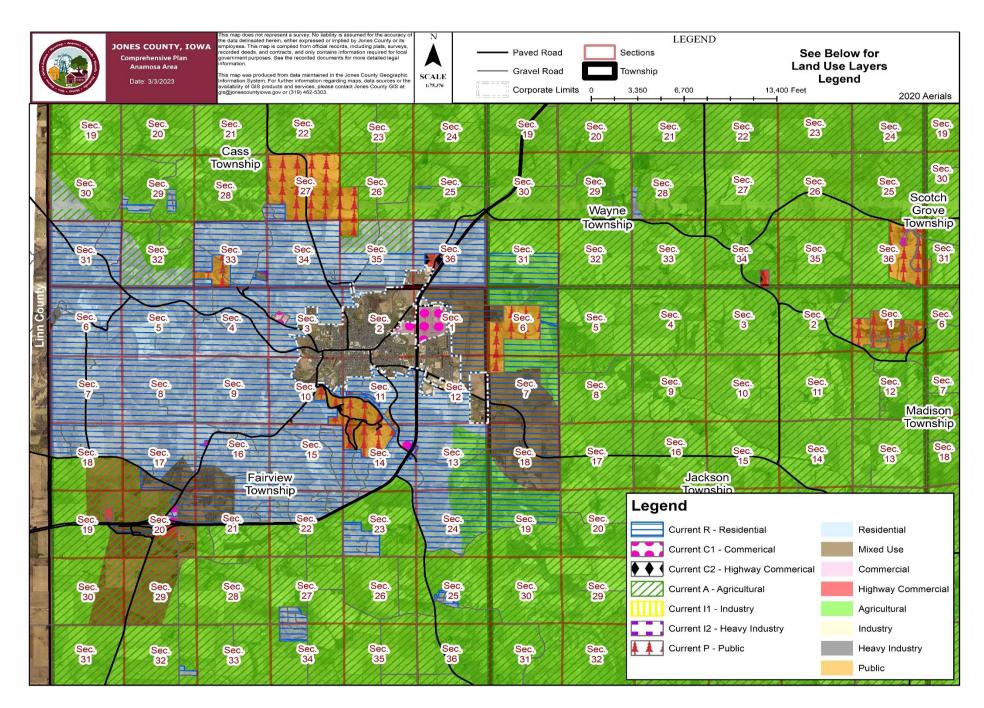
The area around the City of Monticello is like finishing an incomplete puzzle. Approximately 4,050 acres around the city are zoned primarily residential with a few pieces of commercial property and a quarry. The first significant issue is the Five-Hundred-Year flood plain of the Maquoketa River, Kitty Creek, and its tributaries. The second is some areas west and east of the city with excessive steep slopes. Next, is to designate about 920 acres along Old Business Hwy 151 North and Co Rd. D-62 to the west to moderate intensity development, most likely residential. The third is mixed-use development along Old Business Hwy 151 south, off Hwy 38 and Hwy 151 near the airport and near the commercial development along Hwy 38 North. Some of the mixed-use area could be annexed to the city.

#### Anamosa: Cass, Fairview, and Jackson Townships

The largest and most complex area of zoning in Jones County is about 15,000 acres around the City of Anamosa. The zoning is primarily residential with a few small areas of commercial and four areas of state land, including Wapsipinicon State Park. This could support about 6100 people at full development. We have identified two areas of potential intense mixed-use development: the area near the intersection of Hwy 151 and Hwy 1/Co. Rd. E-34 in Fairview and an area east of the city running between Hwy 64 to Hwy 151 north of 130<sup>th</sup> St. There is some potential for moderate intensity development, primarily residential, between Hwy 151 to the south and Ridge Rd. to the north. There are two areas in that area where new paved roads would need to be constructed to meet the ½ mile limit to a paved road requirement. There are two areas that may have some potential for low intensity development due to steep slopes and karst soils.







#### **INCORPORATED CITIES**

#### **Martelle: Greenfield Township**

The areas around the City of Martelle are mostly active productive agriculture on the north, south and east and should be protected. The western border is adjacent to Linn County.

#### **Morley: Rome Township**

The areas around the City of Morley are dominated by the flood plain of Walnut Creek on part of the north, south and west sides. The remaining area is productive active agriculture and should be protected.

