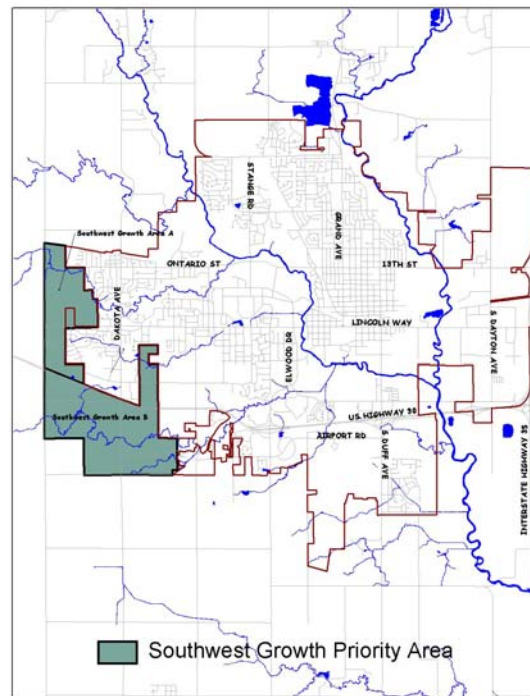


CHAPTER SIX
IMPLEMENTATION

DEVELOPMENT PRIORITIES OPTIONS

Priority Areas for Growth. There is a need to identify new areas for growth and to establish priorities for their availability and development. The City has expanded eastward to the constraints formed by Interstate 35 and the Skunk River's floodplain; northward to the constraints formed by topographic change and accompanying environmental impact; westward to the constraints formed by the political boundary of Boone County and by large ISU holdings; and, southward to the constraints formed by Highway 30, large ISU holdings and the airport protection zone. Because of these development constraints and the resulting landlocked pattern for the City, Ames must seek a more targeted growth pattern. A more targeted pattern involves the establishment of priority areas for growth and the participation of major landholders, development interests and City decision-makers. In targeting areas for growth in a cooperative effort, Ames will resolve three of the major constraints in the current development process by: (1) Making more land available in preferred areas; (2) Making the process more predictable in terms of availability and infrastructure; and, (3) Accelerating development opportunities for all.

Southwest Growth Priority Area. Portions of the City and Planning Area near the western limit of Highway 30 are recommended for designation as a priority area for growth. The southwest area is recommended as the first priority area for new growth. To the extent that major landholders can make sites available, new development should be concentrated in the area.



The concentration of new lands for development should be readily served by public infrastructure. Such a concentration can be found immediately north and south of Highway 30. If the presence of the limited-access highway is utilized as a spine for future development rather than a barrier, the potential for growth to the southwest increases. Although a new interceptor sewer is required, the location of the wastewater treatment plant further south and in the same watershed makes expanding the City's wastewater facilities in the southwest area more cost effective.

Access to the southwest area is provided by the Highway 30 and Elwood Drive interchange and by South Dakota Avenue. An additional interchange with Highway 30 serving the southwest area is recommended. Representatives of the Iowa Department of Transportation have voiced general support for using Highway 30 as access for the southwest growth area and for locating an interchange further west on Highway 30.

Development Policies for a Southwest Growth Priority Area. Ames should establish the following policies to guide the development of its first priority growth area.

