



Chapter 6

Implementation

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Implementation

JOHNSON COUNTY

This chapter is the culmination of the comprehensive plan. It compiles all the goals, strategies, and action steps outlined within the previous chapters. The focus of this section is threefold:

- Identify actions designed to improve the long-range planning process, the desired types of growth, including location of growth and areas to preserve;
- Establish a reporting system to monitor the plan progress; and
- Provide a schedule for updating and amending the Plan in the future.

The success of this Comprehensive Plan update is contingent on the implementation of the goals and policies identified in this section. The role of the Board of Supervisors is to set policy and adopt ordinances. This plan is a living guidance document meant to reflect the current and future vision of the county as it evolves over time. It is not the end of the planning process, but the beginning of a coordinated effort to direct growth and development in ways that are important to the residents of Johnson County.



[section 6.1]

GOALS, STRATEGIES & ACTION STEPS OVERVIEW

In this section, all goals, strategies, and action steps throughout the entire comprehensive plan are brought together. Strategies and action steps give more detail and describe the activities needed to achieve the desired goals of the county. As a reminder, these goals, strategies, and action steps synthesize information from the profile, background information, and public input for this Comprehensive Plan.

DEFINITION: Below are definitions of each term and how they will be used in the Implementation Plan section of the comprehensive plan.

- **Goal:** A desired outcome based on the values of the public and elected officials.
- **Strategy:** The approach you take to achieve a goal.
- **Action Step:** The specific steps you take to achieve a strategy.

FORMAT: Each goal (e.g. SUST 1) with corresponding strategies (e.g. Strategy 1, Strategy 2) and action steps (e.g. Action 1, Action 2) will be formatted within the final comprehensive plan.

GOAL 1 – This is an example of a Goal’s formatting.

Strategy 1 – This is an example of a Strategy’s formatting.

Action 1 – This is an example of an Action Step’s formatting.

Action 2 – This is an example of an Action Step’s formatting.

Action 3 – This is an example of an Action Step’s formatting.

CHAPTER 2: SUSTAINABILITY

SUSTAINABILITY 1 – Support and implement sustainability strategies that preserve natural resources.

Strategy 1 – Revise building permit procedures to improve on-site resource protection.

Action 1 – Create top soil preservation rules.

Action 2 – Update soil erosion control regulations to require erosion control on certain building permits for new structures.

Action 3 – Create an inspection procedure for sensitive areas, stormwater, topsoil preservation, and soil erosion control for all development sites.

Strategy 2 – Foster the development of watershed and water quality plans.

Action 1 – Continue to participate in Watershed Management Authorities and collaborate with local experts.

Action 2 – Incorporate best management practices into stormwater management.



Strategy 3 – Support and encourage a sustainable agricultural system by working with partners.

Action 1 – Encourage in-field and edge-of-field best management practices on lands used for row crop production.

SUSTAINABILITY 2 – Develop and/or coordinate with local and regional hazard mitigation, resiliency, and climate change planning.

Strategy 1 – Review and help update the Johnson County Multi-Jurisdictional Hazard Mitigation Plan 2014–2019.

Action 1 – Consider how the plan’s requirements affect other county goals.

Action 2 – Promote greater coordination between the county, city governments, and other organizations.

Action 3 – Contribute to and comply with future plans as they are created.

Action 4 – Integrate future hazard mitigation plan findings and policies into plans and projects related to land use, transportation, climate change, sustainability, natural and cultural resource protection, watershed management, and economic development.

The *Johnson County Multi-Jurisdictional Hazard Mitigation Plan 2014–2018 (HMP)* is intended to (1) identify how a community can minimize death, injury, property damage, and community disruption caused by natural, human caused, or combination hazards, (2) use a proactive rather than reactive approach to reduce the negative impacts of potential hazards, and (3) maintain eligibility to apply for Hazard Mitigation Grant Program funding, which is available after a federal disaster declaration is issued in Iowa. The plan covers all areas of Johnson County including both rural areas and incorporated cities. Below is a list of hazards both natural and human caused/combination covered in the Johnson County Multi-Jurisdictional HMP:

NATURAL DISASTERS

- Tornadoes
- Windstorms
- Extreme Heat
- Hailstorms
- River Flooding
- Sink Holes
- Grass or Wild Land Fire
- Severe Winter Storms

- Drought
- Earthquakes
- Landslide
- Expansive Soils
- Levee Failure
- Dam Failure
- Thunderstorm & Lightning

HUMAN CAUSED/ COMBINATION

- Human Disease
- Hazardous Materials
- Transportation Incident
- Infrastructure Failure
- Terrorism
- Radiological
- Animal/Plant/Crop Disease

Strategy 2 – Discourage development in flood-prone areas.

Action 1 – Use, and educate the public about, Federal Emergency Management Agency (FEMA) digital Flood Hazard Maps and local floodplain regulations.

Action 2 – Consider updates to the Floodplain Development Regulations to improve protection from flood damage.



Action 3 – Adopt the Iowa Department of Natural Resources (DNR) latest model floodplain ordinance with considerations specific to Johnson County.

Action 4 – Establish best management practices.

Action 5 – Secure membership in the National Flood Insurance Program (NFIP) Community Rating System (CRS) or equivalent program.

*WHAT IS THE **COMMUNITY RATING SYSTEM (CRS) PROGRAM**? This program recognizes and encourages community floodplain management activities that exceed the minimum National Flood Insurance Program (NFIP) standards. Depending upon the level of participation, flood insurance premium rates for policyholders can be reduced up to 45%. Besides the benefit of reduced insurance rates, CRS floodplain management activities enhance public safety, reduce damage to property and public infrastructure, help minimize economic disruption and losses, reduce human suffering, and protect the environment in the event of a flood. Participating in the CRS provides an incentive to a community to maintain and improve their floodplain management program. Iowa City and Coralville are two communities in Johnson County that were CRS rated at the time that this plan was adopted. In addition, Linn County had a CRS rating.*

Strategy 3 – Create a climate action and resiliency plan.

Action 1 – Coordinate efforts with existing plans and efforts of incorporated areas.

Action 2 – Identify key stakeholders and partners for plan development and implementation.

Action 3 – Coordinate as appropriate with state, national, and international plans and initiatives.

SUSTAINABILITY 3 – Support affordable and equitable access to quality housing.

Strategy 1 – Promote a variety of housing options.

Action 1 – Encourage, where appropriate, higher density and multifamily housing by using incentives such as density bonuses.

Action 2 – Support efforts to develop affordable rental and owner-occupied housing.

Action 3 – Participate in and/or conduct regional housing studies to identify housing needs.

Action 4 – Consider how housing options relate to coordinated land use goals and transportation in this comprehensive plan.

Action 5 – Adopt and/or develop regulations that accommodate a wider variety of housing types.

Strategy 2 – Consider establishing a rental housing inspection and licensing program for unincorporated areas.

Action 1 – Review best management practices.

Action 2 – Dedicate financial resources to fund these, if adopted.



SUSTAINABILITY 4 – Support and advance energy efficiency, resource conservation, and renewable energy programs.

Strategy 1 – Continue partnerships with nonprofit organizations to improve their operations.

Strategy 2 – Continue to be a resource to the community on sustainable practices.

Action 1 – Complete website enhancements to better promote available services.

Action 2 – Provide educational events.

Action 3 – Establish other programs through partnerships with cities, the University of Iowa, community school districts, and other organizations.

SUSTAINABILITY 5 – Prioritize green building and sustainable development practices for existing and future residential, commercial, and industrial development.