#### **Olin: Rome Township**

The area around the City of Olin is dominated by a flood plain of the Wapsipinicon River on the northwest, north and east, and the flood plains of Walnut Creek and Sibles Creek on the west and south. The available areas for potential development are in productive active agriculture and should be protected.

#### **Onslow: Madison and Wyoming Townships**

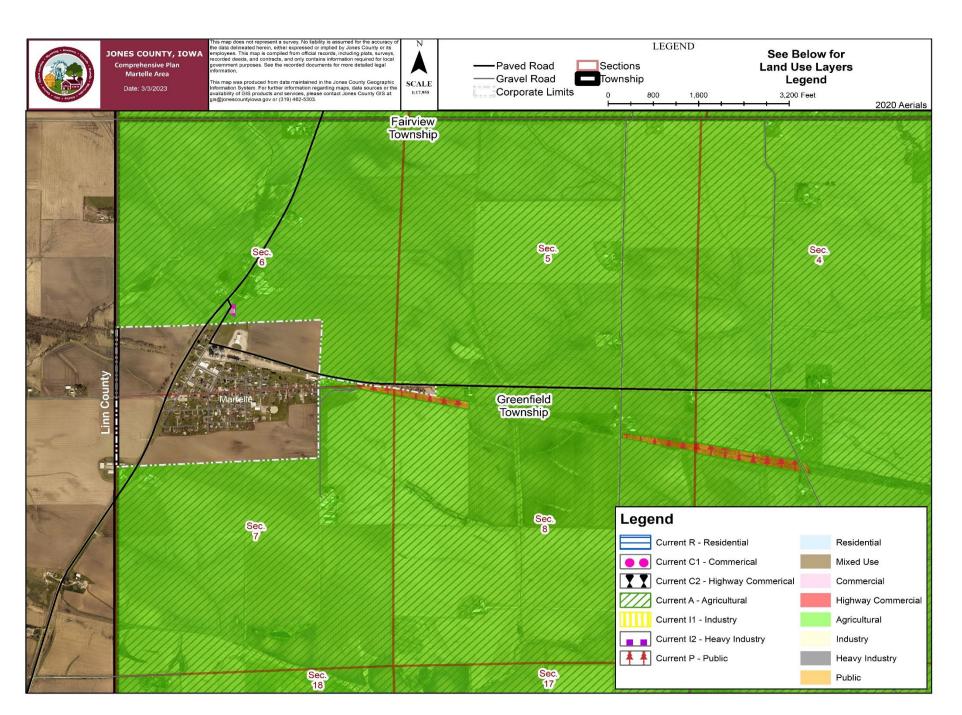
The area around the city of Onslow is predominately productive active agriculture and should be protected.

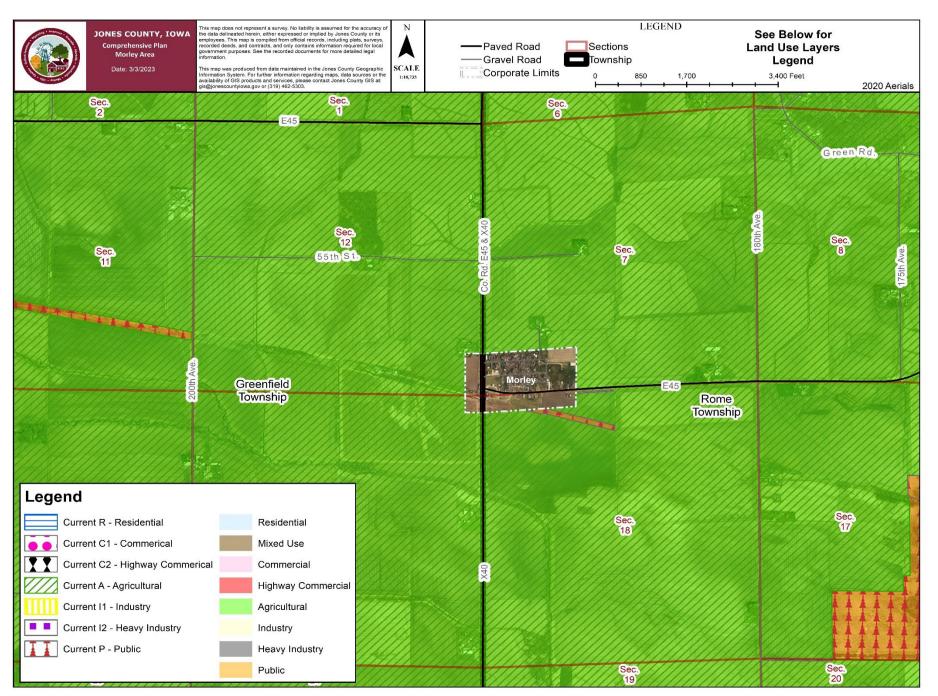
#### **Oxford Junction: Oxford Township**