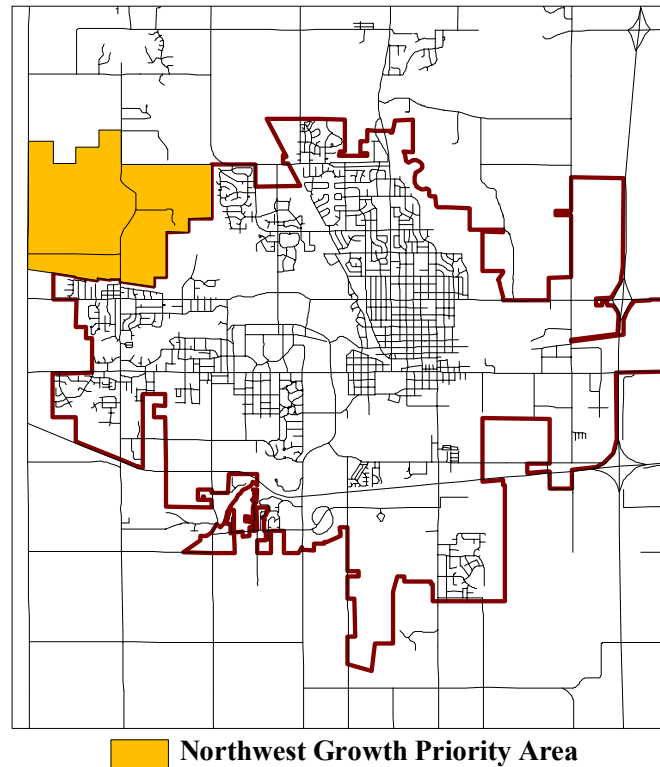
- A. A new interchange further west along Highway 30 should be pursued. Location of the interchange should be coordinated with any major thoroughfare improvements in the northwest.
- B. In order to increase and accelerate growth opportunities in preferred but currently constricted locations, a major new development area should be targeted in the southwest associated with Highway 30. The southwest area should be the first growth priority area for the community's expansion.
- C. The City should encourage ISU's consolidation/relocation of its agricultural farms from north and south of Highway 30. Provided that ISU releases some holdings in this area, the City should coordinate its infrastructure improvements with the timing of development in the area.
- D. If, through the relocation of any ISU agricultural farms, a large undeveloped location is created in the southwest area, the location should be recommended for more intensive residential use and supporting commercial.
- E. Designation of a southwest growth priority area should not preclude growth from occurring in areas that are currently zoned for development and have adequate capacity in the infrastructure serving them.

Northwest Growth Priority Area. In addition to the initial southwest growth priority area, an alternative northwest growth priority is recommended. The northwest growth priority area would be initiated in the event that one or both of the following conditions occurs:

- The southwest growth priority area is substantially completed and additional residential expansion area is needed; and,
- Unforeseen constraints significantly limit the capacity for development of the southwest area.

In the event that the northwest growth priority area is initiated, the need for additional major thoroughfare improvements is likely. Any major thoroughfare improvements should consider a northern route for cross-town connections. In addition, any major thoroughfare improvements should consider a western linkage with Highway 30 and the proposed interchange near the Highway's western end.

The northwest growth priority area is currently unserved by the City's water and wastewater systems. Development of the area will require a major trunk line extension in serving the area.



The northwest growth priority area is also the location of significant woodlands and some greenlands as identified by the Natural Resource Inventory. The provision of public infrastructure and major development should protect identified natural resources that may be impacted by suburban growth.

Development Policies for a Northwest Growth Priority Area. Ames should establish the following policies to guide the development of its optional second priority growth area.

- A. The City should encourage ISU's consolidation/relocation of its agricultural farms from areas immediately west of North Dakota Ave.
- B. If through the relocation of any ISU agricultural farms a large undeveloped location is created in the northwest area, the location should be recommended for more intensive residential use and supporting commercial.
- C. Any major thoroughfare improvements, including final routing and design, should be determined through a more detailed traffic study. This study should determine the need for the major thoroughfare and also determine the major thoroughfare corridor location that will minimize environmental impacts and provide mitigating actions when adverse impacts are unavoidable. The study should be initiated immediately.