Strategy 1 – Require the most up-to-date building code standards.

Action 1 – Adopt the most current International Building Code (IBC).

Strategy 2 – Ensure new development conforms to adopted sustainable development standards.

Action 1 – Create and use a Sustainable Subdivision Design Ordinance to make development decisions.

Action 2 – Revise other standards to reflect sustainable practices.

*A **Sustainable Subdivision Design Ordinance** established by the Board of Supervisors would help ensure that future development is designed efficiently and minimizes impact to the environment. An ordinance could include criteria such as (1) interconnectedness of road networks, (2) density standards, (3) infrastructure provision (current roads), (4) preservation of sensitive areas, (5) provision of sidewalks, trails, and amenities, (6) preservation of open space, (7) shared septic systems, and (8) existing zoning.*

Strategy 3 – Provide incentives for green development.

Action 1 – Encourage voluntary practices such as open space preservation, renewable energy, and affordable housing through best practices such as density bonuses.

Strategy 4 – Revise ordinances to strongly encourage on-site protection and discourage off-site mitigation of sensitive areas.

SUSTAINABILITY 6 – Remain a leader in green facilities, operations, and infrastructure.

Strategy 1 – Continue to reduce the environmental impact of Johnson County facilities and operational practices.

Action 1 – Enact management policies to introduce and advance practices.

Action 2 – Continue to coordinate with the capital improvement plans and follow the Sustainability Capital Standards Process or subsequent policies.

Action 3 – Initiate and maintain energy and resource conservation and efficiency practices.



Action 4 – Adopt sustainable infrastructure practices on county road and parking projects.

Action 5 – Continue to utilize solar power and consider other renewables for county facilities.

Action 6 – Promote non-single occupancy vehicle use such as mass transit, carpooling, bicycling, etc.

Strategy 2 – Coordinate efforts with local organizations, institutions, and agencies.

Action 1 – Continue to work with groups such as the Sustainability Working Group of Johnson County.

Action 2 – Provide employee and public education events such as Earth Week and Bike Month.



CHAPTER 3: LOCAL ECONOMY

LOCAL ECONOMY 1 – Foster a diverse and resilient local economy.

Strategy 1 – Support industries that complement and enhance the existing local economy.

Action 1 – Identify targeted industries that support a livable wage and a clean energy economy.

*WHAT IS THE **CLEAN ENERGY ECONOMY**? The Pew Charitable Trusts (2009) states: “A clean energy economy generates jobs, businesses and investments while expanding clean energy production, increasing energy efficiency, reducing greenhouse gas emissions, waste and pollution, and conserving water and other natural resources.” Pew additionally explains that this economy cuts across five categories: (1) Clean Energy; (2) Energy Efficiency; (3) Environmentally Friendly Production; (4) Conservation and Pollution Mitigation; and (5) Training and Support.*

Strategy 2 – Accommodate rural businesses that provide employment and consumer opportunities that improve the livability of Johnson County in appropriate areas.

Action 1 – Develop agritourism zoning regulations to allow greater flexibility for value-added agriculture activities.

Action 2 – Develop neighborhood commercial zoning regulations to allow low-intensity commercial activities.

Action 3 – Support efforts to expand telecommunication infrastructure for rural areas (e.g. high-speed Internet).

Action 4 – Support the local food industry in Johnson County.

*WHAT IS A **NEIGHBORHOOD COMMERCIAL ZONE**? This zone would allow small-scale and low-intensity retail and service uses that support nearby residential areas including, but not limited to, beauty salons, tourist shops, office space, and repair shops.*

Strategy 3 – Promote the county’s natural amenities and livable communities to attract new economic activities.

Action 1 – Use economic development and tourism promotion organizations as a resource to promote Johnson County.

Action 2 – Highlight quality-of-life rankings and other awards on the Johnson County website.

Action 3 – Partner with local cities and regional entities to promote and recruit targeted industrial clusters that benefit the local economy and support the quality of life in Johnson County.



WHAT ARE TARGETED INDUSTRY CLUSTERS? An industry cluster is a group of firms, and related economic institutions, that are located near one another and that draw productive advantage from their proximity and connections. According to the Iowa City Area Development Group (ICAD), the targeted industry clusters for Johnson County include:

- *Advanced Manufacturing*
- *Educational Services*
- *Autonomous Vehicle Systems*
- *Information Technologies*
- *Biotechnology*
- *Natural Products*
- *Data Centers*
- *Renewable Energy*

Strategy 4 – Encourage partnerships between business and educational institutions to advance job skills and promote labor retention.

- Action 1 – Explore using County facilities as resource centers to connect businesses with local experts.
- Action 2 – Promote the resources provided by the University of Iowa, Kirkwood Community College, and other major institutions to attract and retain businesses.
- Action 3 – Coordinate with community school districts in the county to provide and promote educational opportunities for primary and secondary students.

LOCAL ECONOMY 2 – Ensure that new and expanding commercial and industrial uses will follow the County’s adopted Economic Development Plan.

Strategy 1 – Update and maintain an Economic Development Plan for unincorporated Johnson County.

- Action 1 – Clearly define Johnson County’s role in economic development.
- Action 2 – Include Economic Development Areas in the Future Land Use Map.
- Action 3 – Obtain a Target Industry Analysis.

Strategy 2 – Regularly review and update the Economic Development Plan and its policies.

- Action 1 – Review economic development best management practices and economic development areas on the Future Land Use Map at least every five years upon adoption.

LOCAL ECONOMY 3 – Encourage sustainable agricultural activities.

Strategy 1 – Explore methods to accommodate smaller farming operations.

Strategy 2 – Support farmers who wish to maintain and expand agricultural activities in accordance with the goals of this plan.

- Action 1 – Support local, state, and federal programs designed to assist sustainable farming operations.
- Action 2 – Support conservation and natural resource management programs.

**Strategy 3 – Promote and support local food and small farm operations.**

- Action 1 – Continue to provide staff support for local food and agritourism activities.
- Action 2 – Continue to support resident engagement to improve discussion and action on food and agricultural initiatives in Johnson County.
- Action 3 – Support efforts to develop infrastructure and programs that encourage public institutions, restaurants, and other entities to purchase more locally grown food.
- Action 4 – Explore flexible zoning regulations to encourage local food production.
- Action 5 – Explore food hub and food enterprise options that include food processing, packaging, and storage.
- Action 6 – Collaborate with cities to encourage food production opportunities, such as community gardens, within city limits.

LOCAL ECONOMY 4 – Provide opportunities for sustainable commercial and industrial activities that enhance livability and are compatible with surrounding land uses.**Strategy 1 – Revise the site plan review process to address varying levels of intensity.**

- Action 1 – Incorporate scalable rules for size and intensity in site plan review to allow for appropriate review of smaller developments.
- Action 2 – Create and use a matrix to provide multiple ways to achieve compliance with site plan regulations.

Strategy 2 – Direct large-scale commercial and industrial development projects to the cities and Urban Growth Areas, where utilities, services, transportation, and other infrastructure are (or can be) readily available.

- Action 1 – Coordinate with local and regional business and economic development organizations.

Strategy 3 – Direct smaller-scale, less-intensive commercial and industrial development projects to cities, unincorporated villages, or economic development areas as identified in the Future Land Use Map (see Chapter 5 Land Use).

- Action 1 – Identify and review development opportunities within the unincorporated villages.
- Action 2 – Engage residents and update village plans accordingly.