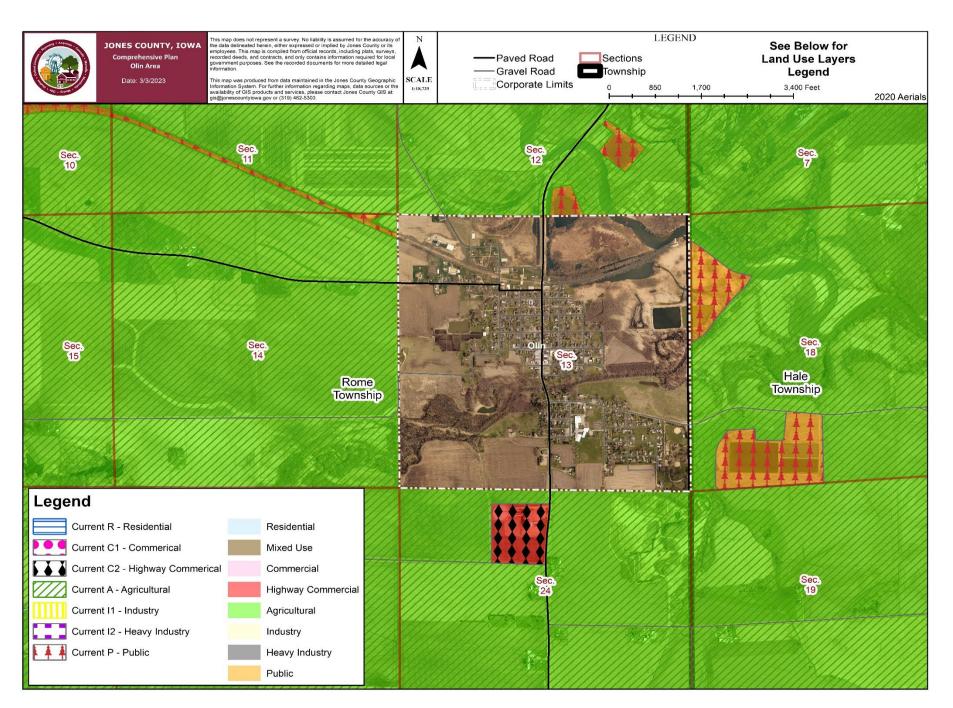
The area around the city of Oxford Junction is dominated by a flood plain of the Wapsipinicon River and Bryan Creek. Any potentially developable land to the north is currently in active agricultural production which we wish to protect.