- D. Design characteristics of any major thoroughfare improvements should consider the following:
- 1) The number of residential curb-cuts should be collected and limited in order to permit an efficient traffic flow; and
 - 2) The number of commercial curb-cuts should be collected and limited in order to permit an efficient traffic flow. Ideally, commercial uses should be restricted to major intersections.
- E. Residential zoning should encourage more intensive uses typically throughout the growth area.
- F. An interlocal agreement between the City of Ames and Story County should be sought in assuring the compatibility of land uses that may be located in any unincorporated area that is situated north and west of any major thoroughfare improvements.
- G. The City should enlist the assistance of the Iowa Department of Transportation in constructing a new western interchange at Highway 30.
- H. The City should alter its urban highway system designation to comply with the state and federal formulas for the mix of street classifications. An addition to the urban boundaries is necessary in order to maintain an acceptable ratio of area to major thoroughfares.

Capital Investment Strategy. In an effort to stimulate development in the priority areas for growth, the Capital Investment Strategy contains incentive provisions, which are available to developers in the form of major infrastructure improvements. Under this strategy, the City might consider paying the cost of some or all of the major infrastructure required to expand sanitary sewer mains, water mains, and paving four lanes of arterial streets. The primary focus of the Capital Investment Strategy incentive is the Southwest Growth Priority Area.

The Capital Investment Strategy contains a disincentive provision for development that occurs outside of the priority growth areas. Where development is permitted to occur outside of the identified priority growth areas, the developer is responsible for all costs associated with the development of the area.

The Capital Investment Strategy adopted by the City Council is stated as follows:

Within Priority Growth Areas - Village Residential.

For new development within the Priority Growth Areas (southwest) as defined in the Land Use Policy Plan that utilizes the Village Development option outlined in the Plan, including Commercial Land Uses that are integrated into the Village, the incentive of the Capital Investment Strategy will pay a percentage (determined by the City Council) of the cost of the major infrastructure (trunk water and sewer mains and arterial streets) **within** the proposed project.

Within Priority Growth Areas - Suburban Residential.

For new Suburban Residential development that occurs within the Southwest Growth Priority Area or Northwest Growth Area, an incentive provision of the Capital Investment Strategy will pay the costs associated with over-sizing infrastructure improvements if the improvements are determined necessary to meet future planning objectives within and outside the time frame of the Land Use Policy Plan, and deemed fiscally responsible and appropriate by the City of Ames.

Outside Priority Growth Areas.

For new development that is to occur outside of the Priority Growth Areas (southwest) as defined in the Land Use Policy Plan, total costs (on and off site) for **all** infrastructure (including but not limited to street, water, sanitary sewer, storm sewer, etc.) and community facilities shall be the responsibility of the developer. These costs include but are not limited to the following:

- costs associated with installation of the infrastructure improvements and community facilities that are designed to provide service to the areas being developed;
- costs associated with over-sizing and extension of the infrastructure improvements that are reasonably anticipated in future development beyond the time frame of the Land Use Policy Plan; and
- costs associated with an impact from development that exceeds the capacity of the infrastructure improvements and community facilities that have already been constructed.

As a major partner in the implementation of the Capital Investment Strategy, private developers should be responsible for directing its investment activities to the area in a prearranged manner (e.g., developer agreements). As a part of any pre- arrangements, private developers should also be responsible for the availability of suitable land and the construction, at the same time as the public infrastructure is installed.

Development Policies for a Capital Investment Strategy. Ames should establish the following policies to guide a capital investment strategy.