CHAPTER 4: INFRASTRUCTURE & AMENITIES

INFRASTRUCTURE & AMENITIES 1 – Develop well-connected recreational parks, public open/natural spaces, and trails throughout the county.

Strategy 1 – Improve connectivity between subdivisions, open space, and destinations that generate traffic.

- Action 1 – Identify and map opportunities to create greater connectivity between existing developments.
- Action 2 – Support local and regional trail plans.
- Action 3 – Continue to serve on and work with existing area and regional trails committees.
- Action 4 – Facilitate improvements recommended by water trail plans.

INFRASTRUCTURE & AMENITIES 2 – Utilize existing infrastructure and adopt green infrastructure practices.

Strategy 1 – Coordinate development policies with road improvement and maintenance plans.

- Action 1 – Have planning staff participate in the annual review of the Johnson County Secondary Roads Five-Year Plan.
- Action 2 – Review and update the existing Road Performance Standards to consider factors such as safety, volume, speed, traffic type, and other national standards.
- Action 3 – Identify and consider projects to optimize the use of existing public infrastructure.

Strategy 2 – Encourage the use of green infrastructure.

- Action 1 – Identify opportunities to use green infrastructure instead of traditional practices.
- Action 2 – Explore potential incentives such as density bonuses.



WHAT IS GREEN INFRASTRUCTURE? Green infrastructure utilizes natural vegetation to capture, store, and infiltrate stormwater runoff such as bioswales (large water collector), rain gardens (small water collector), and green roofs pictured above. It provides a range of critical functions and ecosystem services to communities, such as wildlife habitat, stormwater management, and recreational opportunities.*

*Photo credits (from left to right):
https://www.nrcs.usda.gov/Internet/FSE_DOCUMENTS/nrcs144p2_029251.pdf
https://www.nrcs.usda.gov/Internet/FSE_DOCUMENTS/nrcs144p2_029251.pdf
https://www.nrcs.usda.gov/Internet/FSE_DOCUMENTS/nrcs144p2_029251.pdf



Strategy 3 – Coordinate with regional transportation investments and long-range transportation plans.

Action 1 – Actively participate in local and regional planning activities.

INFRASTRUCTURE & AMENITIES 3 – Make transportation, land use, and infrastructure decisions that encourage a reduction in auto-dependent travel.

Strategy 1 – Promote safe use of the county’s public road network by all users.

Action 1 – Identify best management practices for rural road systems.

Action 2 – Consider complete street features as appropriate for higher density areas.

Action 3 – Provide appropriate multimodal signage on highways and other major roads with extended shoulders.

Strategy 2 – Support development that will reduce vehicle miles traveled.

Action 1 – Require connectivity plans for new subdivisions, showing intended connections to the existing and planned trail and road network.

Action 2 – Update the subdivision regulations to require connectivity plans and limit the creation of cul-de-sac and dead-end roads unless impractical.

Action 3 – Add requirements for sidewalks and trail connectivity to the subdivision regulations.

INFRASTRUCTURE & AMENITIES 4 – Support environmental, cultural, and historic elements in the planning and design of future infrastructure.

Strategy 1 – Protect and raise awareness of environmental amenities and character of the county.

Action 1 – Develop an ordinance that balances scenic road features, safety requirements, and Secondary Road plans.

Action 2 – Establish criteria to identify environmental, cultural, and historic elements.

Action 3 – Work with the Iowa Department of Transportation to develop watershed educational standards including roadway signage.

INFRASTRUCTURE & AMENITIES 5 – Support amenities that enhance livability and quality of life.

Strategy 1 – Support the Johnson County Conservation Strategic Plan.

Action 1 – Consider revisions to align zoning ordinance and other County policies.

Strategy 2 – Promote livability initiatives across all Johnson County departments.

Action 1 – Encourage livability initiatives within all administrative activities across all Johnson County departments.

Strategy 3 – Support appropriate special events and activities across Johnson County.

Action 1 – Establish new or promote existing central events calendar.

Action 2 – Consider grant incentives and programs that support and develop events or



activities that benefit the county.

Strategy 4 – Consider improvements to communication infrastructure and access to technology in coordination with economic development goals.

Strategy 5 – Become a leader in food system infrastructure.

Action 1 – Develop and adopt a countywide food system plan.

Action 2 – Explore options to utilize existing infrastructure and build new infrastructure that supports the local food system (e.g food hub, distribution centers, etc.).



CHAPTER 5: LAND USE

LAND USE 1 – Promote and protect sustainable agricultural land uses in rural Johnson County.

SUSTAINABLE AGRICULTURE includes practices that satisfy the food and income requirements of farmers, provide people with a healthy and affordable diet, protect environmental quality and human health, and contribute to the vitality of rural and urban communities.

Strategy 1 – Advocate for agricultural preservation in all Fringe Area Agreements.

- Action 1 – Pursue adoption of Fringe Area Agreements with cities where no agreement currently exists.
- Action 2 – Within the fringe areas, advocate that areas not identified for city growth shall adhere to the county Future Land Use Map.
- Action 3 – Update all existing Fringe Area Agreements within two years of adoption of the comprehensive plan and review Fringe Area Agreements every three years thereafter.

Strategy 2 – Update Johnson County’s agricultural exemption policy.

- Action 1 – Explore methods to expand agricultural exemption to smaller farming operations.
- Action 2 – Ensure that updated agricultural exemption policies do not become a method for siting CAFOs on small parcels.
- Action 3 – Ensure that updated agricultural exemption policies do not become a method for unplanned residential growth.
- Action 4 – Explore methods for limited residential development for small-scale agriculture.

Strategy 3 – Develop recommendations to alleviate conflicts between agricultural property owners and non-agricultural neighboring properties.

- Action 1 – Revise and distribute information on what to expect when moving to rural Johnson County.
- Action 2 – Explore creating “good neighbor” guidance that identifies strategies to avoid conflicts between different land uses.

What are **GOOD NEIGHBOR POLICIES**? The decision to move from the city and live in rural areas may mean encountering unfamiliar sights, sounds, and smells. Good neighbor policies help to set expectations for residential households and adjacent agricultural uses, and how best to approach a conflict should it arise.

Strategy 4 – Encourage and promote the use of on-field and edge-of-field best management practices for top soil and water quality protection.

- Action 1 – Staff will stay informed about resources to aid farmers seeking to implement best management practices.

**Strategy 5 – Discourage concentrated animal feeding operations (CAFOs) in Johnson County.**

- Action 1 – Continue to lobby the Iowa State Legislature to allow counties the ability to regulate CAFOs.
- Action 2 – Encourage and promote best management practices for CAFOs.
- Action 3 – Monitor and report the adverse environmental effects of concentrated animal feeding operations (CAFOs) in Johnson County to appropriate agencies.

LAND USE 2 – Direct future residential development based on location and then site-specific criteria outlined in the Future Land Use Development Guidelines.**Strategy 1 – Support rezoning applications that comply with the Future Land Use Map and the Future Land Use Development guidelines.**

- Action 1 – Focus residential development in areas that comply with the Future Land Use Map.
- Action 2 – Review and potentially update the Future Land Use Map every five years after adoption.
- Action 3 – Develop a procedure for individual property owners to request a change to the Future Land Use Map.
- Action 4 – Develop a procedure for combined rezoning, subdivision, and/or development applications.
- Action 5 – Allow for flexibility in the zoning ordinance by adoption of planned unit development (PUD) zoning districts and overlay zones.

Strategy 2 – Support rezoning applications on parcels that meet the standards identified by the Future Land Use Development Guidelines.