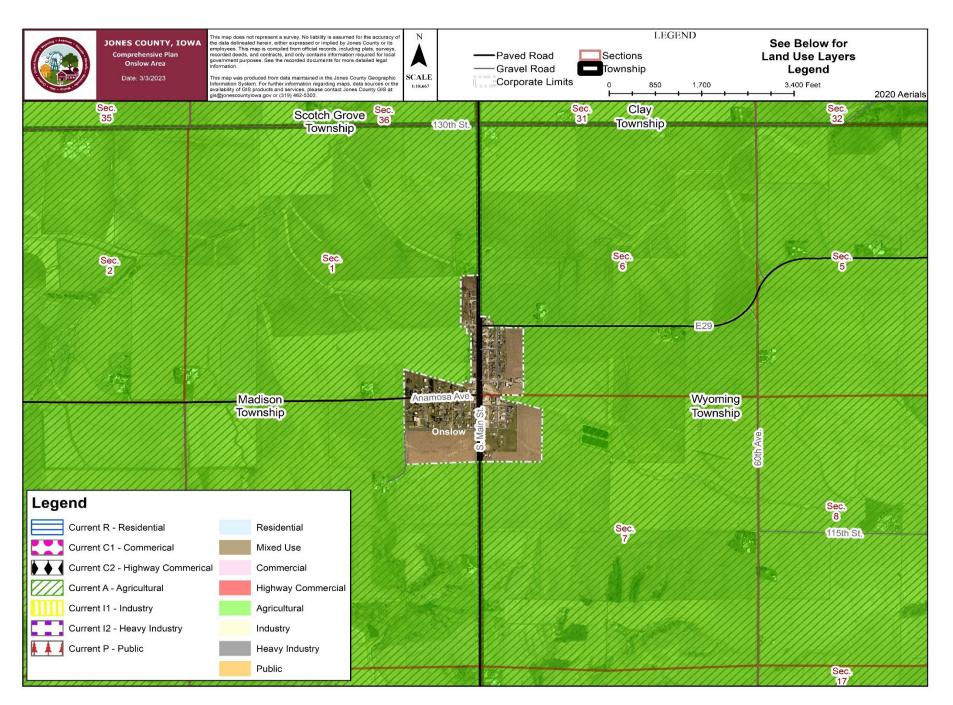
#### **Wyoming: Wyoming Township**

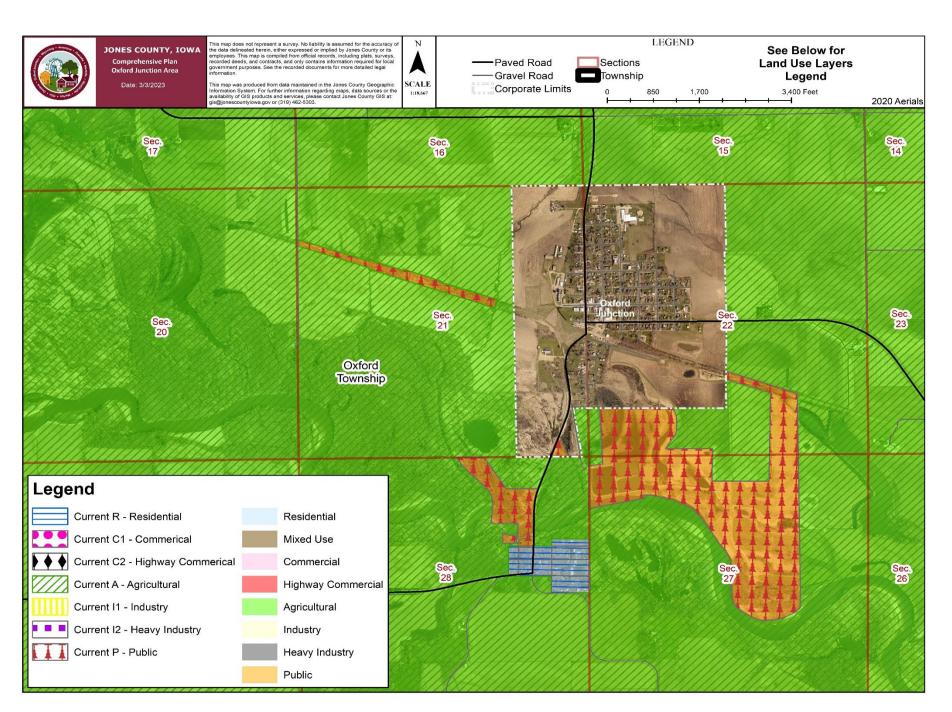
The city of Wyoming has updated its Comprehensive Plan. The area south of the city is in a flood plain. The land west of Rt 136 (Madison St) is heavily contoured and would be expensive to develop. North along Rt 136 is Little Bear Golf Club. The remaining land north and to the east of the city is productive active agricultural land and should be protected.