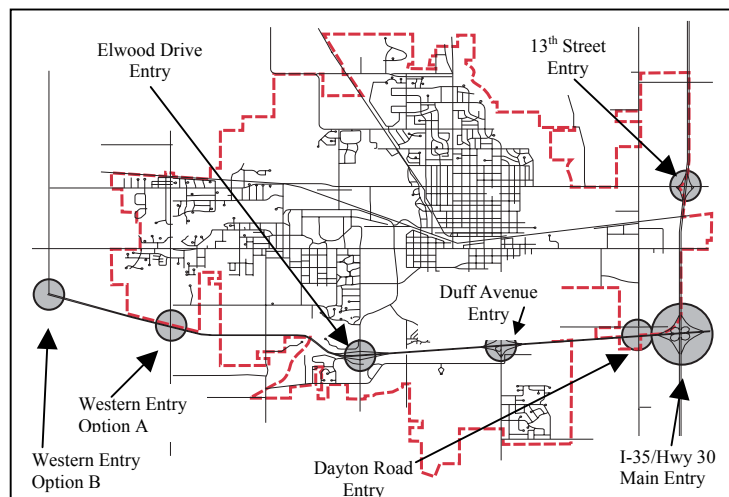
- A. The Southwest growth priority area should be the first priority, followed by the northwest growth priority area subject to there being sufficient demand at the time.
- B. Adequacy of public facilities/services should be assured through concurrency requirements.
- C. Where there are inadequate public facilities/services involved in a priority growth area, it should be the public priority to provide, in a predetermined arrangement for location, capacity and timing, the following: trunk lines for water and wastewater; major transportation improvements; major drainage improvements; and, major parks and open space improvements.

- D. In assuring that the capital investment strategy is coordinated with and supported by private and institutional development, representatives of each sector should assist the City in establishing the priorities and funding mechanisms.

COMMUNITY ENTRY OPTIONS

Entries. Access to Ames is provided by several interchanges associated with the two limited-access highways, Interstate 35 and Highway 30. The interchange associated with Interstate 35 and Highway 30 creates a major entry. Additional entries and the primary areas/activities served by their access are identified in the following:

- I-35 and 13th Street interchange serving the Medical Center, National Animal Disease Center and the northern part of the community;
- Highway 30 and the Dayton Road interchange serving the current industrial park;
- Highway 30 and the Duff Avenue interchange serving the Duff Avenue commercial corridor and Downtown; and
- Highway 30 and the Elwood Drive interchange serving as the primary access to ISU.



In addition, an interchange located along the western end of Highway 30 is also proposed. This proposed interchange would serve the community's new western residential development.

Each of these entries provides an opportunity to enhance the arrival in Ames and to direct traffic in accessing major areas and activity centers. Each entry should be well identified and designed in accentuating access to the major areas and activity centers.

Planning Policies for Community Entries. Ames should establish the following policies to guide the identification and use of the community entries.

- A. In order to accentuate arrival at Ames and to facilitate direction to major destinations therein, a series of entries should be established involving Interstate 35 and Highway 30. A primary gateway should be established at the I-35/Highway 30 interchange. Secondary gateways should be established at Dayton/Highway 30 (Industrial Park), Duff/Highway 30 (Downtown), Elwood/Highway 30 (ISU) and a proposed western residential interchange/Highway 30. Each interchange should be characterized as a distinctive entry to Ames and to major destinations therein. Land use and site design characteristics for areas adjacent to the interchanges should promote the appearance of an entry. Existing incompatible uses such as the quarry operation should be screened.

Any new interstate interchange that might be proposed in a location south of the I-35/Highway 30 interchange and might be intended to serve Ames' southern growth should be discouraged. The I-35/Highway 30 interchange should serve as primary entry for Ames and any growth to the south.

- B. Each entry should have distinctive design characteristics. The following elements should be included:
- Specialized signage, lighting and landscaping announcing the approach;
 - Guided placement of buildings, landscaping announcing the approach;
 - Limited ingress and egress by individual uses;
 - Limited parking in front of uses. Landscaping should be provided in front of parking areas as a buffer along primary access; and
 - Any corridors associated with entries should be designed to reflect a continuation of the distinctive design characteristics of the associated interchange.

LOW & MODERATE-INCOME HOUSING OPTIONS

Affordable Housing. The need for low and moderate cost housing was identified as a significant issue through the citizen participation process of this Plan. From the beginning, numerous citizen groups indicated the importance of increasing the supply of low and moderate cost housing. Because of this, this item has remained as an important component in the Plan.

Low and moderate cost housing is defined as housing, either owner occupied or renter occupied, for which persons and families pay 30 percent or less of their total annual income, where such income is equal to or less than the Story County median income as determined by the United States Department of Housing and Urban Development.