- Action 1 – Review and update Stormwater Standards at least every five years.
- Action 2 – Review and update Sensitive Areas Ordinance (SAO) at least every five years.
- Action 3 – Review and update the Road Performance Standards to consider factors such as safety, traffic volume, speed, traffic type, and other national standards.
- Action 4 – Identify environmentally sensitive area criteria to protect natural areas and prevent conflicting land uses.

Strategy 3 – Continue use of existing Farmstead Split rule.

- Action 1 – Explore limiting the size and number of agricultural outlots.
- Action 2 – Review and revise language as subdivision rules are updated.



LAND USE 3 – Direct future commercial and industrial development based on location and then site-specific criteria.

Strategy 1 – Encourage commercial and industrial development within the cities and the Urban Growth Areas.

- Action 1 – Discuss and coordinate development activities as part of Fringe Area Agreement negotiations.
- Action 2 – Encourage new commercial and industrial development to sites that can be served by municipal water and sanitary sewer.

Strategy 2 – Support appropriate commercial and industrial development that complies with the Future Land Use Map.

- Action 1 – Review and update commercial and industrial land use areas every five years.
- Action 2 – Identify vacant or underutilized parcels zoned commercial and/or industrial within the unincorporated areas of Johnson County.

Strategy 3 – Develop overlay and other commercial and industrial zones to allow more flexibility in rural commercial development.

- Action 1 – Develop criteria for where commercial and industrial overlay zones are appropriate.
- Action 2 – Develop criteria for where neighborhood commercial uses are appropriate.
- Action 3 – Develop criteria for where agritourism uses are appropriate.

LAND USE 4 – Coordinate land use planning with and between local governments to achieve mutually beneficial development policies.

Strategy 1 – Work with individual cities to update Fringe Area Agreements.

- Action 1 – Pursue adoption of Fringe Area Agreements for cities where no agreement currently exists.
- Action 2 – Advocate for the urban growth area of each Fringe Area Agreement to identify areas that may be developed within the next five or fewer years.
- Action 3 - Ensure that areas outside of the urban growth area comply with the county Comprehensive Plan.
- Action 4 – Pursue Fringe Area Agreements that will allow the Board of Supervisors to comment on city development applications that may impact the unincorporated areas (e.g. roads, safety, stormwater management, etc.).
- Action 5 – Review and update all existing Fringe Area Agreements in accordance with the fringe area agreement schedule contained in Appendix A of this plan.

Strategy 2 – Work with cities and school districts to pursue collaborative growth strategies for mutual benefit.

- Action 1 – Serve as a resource for the community, city staff, and other organizations regarding regional planning issues.
- Action 2 – Pursue regional, multijurisdictional intergovernmental agreements.



Strategy 3 – Advocate for stormwater management and sensitive areas preservation when annexation occurs.

Strategy 4 – Discourage the creation of “unincorporated islands.”

What are **UNINCORPORATED ISLANDS**? An island is a pocket of unincorporated land that is substantially surrounded by a city. This is the result of annexation by a city when they want to incorporate a parcel of land but not the entire area contiguous to their current city boundary. In order to meet state code, the island parcel must be connected to the county by a 40-foot strip of land.

LAND USE 5 – Continue to protect and improve Johnson County’s natural resources: land, water, and air.

Strategy 1 – Begin to identify and evaluate all critical and sensitive environmental features in Johnson County.

Action 1 – Establish criteria to evaluate these areas.

Action 2 – Coordinate with cities to map sensitive features countywide.

Strategy 2 – Encourage agricultural uses to utilize best management practices and observe conservation practices that prevent erosion and preserve natural resources.

Action 1 – Ensure staff stay informed of the best management practices and available conservation programs to assist with funding and public education.

Action 2 – Promote the use of the Conservation Reserve Program (CRP), the Agricultural Conservation Easement Program (ACEP), or similar programs.

The **CONSERVATION RESERVE PROGRAM (CRP)** is a land conservation program administered by the Farm Service Agency (FSA). In exchange for a yearly rental payment, farmers enrolled in the program agree to remove environmentally sensitive land from agricultural production and plant species that will improve environmental health and quality. Contracts for land enrolled in CRP are 10–15 years in length. The long-term goal of the program is to reestablish valuable land cover to help improve water quality, prevent soil erosion, and reduce loss of wildlife habitat.

The **AGRICULTURAL CONSERVATION EASEMENT PROGRAM (ACEP)** provides financial and technical assistance to help conserve working agricultural lands and complete wetland restoration and protection projects.



[section 6.2]

IMPLEMENTATION MATRIX

The implementation table presents the strategies and action steps developed for each of the plan elements: Sustainability, Local Economy, Infrastructure and Amenities, and Land Use. There are three components in each table: Strategy/Action Step, Timeframe, and Collaborating Partners.

Goals, Strategies & Action Steps

The goals, strategies, and action steps presented are the same as those in earlier under “Priorities and Goals” in each topic chapter (Sustainability, Local Economy, Infrastructure, and Land Use).

Timeframe

An approximate timeframe to complete each action step was determined by staff evaluation. This evaluation considered existing or future funding capacity, expertise and technical capacity of existing staff, and the potential for acquiring additional expertise or technical capacity. The assigned timeframes are estimates; it may take less or more time for any given action step to be completed. Here are the four timeframes:

- Ongoing: Existing strategies that are on a regular cycle or will continue
- Short-term: < 2 years
- Mid-term: 2 to 5 years
- Long-term: > 5 years

Collaborating Partners

Implementation of the plan strategies involves the actions and decisions of entities other than county government. The success of the comprehensive plan’s vision is dependent on the County’s ability to identify these partners, reach out, and maintain Ongoing communication and coordination. The implementation tables identify suggested collaborating partners; additional organizations may be identified over time and partners that are not listed are not excluded from future collaboration. For policy and ordinance development, there will be ample opportunity for input through public hearings and meetings.

The following key works for all implementation tables; some abbreviations may not appear in every chapter:

- **BOS:** Johnson County Board of Supervisors
- **CSD:** Community School Districts
- **CVB:** Iowa City/Coralville Convention & Visitors Bureau
- **ECICOG:** East Central Iowa Council of Governments
- **EMA:** Johnson County Emergency Management Agency
- **FEMA:** Federal Emergency Management Agency
- **FSA:** Farm Service Agency
- **ICAD:** Iowa City Area Development Group
- **IDNR:** Iowa Department of Natural Resources
- **I-DOT:** Iowa Department of Transportation
- **IT:** Johnson County Information Technology
- **MPOJC:** Metropolitan Planning Organization of Johnson County
- **NRCS:** Natural Resources Conservation Service
- **PDS:** Johnson County Planning, Development & Sustainability
- **SEATS:** Johnson County SEATS Paratransit
- **SWCD:** Johnson County Soil & Water Conservation District
- **WMA:** Watershed Management Authorities