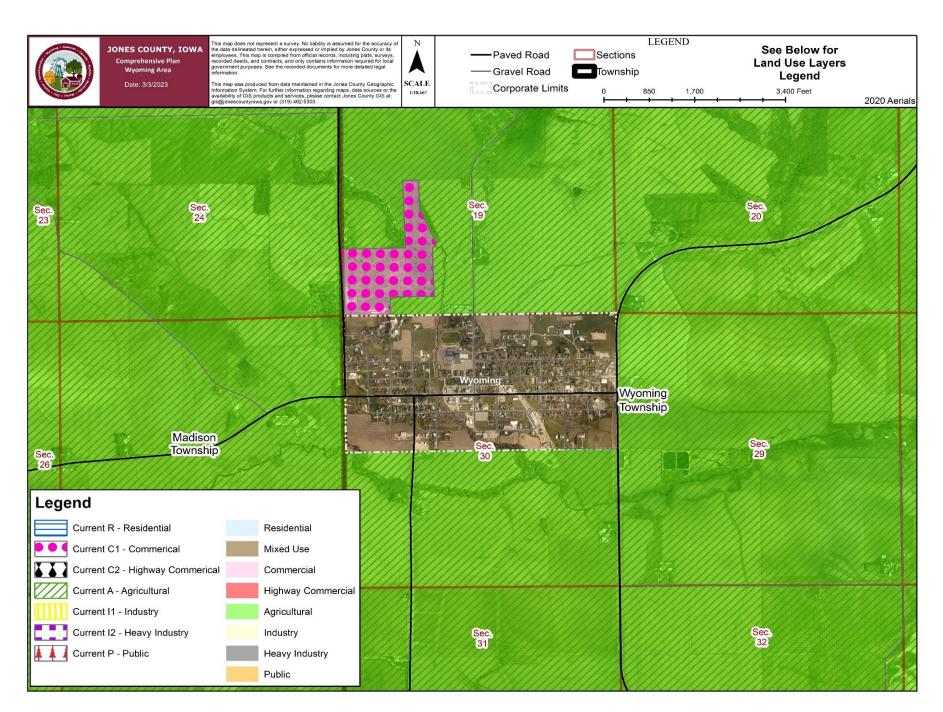












#### UNINCORPORATED VILLAGES (PLATTED)

#### **Center Junction: Madison Township**

Center Junction is a former incorporated city and was recently unincorporated and merged into Jones County unincorporated land. There is a public water and sewer system. The former city was rezoned by use when it became part of the county jurisdiction. While utilities are available, the boundary land is engaged in productive active agriculture and should be protected.

#### **Fairview: Fairview Township**

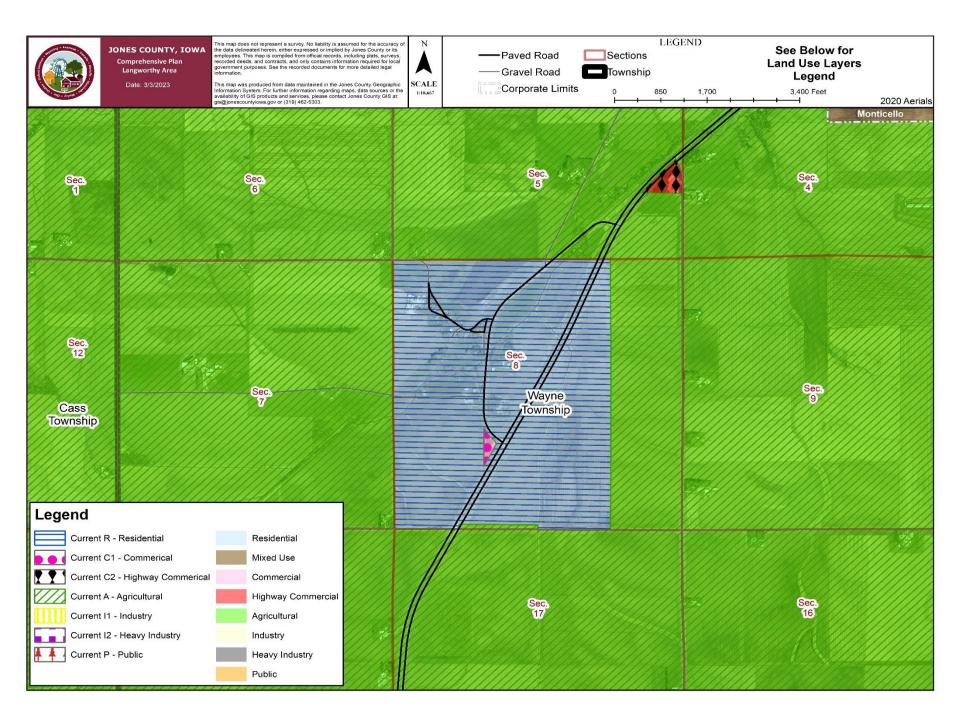
Fairview is an unincorporated "village" in Fairview Township and has experienced a fair amount of rural residential growth. It has an active wastewater system. The area near Hwy 151 is experiencing a fair amount of replacement and reuse. The Hwy 151 and Hwy 1/Co. Rd. E-34 intersection is the busiest interchange in Jones County. While surrounded by productive active agriculture, we strongly urge that this area be studied both north and south of Hwy 151 as a Sector Plan with potential multiple uses.