Low and moderate cost housing is recommended for inclusion in Suburban Residential development to insure that this objective is accomplished.

Two methods of accomplishing this objective are the following:

- **Inclusionary Zoning-** Where a percentage of units, (typically between 5 percent and 25 percent) of all units constructed must be of a low and/or moderate price. Generally other communities have established a minimum number of units to be constructed before this becomes a requirement. This minimum ranges from 4 units to 50 units.
- **Density Bonus-** A density bonus of up to 20 percent will be given for development projects that construct low and moderate cost housing. For every low and moderate cost unit constructed, an additional unit of market rate housing will be allowed to be constructed, in addition to the allowed density, up to a total of 20 percent above the allowed density for the property.

PLANNING MANAGEMENT OPTIONS

Planning Management. In implementing the Land Use Policy Plan several planning management options should be considered. The following planning management options relate to specific recommendations for the components of the Land Use Policy.

Inter-Local Agreements. The Cities of Ames and Gilbert and Story and Boone County officials should enter into an inter-local agreement to adopt and implement the Ames Urban Fringe Plan. This agreement should clearly lay out the planning principles and policies affecting land use in the Ames Urban Fringe and should conform to the shared vision and goals developed under the plan.

Periodic evaluations of the Plan's goals and policies should be done jointly by the participating jurisdictions in order to maintain the effectiveness of the Plan. These evaluations should be conducted every three to five years, depending on the rate of change in the Ames Urban Fringe. Any amendments to the Plan for future development must be made after careful and comprehensive review of their significance to the Plan's overall policy. All efforts should be made to reduce any incremental land use changes that may result in policy shifts. The Plan's strategic focus and overriding policies and principles should take precedence in any amendment decision.

Annexation. In implementing the expansion area planning recommendations of this Plan, annexation of potential growth areas should be a high priority for the City of Ames. Considerable time has been devoted in determining which of several areas of future residential growth represent the most cost-effective direction for annexation and residential development in the City. A general analysis of future annexation opportunities was conducted in a Phase I Annexation Study. The results of this Phase I Study lead to a more detailed cost comparison analysis that is referred to as the Annexation Study Phase II. This Phase II Study has validated the cost effectiveness of future residential growth being targeted to the priority growth areas as identified in this Plan. The Phase II Annexation Study includes a companion document referred to as the Annexation Implementation Strategy. This strategy defines how future annexation decisions should be structured and implemented. The Annexation Implementation Strategy follows:

- The portion of the Southwest Growth Priority Area north of Highway 30 and the Uthe & Taylor properties represent areas that should be considered as high priority areas for voluntary and involuntary annexation procedures. Land resources in these areas represent the most immediate opportunity for residential growth since infrastructure is already in place or is adjacent to these areas and can accommodate near-term development.
- Voluntary annexation in the Southwest Growth Priority Area should be permitted or involuntary annexation should be initiated only if it is contiguous to City limits and occurs in an orderly and efficient sequence.

Orderly and efficient means that the annexation area is directly adjacent to municipal infrastructure and does not present abnormal circumstances or "leap-frog" patterns of development that would result in an inefficient extension of municipal infrastructure and services. The request area must represent an area that can be logically and appropriately served and is strategically located in areas that allow for future orderly expansion.

- Implementation of the Land Use Policy Plan through the results of the Phase II Annexation Study requires northern annexation to be limited to the Uthe and Taylor properties only.

Annexation of the Uthe property should be viewed as a means to solve a short-term development problem. Annexation of this property (Uthe) is an immediate solution to solve the residential land supply concerns of the development community.

The Annexation Study recommends that the Uthe and Taylor properties should not be brought into the City until a watershed analysis has been completed and storm water mitigation policy for the Hallett's Quarry Drainage Basin has been completed.

Viable options for constructing mitigation facilities to prevent the negative affects of developing the Uthe and Taylor property must be identified before the development of these properties is to occur. Developers will be required to commit in an annexation, zoning or similar agreement to build the necessary storm water management facilities as determined by the City to mitigate the negative affects of their development.