CHAPTER 2: SUSTAINABILITY

SUST 1 – Support and implement sustainability strategies that preserve natural resources.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Revise building permit procedures to improve on-site resource protection.		
Action 1 – Create top soil preservation rules.	Short-term	PDS, NRCS, SWCD
Action 2 – Update soil erosion control regulations to require erosion control on certain building permits for new structures.	Mid-term	PDS, NRCS, SWCD
Action 3 – Create an inspection procedure for sensitive areas, stormwater, topsoil preservation, and soil erosion control for all development sites.	Short-term	PDS, NRCS, SWCD
Strategy 2 – Foster the development of watershed and water quality plans.		
Action 1 – Continue to participate in Watershed Management Authorities and collaborate with local experts.	Ongoing	BOS, various WMAs, Iowa Flood Center
Action 2 – Incorporate best management practices into stormwater management.	Short-term	PDS, NRCS, SWCD
Strategy 3 – Support and encourage a sustainable agricultural system by working with partners.		
Action 1 – Encourage in-field and edge-of-field best management practices on lands used for row crop production.	Ongoing	PDS, NRCS, SWCD
SUST 2 – Develop and/or coordinate with local and regional hazard mitigation, resiliency, and climate change planning.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Review and help update the Johnson County Multi-Jurisdictional Hazard Mitigation Plan 2014–2019.		
Action 1 – Consider how the plan’s requirements affect other county goals.	Short-term	BOS, PDS, EMA
Action 2 – Promote greater coordination between the county, city governments, and other organizations.	Ongoing	BOS, PDS, EMA, cities, ECICOG, CSD
Action 3 – Contribute to and comply with future plans as they are created.	Ongoing	BOS, PDS, EMA, ECICOG
Action 4 – Integrate future hazard mitigation plan findings and policies into plans and projects related to land use, transportation, climate change, sustainability, natural and cultural resource protection, watershed management, and economic development.	Mid-term	BOS, PDS, EMA, Secondary Roads, Conservation



STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 2 – Discourage development in flood-prone areas.		
Action 1 – Use, and educate the public about, Federal Emergency Management Agency (FEMA) digital Flood Hazard Maps and local floodplain regulations.	Ongoing	PDS, IDNR, EMA, FEMA
Action 2 – Consider updates to the Floodplain Development Regulations to improve protection from flood damage.	Mid-term	PDS, IDNR, EMA
Action 3 – Adopt the Iowa Department of Natural Resources (IDNR) latest model floodplain ordinance with considerations specific to Johnson County.	Short-term	PDS, IDNR, EMA
Action 4 – Establish best management practices.	Mid-term	PDS, IDNR, EMA
Action 5 – Secure membership in the National Flood Insurance Program (NFIP) Community Rating System (CRS) or equivalent program.	Mid-term	PDS, IDNR, EMA
Strategy 3 – Create a climate action and resiliency plan.		
Action 1 – Coordinate efforts with existing plans and efforts of incorporated areas.	Mid-term	BOS, PDS, cities, EMA
Action 2 – Identify key stakeholders and partners for plan development and implementation.	Mid-term	BOS, PDS, cities, EMA
Action 3 – Coordinate as appropriate with state, national, and international plans and initiatives.	Mid-term	BOS, PDS, cities, EMA
SUST 3 – Support affordable and equitable access to quality housing.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Promote a variety of housing options.		
Action 1 – Encourage, where appropriate, higher density and multifamily housing by using incentives such as density bonuses.	Short-term	PDS, Livable Communities Advisory Committee, Housing Trust Fund
Action 2 – Support efforts to develop affordable rental and owner-occupied housing.	Ongoing	BOS, PDS, local housing experts
Action 3 – Participate in and/or conduct regional housing studies to identify housing needs.	Ongoing/ Mid-Term	BOS, PDS, local housing experts, MPOJC
Action 4 – Consider how housing options relate to coordinated land use goals and transportation in this comprehensive plan.	Ongoing	BOS, PDS, local housing experts, MPOJC
Action 5 – Adopt and/or develop regulations that accommodate a wider variety of housing types.	Short-term/ Ongoing	BOS, PDS, local housing experts



STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 2 – Consider establishing a rental housing inspection and licensing program for unincorporated areas.		
Action 1 – Review best management practices.	Mid-term	PDS, cities, rural landlords
Action 2 – Dedicate financial resources to fund, if adopted.	Ongoing	BOS, rural landlords
SUST 4 – Support and advance energy efficiency, resource conservation, and renewable energy programs.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Continue partnerships with nonprofit organizations to improve their operations.		
Strategy 2 – Continue to be a resource to the community on sustainable practices.		
Action 1 – Complete website enhancements to better promote available services.	Ongoing	PDS, IT
Action 2 – Provide educational events.	Ongoing	Multiple
Action 3 – Establish other programs through partnerships with cities, the University of Iowa, community school districts, and other organizations.	Ongoing	Multiple
SUST 5 – Prioritize green building and sustainable development practices for existing and future residential, commercial, and industrial development.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Require the most up-to-date building code standards.		
Action 1 – Adopt the most current International Building Code (IBC).	Ongoing	PDS
Strategy 2 – Ensure new development conforms to adopted sustainable development standards.		
Action 1 – Create and use a Sustainable Subdivision Design Ordinance to make development decisions.	Short-term	PDS
Action 2 – Revise other standards to reflect sustainable practices.	Short-term	PDS
Strategy 3 – Provide incentives for green development.		
Action 1 – Encourage voluntary practices such as open space preservation, renewable energy, and affordable housing through best practices such as density bonuses.	Ongoing	PDS
Strategy 4 – Revise ordinances to strongly encourage on-site protection and discourage off-site mitigation of sensitive areas.		



SUST 6 – Remain a leader in green facilities, operations, and infrastructure.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Continue to reduce the environmental impact of Johnson County facilities and operational practices.		
Action 1 – Enact management policies to introduce and advance practices.	Mid-term	BOS, PDS, Facilities
Action 2 – Continue to coordinate with the capital improvement plans and follow the Sustainability Capital Standards Process or subsequent policies.	Ongoing	BOS, PDS, Facilities
Action 3 – Initiate and maintain energy and resource conservation and efficiency practices.	Ongoing	BOS, PDS, Facilities
Action 4 – Adopt sustainable infrastructure practices on county road and parking projects.	Mid-term/ Ongoing	BOS, PDS, Secondary Roads, Facilities
Action 5 – Continue to utilize solar power and consider other renewables for county facilities.	Ongoing	BOS, PDS, Facilities
Action 6 – Promote non-single occupancy vehicle use such as mass transit, carpooling, bicycling, etc.	Ongoing	BOS, SEATS, Green Team
Strategy 2 – Coordinate efforts with local organizations, institutions, and agencies.		
Action 1 – Continue to work with groups such as the Sustainability Working Group of Johnson County.	Ongoing	BOS, PDS, Green Team
Action 2 – Provide employee and public education events such as Earth Week and Bike Month.	Ongoing	BOS, PDS, Green Team

CHAPTER 3: LOCAL ECONOMY

ECON 1 – Foster a diverse and resilient local economy.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Support industries that complement and enhance the existing local economy.		
Action 1 – Identify targeted industries that support a livable wage and a clean energy economy.	Long-term	BOS, cities, ICAD
Strategy 2 – Accommodate rural businesses that provide employment and consumer opportunities that improve the livability of Johnson County in appropriate areas.		
Action 1 – Develop agritourism zoning regulations to allow greater flexibility for value-added agriculture activities.	Short-term	PDS
Action 2 – Develop neighborhood commercial zoning regulations to allow low-intensity commercial activities.	Short-term	PDS



STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Action 3 – Support efforts to expand telecommunication infrastructure for rural areas (e.g. high-speed Internet).	Ongoing	PDS, Secondary Roads, telecom providers
Action 4 – Support the local food industry in Johnson County.	Ongoing	BOS, PDS, Food Policy Council
Strategy 3 – Promote the county’s natural amenities and livable communities to attract new economic activities.		
Action 1 – Use economic development and tourism promotion organizations as a resource to promote Johnson County.	Ongoing	BOS, cities, ICAD, CVB
Action 2 – Highlight quality of life rankings and other awards on the Johnson County website.	Ongoing	BOS, IT
Action 3 – Partner with local cities and regional entities to promote and recruit targeted industrial clusters that benefit the local economy and support the quality-of-life in Johnson County.	Long-term	BOS, cities, ICAD
Strategy 4 – Encourage partnerships between business and educational institutions to advance job skills and promote labor retention.		
Action 1 – Explore using County facilities as resource centers to connect businesses with local experts.	Ongoing	BOS, PDS, ICAD, CSD, Food Policy Council
Action 2 – Promote the resources provided by the University of Iowa, Kirkwood Community College, and other major institutions to attract and retain businesses.	Ongoing	BOS, cities, ICAD, U-Iowa, Kirkwood
Action 2 – Coordinate with community school districts in the county to provide and promote educational opportunities for primary and secondary students.	Ongoing	CSD
ECON 2 – Ensure that new and expanding commercial and industrial uses will follow the county’s adopted Economic Development Plan.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Update and maintain an Economic Development Plan for unincorporated Johnson County.		
Action 1 – Clearly define Johnson County’s role in economic development.	Mid-term	BOS
Action 2 – Include Economic Development Areas in the Future Land Use Map.	Short-term	PDS
Action 3 – Obtain a Target Industry Analysis.	Long-term	ICAD
Strategy 2 – Regularly review and update the Economic Development Plan and its policies.		
Action 1 – Review economic development best management practices and economic development areas on the Future Land Use Map at least every five years upon adoption.	Mid-term/ Ongoing	PDS



ECON 3 – Encourage sustainable agricultural activities.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Explore methods to accommodate smaller farming operations.		
Strategy 2 – Support farmers who wish to maintain and expand agricultural activities in accordance with the goals of this plan.		
Action 1 – Support local, state, and federal programs designed to assist sustainable farming operations.	Ongoing	BOS, USDA, NRCS, IDNR, FSA, agricultural/farmer organizations
Action 2 – Support conservation and natural resource management programs.	Ongoing	BOS, Conservation, NRCS
Strategy 3 – Promote and support local food and small farm operations.		
Action 1 – Continue to provide staff support for local food and agritourism activities.	Short-term/ Ongoing	BOS, PDS, Food Policy Council
Action 2 – Continue to support resident engagement to improve discussion and action on food and agricultural initiatives in Johnson County.	Ongoing	BOS, PDS, Food Policy Council
Action 3 – Support efforts to develop infrastructure and programs that encourage public institutions, restaurants, and other entities to purchase more locally grown food.	Mid-term	BOS, PDS, Food Policy Council
Action 4 – Explore flexible zoning regulations to encourage local food production.	Mid-term	PDS, Food Policy Council
Action 5 – Explore food hub and food enterprise options that include food processing, packaging, and storage.	Long-term	BOS, PDS, Food Policy Council, ICAD
Action 6 – Collaborate with cities to encourage food production opportunities, such as community gardens, within city limits.	Ongoing	cities, Food Policy Council
ECON 4 – Provide opportunities for sustainable commercial and industrial activities that enhance livability and are compatible with surrounding land uses.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Revise the site plan review process to address varying levels of intensity.		
Action 1 – Incorporate scalable rules for size and intensity in site plan review to allow for appropriate review of smaller developments.	Short-term	PDS
Action 2 – Create and use a matrix to provide multiple ways to achieve compliance with site plan regulations.	Short-term	PDS
Strategy 2 – Direct large-scale commercial and industrial development projects to the cities and Urban Growth Areas, where utilities, services, transportation, and other infrastructure are (or can be) readily available.		
Action 1 – Coordinate with local and regional business and economic development organizations.	Ongoing	BOS, PDS, cities, ICAD



STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 3 – Direct smaller-scale, less-intensive commercial and industrial development projects to cities, unincorporated villages, or economic development areas as identified in the Future Land Use Map (see Chapter 5 Land Use).		
Action 1 – Identify and review development opportunities within the unincorporated villages.	Short-term	PDS
Action 2 – Engage residents and update village plans accordingly.	Mid-term	BOS, PDS, village communities

CHAPTER 4: INFRASTRUCTURE & AMENITIES

INF 1 – Develop well-connected recreational parks, public open/natural spaces, and trails throughout the county.

STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Improve connectivity between subdivisions, open space, and destinations that generate traffic.		
Action 1 – Identify and map opportunities to create greater connectivity between existing developments.	Mid-term	PDS, MPOJC, Secondary Roads
Action 2 – Support local and regional trail plans.	Ongoing	PDS, MPOJC, ECICOG, Secondary Roads, Conservation
Action 3 – Continue to serve on and work with existing area and regional trails committees.	Ongoing	PDS, MPOJC, ECICOG, Secondary Roads, Conservation
Action 4 – Facilitate improvements recommended by water trail plans.	Ongoing	BOS, PDS, Conservation, IDNR, local paddling groups, Iowa Water Trails Assoc.

INF 2 – Utilize existing infrastructure and adopt green infrastructure practices.

STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Coordinate development policies with road improvement and maintenance plans.		
Action 1 – Have planning staff participate in the annual review of the Johnson County Secondary Roads Five-Year Plan.	Short-term	PDS
Action 2 – Review and update the existing Road Performance Standards to consider factors such as safety, volume, speed, traffic type, and other national standards.	Ongoing	PDS, Secondary Roads
Action 3 – Identify and consider projects to optimize the use of existing public infrastructure.	Short-term	PDS, Secondary Roads



STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 2 – Encourage the use of green infrastructure.		
Action 1 – Identify opportunities to use green infrastructure instead of traditional practices.	Long-term	PDS, Secondary Roads
Action 2 – Explore potential incentives such as density bonuses.	Short-term	PDS
Strategy 3 – Coordinate with regional transportation investments and long-range transportation plans.		
Action 1 – Actively participate in local and regional planning activities.	Ongoing	PDS, cities, MPOJC, ECICOG
INF 3 – Make transportation, land use, and infrastructure decisions that encourage a reduction in auto-dependent travel.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Promote safe use of the county’s public road network by all users.		
Action 1 – Identify best management practices for rural road systems.	Mid-term	Secondary Roads
Action 2 – Consider complete street features as appropriate for higher density areas.	Short-term	Secondary Roads
Action 3 – Provide appropriate multimodal signage on highways and other major roads with extended shoulders.	Mid-term	Secondary Roads
Strategy 2 – Support development that will reduce vehicle miles traveled.		
Action 1 – Require connectivity plans for new subdivisions, showing intended connections to the existing and planned trail and road network.	Short-term	PDS, Secondary Roads
Action 2 – Update the subdivision regulations to require connectivity plans and limit the creation of cul-de-sac and dead-end roads unless impractical.	Short-term	PDS
Action 3 – Add requirements for sidewalks and trail connectivity to the subdivision regulations.	Short-term	PDS
INF 4 – Support environmental, cultural, and historic elements in the planning and design of future infrastructure.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Protect and raise awareness of environmental amenities and character of the county.		
Action 1 – Develop an ordinance that balances scenic road features, safety requirements, and Secondary Road plans.	Long-term	BOS, PDS, Secondary Roads



STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Action 2 – Establish criteria to identify environmental, cultural, and historic elements.	Long-term	PDS, Conservation, NRCS, State Archaeologist
Action 3 – Work with the Iowa Department of Transportation to develop watershed educational standards including roadway signage.	Long-term	PDS, Secondary Roads, I-DOT

INF 5 – Support amenities that enhance livability and quality of life.

STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
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Strategy 1 – Support the Johnson County Conservation Strategic Plan.

Action 1 – Consider revisions to align zoning ordinance and other County policies.	Short-term	BOS, PDS, Conservation
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Strategy 2 – Promote livability initiatives across all Johnson County departments.

Action 1 – Encourage livability initiatives within all administrative activities across all Johnson County departments.	Ongoing	BOS
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Strategy 3 – Support appropriate special events and activities across Johnson County.

Action 1 – Establish new or promote existing central events calendar.	Ongoing	BOS, IT
Action 2 – Consider grant incentives and programs that support and develop events or activities that benefit the county.	Long-term	BOS

Strategy 4 – Consider improvements to communication infrastructure and access to technology in coordination with economic development goals.

Strategy 5 – Become a leader in food system infrastructure.

Action 1 – Develop and adopt a countywide food system plan.	Short-term	BOS, PDS, Food Policy Council
Action 2 – Explore options to utilize existing infrastructure and build new infrastructure that supports the local food system (e.g. food hub, distribution centers, etc.).	Ongoing	BOS, PDS, Food Policy Council, ICAD

CHAPTER 5: LAND USE

LND 1 – Promote and protect sustainable agricultural land uses in rural Johnson County.

STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
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Strategy 1 – Advocate for agricultural preservation in all Fringe Area Agreements.

Action 1 – Pursue adoption of Fringe Area Agreements with cities where no agreement currently exists.	Short-term	PDS, cities
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STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Action 2 – Within the fringe areas, advocate that areas not identified for city growth shall adhere to the county Future Land Use Map.	Mid-term/ Ongoing	PDS, cities
Action 3 – Update all existing Fringe Area Agreements within two years of adoption of the comprehensive plan and review Fringe Area Agreements every three years thereafter.	Mid-term/ Ongoing	PDS, cities
Strategy 2 – Update Johnson County’s agricultural exemption policy.		
Action 1 – Explore methods to expand agricultural exemption to smaller farming operations.	Short-term	PDS, agricultural/ farmer organizations, environmental groups
Action 2 – Ensure that updated agricultural exemption policies do not become a method for siting CAFOs on small parcels.	Short-term/ Ongoing	PDS
Action 3 – Ensure that updated agricultural exemption policies do not become a method for unplanned residential growth.	Short-term/ Ongoing	PDS
Action 4 – Explore methods for limited residential development for small-scale agriculture.	Short-term	PDS
Strategy 3 – Develop recommendations to alleviate conflicts between agricultural property owners and non-agricultural neighboring properties.		
Action 1 – Revise and distribute information on what to expect when moving to rural Johnson County.	Mid-term	BOS, PDS, Public Health, Secondary Roads
Action 2 – Explore creating “good neighbor” guidance that identifies strategies to avoid conflicts between different land uses.	Mid-term	PDS
Strategy 4 – Encourage and promote the use of on-field and edge-of-field best management practices for top soil and water quality protection.		
Action 1 – Staff will stay informed about resources to aid farmers seeking to implement best management practices.	Ongoing	PDS, FSA, SWCD
Strategy 5 – Discourage concentrated animal feeding operations (CAFOs) in Johnson County.		
Action 1 – Continue to lobby the Iowa State Legislature to allow counties the ability to regulate CAFOs.	Ongoing	BOS
Action 2 – Encourage and promote best management practices for CAFOs.	Ongoing	BOS, agricultural/ farmer organizations, environmental groups
Action 3 – Monitor and report the adverse environmental effects of concentrated animal feeding operations (CAFOs) in Johnson County to appropriate agencies.	Ongoing	BOS, Conservation, NRCS



LND 2 – Direct future residential development based on location and then site-specific criteria outlined in the Future Land Use Development Guidelines.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Support rezoning applications that comply with the Future Land Use Map and the Future Land Use Development Guidelines.		
Action 1 – Focus residential development in areas that comply with the Future Land Use Map.	Ongoing	BOS, PDS
Action 2 – Review and potentially update the Future Land Use Map every five years after adoption.	Mid-term	BOS, PDS
Action 3 – Develop a procedure for individual property owners to request a change to the Future Land Use Map.	Short-term	PDS
Action 4 – Develop a procedure for combined rezoning, subdivision, and/or development applications.	Short-term	PDS
Action 5 – Allow for flexibility in the zoning ordinance by adoption of planned unit development (PUD) zoning districts and overlay zones.	Short-term	PDS
Strategy 2 – Support rezoning applications on parcels that meet the standards identified by the Future Land Use Development Guidelines.		
Action 1 – Review and update Stormwater Standards at least every five years.	Mid-term	PDS
Action 2 – Review and update Sensitive Areas Ordinance (SAO) at least every five years.	Mid-term	PDS
Action 3 – Review and update the Road Performance Standards to consider factors such as safety, traffic volume, speed, traffic type, and other national standards.	Short-term	PDS, Secondary Roads
Action 4 – Identify environmentally sensitive area criteria to protect natural areas and prevent conflicting land uses.	Mid-term	PDS, Conservation, NRCS
Strategy 3 – Continue use of existing Farmstead Split rule.		
Action 1 – Explore limiting the size and number of agricultural outlots.	Short-term	PDS
Action 2 – Review and revise language as subdivision rules are updated.	Short-term	PDS



LND 3 – Direct future commercial and industrial development based on location and then site-specific criteria.

STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Encourage commercial and industrial development within the cities and the Urban Growth Areas.		
Action 1 – Discuss and coordinate development activities as part of Fringe Area Agreement negotiations.	Mid-term/ Ongoing	PDS, cities
Action 2 – Encourage new commercial and industrial development to sites that can be served by municipal water and sanitary sewer.	Ongoing	PDS, cities, ICAD
Strategy 2 – Support appropriate commercial and industrial development that complies with the Future Land Use Map.		
Action 1 – Review and update commercial and industrial land use areas every five years.	Mid-term	PDS
Action 2 – Identify vacant or underutilized parcels zoned commercial and/or industrial within the unincorporated areas of Johnson County.	Short-term	PDS
Strategy 3 – Develop overlay and other commercial and industrial zones to allow more flexibility in rural commercial development.		
Action 1 – Develop criteria for where commercial and industrial overlay zones are appropriate.	Short-term	PDS
Action 2 – Develop criteria for where neighborhood commercial uses are appropriate.	Short-term	PDS
Action 3 – Develop criteria for where agritourism uses are appropriate.	Short-term	PDS
LND 4 – Coordinate land use planning with and between local governments to achieve mutually beneficial development policies.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Work with individual cities to update Fringe Area Agreements.		
Action 1 – Pursue adoption of Fringe Area Agreements for cities where no agreement currently exists.	Short-term	PDS, cities
Action 2 – Advocate for the urban growth area of each Fringe Area Agreement to identify areas that may be developed within the next five or fewer years.	Mid-term	PDS, cities
Action 3 – Ensure that areas outside of the urban growth area comply with the county Comprehensive Plan.	Ongoing	PDS, cities



STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Action 4 – Pursue Fringe Area Agreements that will allow the Board of Supervisors to comment on city development applications that may impact the unincorporated areas (e.g. roads, safety, stormwater management, etc.).	Mid-term	BOS, PDS, cities
Action 5 – Review and update all existing fringe area agreements in accordance with the fringe area agreement schedule contained in Appendix A of this plan.	Short-term	BOS, PDS, cities
Strategy 2 – Work with cities and school districts to pursue collaborative growth strategies for mutual benefit.		
Action 1 – Serve as a resource for the community, city staff, and other organizations regarding regional planning issues.	Ongoing	BOS, PDS
Action 2 – Pursue regional, multijurisdictional intergovernmental agreements.	Long-term/ Ongoing	BOS, PDS, MPOJC, cities, school districts, ECICOG
Strategy 3 – Advocate for stormwater management and sensitive areas preservation when annexation occurs.		
Strategy 4 – Discourage the creation of “unincorporated islands.”		
LND 5 – Continue to protect and improve Johnson County’s natural resources: land, water, and air.		
STRATEGY/ACTION STEP	TIMEFRAME	COLLABORATING PARTNERS
Strategy 1 – Begin to identify and evaluate all critical and sensitive environmental features in Johnson County.		
Action 1 – Establish criteria to evaluate these areas.	Long-term	PDS, Conservation, NRCS
Action 2 – Coordinate with cities to map sensitive features countywide.	Long-term	PDS, cities, GIS, NRCS
Strategy 2 – Encourage agricultural uses to utilize best management practices and observe conservation practices that prevent erosion and preserve natural resources.		
Action 1 – Ensure staff stay informed of the best management practices and available conservation programs to assist with funding and public education.	Ongoing	BOS, PDS
Action 2 – Promote the use of the Conservation Reserve Program (CRP), the Agricultural Conservation Easement Program (ACEP), or similar programs.	Ongoing	PDS, NRCS



[section 6.3]

IMPLEMENTATION TOOLS

Achieving each goal in a comprehensive plan requires obtaining or developing and using several tools and processes. Johnson County will need to develop or update implementation tools and strategies, recognizing that each has unique strengths and weaknesses. Action steps can be separated into several tool categories and programs, each with its distinct characteristics that make them suitable for specific aims and circumstances.

SUPPORT PROGRAMS

Two programs will play a vital role in the success of the Comprehensive Plan implementation. These programs are:

Zoning Regulations

An update to the Johnson County Unified Development Ordinance would support the development goals of the Comprehensive Plan and allow the County to provide a new direction for future growth.

Subdivision Regulations

Subdivision regulations, a subset of the Johnson County Unified Development Ordinance, establish criteria for environmental impact regulations and the division of land into building areas and public improvements.

PUBLIC EDUCATION & ENGAGEMENT

In addition to the identified programs, broad public support and involvement are crucial to the successful development and implementation of any broad-based policy or program. Political leadership of Johnson County should foster and use public engagement by making the Comprehensive Plan and development regulations available online. Ongoing education and promotion will be an important factor in sustaining interest and motivation from community members.

Special Studies & Plans

Additional studies and plans can help create a vision for certain areas or corridors, and ensure that decisions and investments are made in accordance with the Comprehensive Plan. It is also important to update these studies and plans as needed. The following are examples of additional planning efforts that can further develop ideas expressed in the plan:

- Village Plans
- Facilities Space Needs Plan

Land Use Suitability

One overarching goal of the Comprehensive Plan is to guide development by:

- Describing the relationship between land uses;
- Minimizing land use conflicts between neighboring parcels;
- Establishing criteria or design standards new development must meet; and
- Creating consistent characteristics with each land use district.



[section 6.4]

PLAN MAINTENANCE

The Comprehensive Plan is the county's collective vision, yet change is inevitable. Major technologies and unforeseen challenges will arise. Jobs, housing, transportation, and goods and services will evolve. The amendment process to the Comprehensive Plan must accommodate and help manage these changes without compromising the county's core values, health and well-being. Amending the plan must also be an open and fair process.

PLAN AMENDMENTS & FIVE-YEAR REVIEW

If circumstances change and significantly impact plan elements, a plan amendment may be proposed and considered separately from other regularly proposed plan amendments. Such amendments could be proposed by a resident, Board of Supervisors, staff, or other person or group.

With assistance from the Planning, Development and Sustainability Department, the Board of Supervisors or Planning and Zoning Commission may consider proposed amendments to the Future Land Use Map each calendar year. Staff will provide information on each proposal and recommend action. The Supervisors may also elect to hold a special hearing to consider a proposed change more frequently than once a year. The Comprehensive Plan amendment process should adhere to the adoption process specified by Iowa Code and should provide for organized participation and involvement of interested residents and stakeholders.

Approximately every five years, the Comprehensive Plan should undergo a detailed review. Five years is the recommended interval because more frequent updates create a burden on County staff and resources, while less frequent updates risk the relevancy of the plan.

PERIODIC REVIEW OF PLAN

After adoption of the Comprehensive Plan, staff should monitor any changes that affect plan progress, including trends in the local, regional, state, and federal landscape. Such trends and changes may include changes in development activity and use, trends in development regulation amendments, and changes in planning and zoning law.

The Planning, Development and Sustainability Department will guide this review process with input from the Planning and Zoning Commission and with the Board of Supervisors. Johnson County will review the four major comprehensive plan topics once a year.

Any changes proposed as part of the annual review will be considered through a public hearing process to:

- Provide residents or developers with an opportunity to comment and/or present possible changes to the plan;
- Identify any changes in the status of projects or action items called for in the plan; and
- Bring forth any issues or identify any changes in conditions which may impact the validity of the plan.

If the Board finds major policy issues or major changes in basic assumptions or conditions have arisen that could necessitate revisions to the plan, they should recommend changes or further study of those changes.



WHAT PROMPTS A PLAN AMENDMENT

Comprehensive Plan amendments may be necessary to maintain plan relevancy. It is impossible to set hard-and-fast rules for when an amendment should be considered, but if the following situations exist, an amendment could be considered:

- A land use request is contrary to the Future Land Use Map or Guidelines.
- Approval of a development request will set a precedent for cumulative changes that are not consistent with the plan.
- A major change in circumstances creates conditions not foreseen by the plan.

To ensure equitable treatment of all property owners and to avoid arbitrary decisions, requests to deviate from plan-specific requirements generally should not be allowed, as these would undermine the legal foundation of the plan.

EVALUATING REQUESTS FOR MAP AMENDMENTS

Plan interpretation should include a continuous and related series of analyses, with references to the goals and strategies, the Future Land Use Map, and the development guidelines. Moreover, when considering specific proposed developments, plan interpretation should include a thorough review of all sections of the plan.

If a development proposal is not supported by the Comprehensive Plan, the first consideration should be to modify or deny the proposal. Secondarily, and only if certain criteria are met, should a Comprehensive Plan or map amendment be considered to accommodate the proposal. The criteria listed immediately below should be used to determine if a Comprehensive Plan amendment is appropriate. Additionally, to help ensure stability of the Future Land Use Map, proposed amendments will be considered once annually in accordance with procedures set forth by the Board of Supervisors.

- The character of the adjacent parcels.
- The zoning and uses on nearby properties.
- The suitability of the property for the uses allowed under the current zoning designation.
- The type and extent of positive or negative impact that may affect adjacent properties, or the county at large, if the request is approved.
- The impact of the proposal on public infrastructure and facilities.
- The length of time that the subject and adjacent properties have been utilized for their current uses.
- The benefits of the proposal to the public health, safety, and welfare.
- Comparison between the plan and the proposed change regarding the relative conformance to the goals and strategies.
- Consideration of professional staff recommendations.