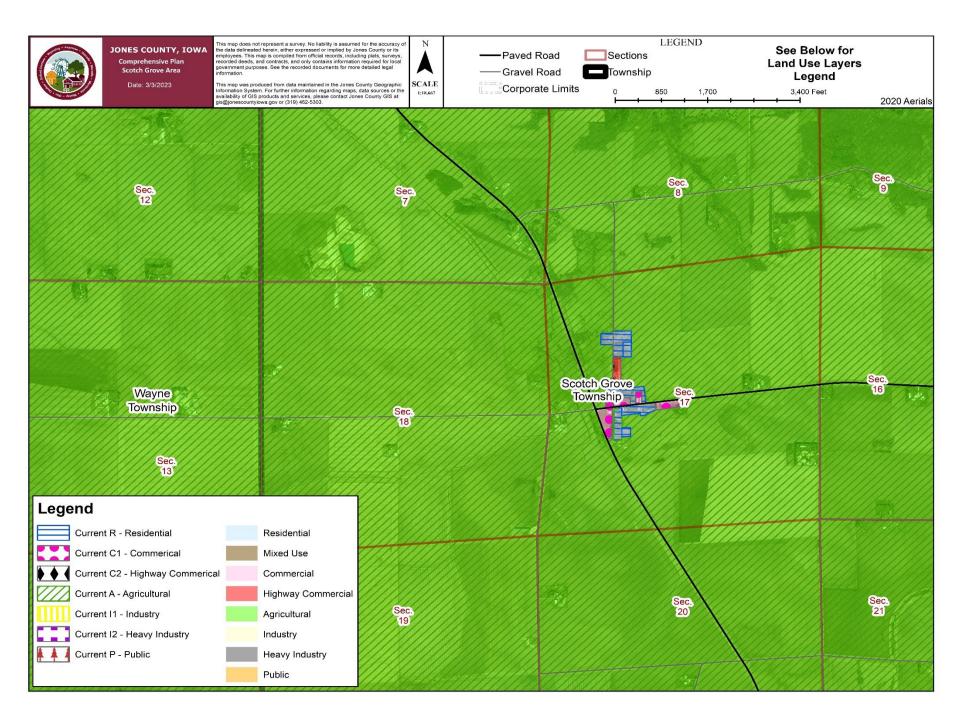
#### **Langworthy: Wayne Township**

Langworthy is a "platted village" that was never fully developed. Its configuration creates a natural interchange with Hwy 151. Although primarily in productive active agriculture, we recommend it be studied further for potential standalone development. Kitty Creek is a risky flood prone area that must be addressed in any new development.

#### **Scotch Grove: Scotch Grove Township**

Scotch Grove is a small stand-alone community of mixed uses at the intersection of Hwy 38 and Co. Rd. E-17. There is no public infrastructure. It is primarily strip development. The community is surrounded by productive active agriculture and should be protected.





CURRENT LAND USE GROSS ACREAGES									
LAND USE CATEGORY	AGRICULTURAL	COMMERCIAL	HIGHWAY COMMERCIAL	INDUSTRY	HEAVY INDUSTRY	PUBLIC	RESIDENTIAL	TOTAL	
TOWNSHIPS									
CASTLE GROVE	23,084.58					0.59		23,085.17	
LOVELL	15,472.86	70.46	59.40	16.63		59.01	4,047.76	19,726.12	
RICHLAND	20,434.24	10.52				1,242.62	1,243.27	22,930.65	
WASHINGTON	20,775.46		8.49			405.36	1,626.89	22,816.20	
CASS	19,306.45		30.10		14.75	817.66	2 <i>,</i> 769.54	22,938.50	
WAYNE	21,646.95	18.64	26.81			271.73	864.75	22,828.88	
SCOTCH GROVE	22,077.76	7.22	69.88			978.21	13.95	23,147.02	
CLAY	22,106.45					89.65	738.03	22,934.13	
FAIRVIEW	10,301.33	222.71	21.15		13.43	435.20	10,625.66	21,619.48	
JACKSON	20,592.13					574.38	1,941.97	23,108.48	
MADISON	23,076.56	2.50	2.85		0.44	4.95	49.50	23,136.80	
WYOMING	22,575.62	56.32				10.75		22,642.69	
GREENFIELD	22,829.17	0.50				38.24	28.85	22,896.76	
ROME	21,592.51		27.84			777.57		22,397.92	
HALE	22,798.92		1.55			391.49	16.58	23,208.54	
OXFORD	22,461.83					234.13	32.66	22,728.62	
TOTAL	331,132.82	388.87	248.07	16.63	28.62	6,331.54	23,999.41	362,145.96	