Since the Uthe property does not fall into the New Lands Boundary as described in the LUPP, annexation of this property should be contingent upon the land developer(s) assuming all costs for improvements to the City's infrastructure and community facilities (as prescribed in the Capital Investment Strategy). This list of projects includes, but is not limited to, the following:

- Dedication of all right-of-way including sufficient land to develop a future overpass at Harrison Ave.
- Bloomington Road widening from Eisenhower to G.W. Carver
- Stange Road and Bloomington Road intersection signal improvements
- Stange Road and 24th Street signal modifications
- Water mains (including over-sizing)
- Sanitary sewer mains (including over-sizing)
- Storm water facilities to protect for quality and quantity
- Neighborhood Park Improvements according to the Parks Master Plan
- The developer(s) of the Uthe property should commit to making 40% of future lots or land area available to construction companies not affiliated with the developers.
- Requests to annex and rezone land in any location other than the property recommended for annexation in the Phase II Annexation Study during the lifetime (next 30 years) of the existing Land Use Policy Plan should not be approved.

Growth outside the Southwest Growth Priority Area and the limited northern areas (Uthe and Taylor Farms), represent net costs of such magnitude that they cannot be recommended. No annexation should occur in areas other than those identified in the Phase II Annexation Study.

- 28E agreements involving the City of Ames, Story County, Boone County, and the City of Gilbert should be developed and approved that will serve to assist in the implementation of the Land Use Policy Plan. These agreements should be designed to limit additional rural development in areas that do not represent the direction that the City of Ames has determined to be the priority growth direction.
- The Capital Investment Strategy that is contained in the Phase II Annexation Study should be approved prior to a decision for annexation of any additional land.

The Capital Investment Strategy is designed to offer incentives for growth that occurs within the Southwest Growth Priority Area. Additionally, the Capital Investment Strategy is also designed to limit the costs to the citizens of Ames when development occurs in directions other than the growth priority areas.

- Installation of utilities and the provision of City services should always be designed, installed, and provided so that they can accommodate growth beyond the lifetime of the Land Use Policy Plan.

The plan represents a thirty-year time horizon, while infrastructure is usually constructed to last 100 years or more. Furthermore, if for any reason in the future that it is determined by City Council that growth is not feasible in the areas described in the Phase II Annexation Study, infrastructure must be constructed so that it could accommodate new development priorities or future land use policy planning objectives.

- The approval of future annexation requests should always be contingent upon the parties who are requesting annexation entering into an Annexation Agreement, Zoning Change Agreement, or other agreement with the City of Ames. These agreements will document the roles and responsibilities of all parties associated with the annexation requests in accordance with the City's policies.

The most critical areas for commercial and industrial annexation include the following:

- Regional Commercial/Planned Industrial proposed areas east of I-35.

Once residential development has been largely completed in the Southwest Priority Growth area a detailed annexation analysis similar to the Phase II Annexation Study should be conducted for the second priority growth area, which is:

- Northwest Growth Priority Area

Upon annexing the above areas, each should be zoned for Agricultural use as a means of holding the areas from unwanted development. Upon submission of desired development plans, the areas should be rezoned to their proper use on a parcel by parcel basis, in general.

In approving development of the proposed regional commercial and planned industrial areas, there should be sufficient committed development to pay/repay the full costs associated with extending public infrastructure for the areas. The area is not part of the proposed Capital Investment Strategy; therefore, extending public infrastructure should not conflict with the provision of infrastructure in the southwest growth priority area.

Sub-area Planning. The Land Use Policy Plan provides a general planning framework to guide the overall development of Ames.