	FUTURE LAND USE GROSS ACREAGES								
LAND USE CATEGORY	AGRICULTURAL	COMMERCIAL	HIGHWAY COMMERCIAL	INDUSTRY	HEAVY INDUSTRY	PUBLIC	RESIDENTIAL	MIXED USE	TOTAL
TOWNSHIPS									
CASTLE GROVE	23,084.58					0.59			23,085.17
LOVELL	14,430.04	72.96	122.25	16.62		59.01	4,050.52	974.92	19,726.32
RICHLAND	20,839.32	10.52				1,242.62	314.37	523.82	22,930.65
WASHINGTON	22,057.60		8.49			405.36	30.49	313.08	22,815.02
CASS	18,576.34		33.41		14.75	817.66	3,496.34		22,938.50
WAYNE	21,962.89	18.64	26.81			271.73	548.82		22,828.89
SCOTCH GROVE	22,077.76	7.22	69.88			978.21	13.95		23,147.02
CLAY	22,106.45					89.65	738.03		22,934.13
FAIRVIEW	9,242.47	226.95	65.99		13.43	435.20	9,056.96	2,578.47	21,619.47
JACKSON	21,517.66					574.36		1,016.46	23,108.48
MADISON	23,076.56	2.50	2.85		0.44	4.95	49.50		23,136.80
WYOMING	22,575.62	56.32				10.75			22,642.69
GREENFIELD	22,829.17	0.50				38.24	28.85		22,896.76
ROME	21,592.50		27.84			777.57			22,397.91
HALE	22,798.92		1.55			391.49	16.58		23,208.54
OXFORD	22,461.83					234.13	32.66		22,728.62
TOTAL	331,229.71	395.61	359.07	16.62	28.62	6,331.52	18,377.07	5,406.75	362,144.97

## 2. TWO-MILE CITY LIMITS (28-E AGREEMENTS WITH ANAMOSA, MONTICELLO AND CASCADE)

The cities of Anamosa, Monticello, and Cascade retain the right for review of proposed development within a two-mile radius around their respective city.

#### 3. HIGHWAY 151 – STAND ALONE DEVELOPMENT POTENTIAL – LANGWORTHY AND FAIRVIEW

There is potential for some standalone commercial-industrial development along and near Hwy 151 at Fairview interchange and at Langworthy, which is a natural interchange and along Old Business Highway 151 south of Monticello.

# VII. IMPLEMENTATION – ACTION PLAN

Implementation strategies, initiatives and projects are the actions that move the plan forward. This plan focuses on the role of land use administration, the Planning and Zoning Commission, Board of Adjustment and ultimately the Board of Supervisors on development in Jones County. Land use administration is tethered to many other agencies including Jones County Economic Development, the county Engineer, County Public Health, and other outside agencies. So, while the strategies will require collaboration and cooperation from others, it is the intention of land use administration to stay in its own

lane. This updated plan focuses on the Future Land Use Plan and its importance as a policy and decision-making tool.

It is important that the Planning and Zoning Commission examine any progress based on the plan in any passing year.

Ten years ahead, we are recommending a total municipal involvement at all levels for 2032. That will take some leadership as early as 2030 to organize and motivate the creation of a Planning Committee that addresses the needs of cities and unincorporated Jones County.

#### PLAN ADMINISTRATION

Action	Ongoing	5 years	10 years	20 years	Funding	Leadership
Update Subdivision Ordinance	*					P&Z Board of Supervisors
Adopt a Future Land Use Plan	*					Board of Supervisors
Monitor Population changes	*					P&Z
Develop Sector Plans		*				Consultant
Housing Needs Assessment		*				Consultant
Seek funding for Housing Needs Assessment		*				JCED P&Z
Prepare Sector Plans						

## AGRICULTURE

Action	Ongoing	5 years	10 years	20 years	Funding	Leadership
Protect prime land	*					ALL
Collaborate with JCSWD/USDA-SCS	*					P&Z
Coordinate application reviews	*					LANDUSE ADMIN

## **ECONOMIC DEVELOPMENT**

Action	Ongoing	5 years	10 years	20 years	Funding	Leadership
Collaborate with JCED	*					P&Z
Identify commercial – industrial development areas	*					P&Z JCED
Identify critical infrastructure needs	*					P&Z ENGINEER
Housing Needs Assessment		*				JCED P&Z
Identify potential annexation areas	*					P&Z SUPERVISORS

## TRANSPORTATION

Action	Ongoing	5 years	10 years	20 years	Funding	Leadership
Monitor traffic counts	*					IDOT
Monitor progress on Old Dubuque Rd extension		*				ENGINEER
Monitor Five Year Road Plan	*					ENGINEER

## RECREATION, NATURAL AND CULTURAL RESOURCES

Action	Ongoing	5 years	10 years	20 years	Funding	Leadership
Add to opportunities	*					SUPERVISORS CONSERVATION
Identify areas for additional campground facilities		*				SUPERVISORS CONSERVATION
Identify potential routes for trails in new developments	*					SUPERVISORS CONSERVATION
Identify areas for parks and recreation development	*					SUPERVISORS CONSERVATION
Collaborate with County Conservation	*					P&Z

## HOUSING

Action	Ongoing	5 years	10 years	20 years	Funding	Leadership
Housing Needs Assessment		*				JCED
Encourage mixed use development	*					JCED P&Z
Encourage housing diversity, especially eldercare and low income	*					P&Z
Enforce property blight reduction	*					LANDUSE ADMIN
Encourage conservation style development	*					P&Z

## NATURAL HAZARDS

Action	Ongoing	5 years	10 years	20 years	Funding	Leadership
Collaborate with Jones County Emergency Management Agency	*					EMA
Mitigate development in Hazard areas	*					P&Z EMA

# VIII. IOWA SMART PLANNING

The Iowa Smart Planning Act was enacted in April of 2010. The legislation provided for three components:

- 1. Articulate Iowa Smart Planning Principles
- 2. Provide Comprehensive Planning Guidance
- 3. Create the Iowa Smart Planning Task Force

## MATRIX OF SMART PLANNING PRINCIPLES

Principles	Brief Description
Collaboration	Acknowledgement's Page; Planning Process Discussion; Administration Background; Administration Goals
Efficiency, Transparency and Consistency	Administration Chapter, Implementation
Clean, Renewable and Efficient Energy	Land Use Zoning Ordinance; Administration Chapter; Influencers Chapter
Occupational Diversity	Economic Development Chapter; Implementation Schedule
Revitalization	Future Land Use; Implementation Schedule
Housing Diversity	Housing Chapter; Land Use Zoning Ordinance; Implementation Schedule
Community Character	Economic Background; Recreation, Natural Resources and Agricultural Protection; Housing Background; Land Use Background; Administration;
Natural Resources and Agricultural Protection	New Housing Development; Recreation, Natural Resources; Agricultural Protection Chapter; Land Use Subdivision Ordinance; Land Use Goals; Implementation Schedule
Sustainable Design	Zoning Ordinance; Subdivision Ordinance; Administration Goals
Transportation Diversity	Parks And Trail Information; Land Use Objectives

Elements	Brief Description
Public Participation	Community Involvement; Administration Goals; Outreach Meetings
Local Characteristics	Economic Background; Recreation, Natural Resources and Agricultural Protection; Housing Background; Land Use Background; Administration;
Land Use	Population Projection; Housing Analysis; Land Use Chapter; Implementation Schedule
Housing	Housing Analysis; Housing Chapter; Implementation Schedule; Needs Assessment Study
Infrastructure	Population Projection; New Housing Development; Critical Resource Objectives; Housing Goals & Objectives; Land Use Objectives; Implementation Schedule
Transportation	Parks And Trails, Land Use Objectives; Implementation Schedule
Economic Development	Economic Development Chapter; Implementation Schedule
Agricultural and Natural Resources	Recreation, Natural Resources, And Agricultural Protection; Implementation Schedule
Community Facilities	Administration Goals, Objectives, And Strategies
Community Character	New Housing Development; Parks and Recreation; Implementation Schedule
Natural Hazards	Critical Resource Areas, Land Use Objectives; Natural Hazard Objectives; Implementation Schedule
Intergovernmental Collaboration Element	Planning Process Discussion; How to Use This Document; Community Involvement; Land Use Objectives; Administration Background; Administration Goals, Objectives, And Strategies
Implementation	Administration Chapter; Implementation

## APPENDICES & RESOURCES

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