The Land Use Policy Plan is more about the location and relationships of future land uses. It is not intended to address the detailed needs of specific areas of the community. In order to provide greater detail “sub-area” planning is recommended for specific areas of the community. The boundaries of sub-areas should incorporate locations and uses that share common characteristics. Six to eight sub-areas are recommended. Each sub-area should have a neighborhood plan prepared that is based on the planning goals and objectives of the Land Use Policy Plan for that area. A sub-area policy advisory committee similar to that used for the Land Use Policy Plan should be established for the purpose of involving area residents in the planning process.

South Lincoln Sub-area Plan. The South Lincoln Sub-Area plan provides the policies and implementation measures to develop the neighborhood south of Lincoln Way, west of Duff Avenue, East of Grand Avenue, and North of Squaw Creek as one of the most mixed-use areas in the City of Ames. The plan establishes direction for intensification, expansion, and diversification of uses. It also provides the framework to manage conflicts and challenges sometimes associated with integrating a variety of land uses within a compact area.

Targeting Redevelopment. One success factor for multiple-use areas is providing a focus for certain types of redevelopment. For example, commercial development is more successful at locations with greatest visibility, traffic volume and access. Significant areas of land for larger projects are available in only certain locations here. Certain kinds of development are likely to be more successful if located in areas of higher pedestrian activity. Based on such factors, the South Lincoln Sub-area Plan establishes different types of redevelopment areas.

- **Development Management Area.** This is the portion of the South Lincoln Sub-Area discussed above where most redevelopment is expected to occur. The multiple-use land use approach applies here, as do the implementation programs are available in this area.
- **Key Redevelopment Sites.** Redevelopment is highly likely here. Multiple-use building types are highly desirable. Redevelopment for certain uses and with certain design characteristics can best support the overall Plan objectives.
- **Other Redevelopment Sites.** Redevelopment is somewhat likely here. As in the Key Redevelopment Sites, redevelopment for certain uses and with certain characteristic can best support Plan objectives, but early development of multiple-use buildings is less important.

Different types of development incentives are based on these redevelopment areas. “Implementation Measures” in the South Lincoln Sub-Area Plan describe these incentives.

Specific policies, planning guidance, and implementation measures are contained in the Sub-Area Plan for the South Lincoln Neighborhood adopted by City Council Resolution 02-243.

Compatibility Standards. The Land Use Policy Plan recommends the use of compatibility standards in future approval of development/redevelopment within the Urban Core and the University - Impacted areas. The compatibility standards are intended to enhance the integration of new and existing development. Since use and design objectives are somewhat different between the Urban Core and the University - Impacted areas, different compatibility standards are recommended for each area. One means of applying the compatibility standards is the establishment by the City of a Design Review Board. The Design Review Board should serve on a community-wide basis and its membership should be drawn from the overall community.

Transit Corridors. In locating future multi-family residential areas, it is recommended that such developments be clustered and situated on at least a minor arterial. The intent is to create a “transit corridor” wherein densities should be sufficient to be served cost-effectively by transit services. In attracting additional ridership, multi-family development should incorporate a transit stop and shelter.

Zoning. This Land Use Policy Plan is designed to work with minimum changes to the community’s base zoning. Where modifications to existing zoning are appropriate, the use of overlay zones is recommended (e.g. Single-Family, Conservation Zone, Village Residential).

Minor modifications to base zoning are recommended in intensification and special purpose areas. These modifications are based on improving the mix of use and allowing some existing development expansion.

Additional provisions are required for the protection of environmentally sensitive areas and natural resources where identified in the Plan. Protection measures should involve restrictions to development and to buffering measures.

Subdivision Regulations. The most significant changes involving Subdivision Regulations are associated with the proposed Village Residential. The amenity requirements for Village Residential are much greater than those of previous subdivisions. The intent of Village Residential is to create “complete” living areas.

Capital Improvements. The identification of a southern growth priority area and a potential northern growth priority area has associated with the area a “Capital Investment Strategy”. This Capital Investment Strategy will require a restructuring of the City’s Capital Improvements Program. The strategy will also require changes to public policy in regard to paying for the over-sizing of utility lines.