



## Strategy Overview

Capital Crossroads 

*a vision forward*

Dear Friends,

We're at an important crossroads in Greater Des Moines and Central Iowa...a decisive moment that will move us forward. As a community, we've joined together to dream, to plan and to chart our course to meet the challenges of the future. Our strategic plan for the next five years is bold. Aptly named for our strengths — the crossroads of our nation, our state and region and our capital city — Capital Crossroads seeks to combine successful existing strategies with new ideas for tomorrow so every part of our region succeeds together.

Capital Crossroads continues the momentum built by community leaders who came before us. Our strong history of vision and planning efforts, including the Des Moines Vision plan, the Golden Circle process, the Major Projects Task Force and Project Destiny brought forth transformational ideas, resulting in a strong business community, dynamic arts and recreation, and a renowned quality of life.

Like past planning efforts, we embarked on this journey by assessing our strengths and challenges, key trends and opportunities, and by gathering input from 5,000 citizens and public and private organizations. Today we embrace the future from a bigger and stronger geographic base by expanding our region to include the dynamic research and education taking place at Iowa State University, manufacturing assets of Marion County and other assets not included in the Des Moines Metropolitan Statistical Area.

The new vision is really the end of the beginning. It's the dream. Now we design, create and build the new reality for Central Iowa. Capital Crossroads comprises a series of interrelated "strategic capitals" that translate the necessary strategic elements of people, place and prosperity into our key themes: Opportunity, Talent and Sustainability. Within each theme, the capitals leverage a planning framework for the future. Our plan is not intended to be an exhaustive or even complete list of tactics for the future. Rather, the plan is intended as a framework to capture concepts, build strategies and partnerships, and develop a process that can guide our efforts to achieve our vision for the future. From this sturdy platform, we begin planning how we'll get there.

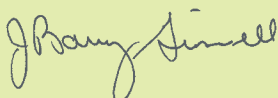
In Summer 2011, chairs of each strategic capital formed implementation committees. Plan implementation officially begins in September 2011. Engaged leaders, experts, and citizens will refine and make each plan come to life.

As a steering committee, we're proud to stand on the shoulders of the visionary leaders who came before us and challenged us to dream big, not settle for good enough, think long term, and work together to get the job done.

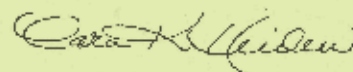
We hope you'll join us.



**Angela Connolly**  
Polk County Board of  
Supervisors



**J. Barry Griswell**  
Community Foundation  
of Greater Des Moines

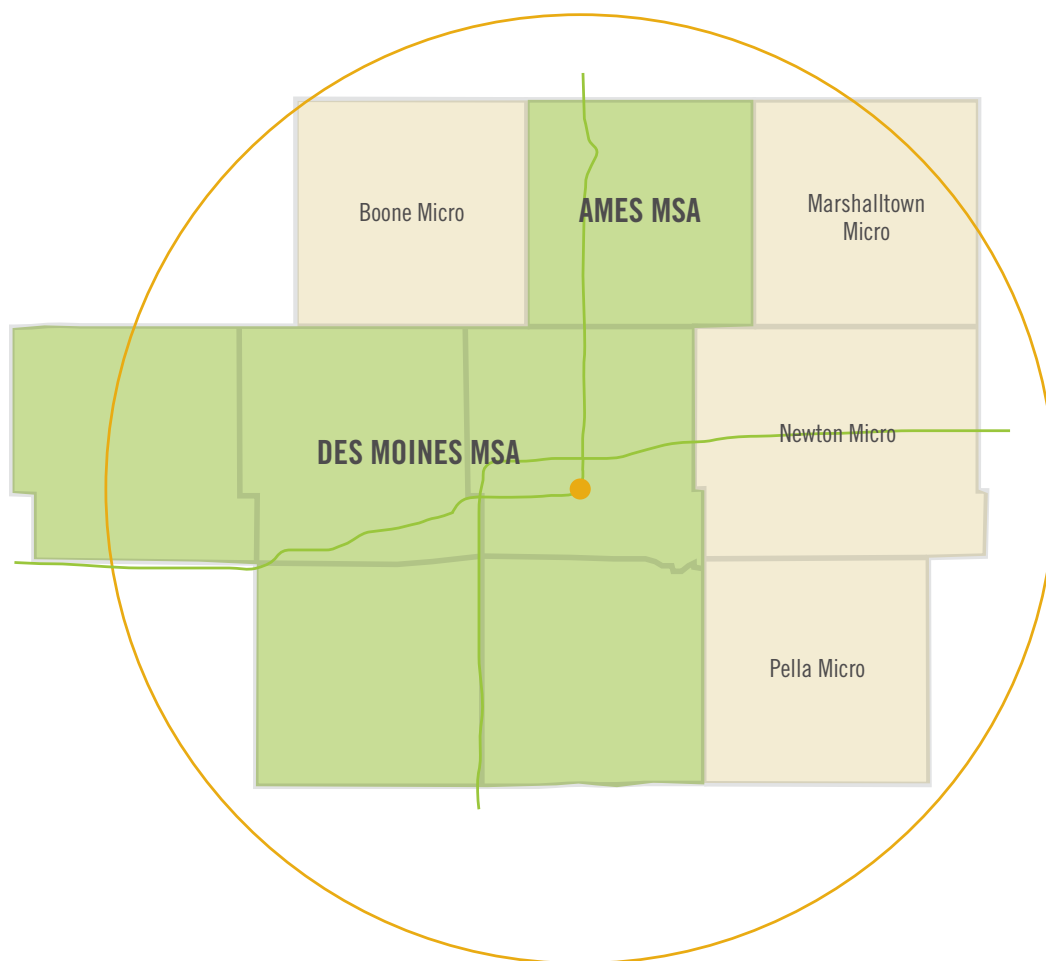


**Cara Heiden**  
Wells Fargo (retired)/  
Greater Des Moines Partnership

# Process

## OVERVIEW

Local leaders feel the time is right to take advantage of opportunities and address challenges through a clear vision and plan for Iowa's capital region. Capital Crossroads builds on the region's strengths and provides a road map to capitalize on opportunities. The focus is on ideas and energy to ensure our region grows and prospers for current and future generations. Eight organizations joined together to sponsor the planning process. Fifty members of the Capital Crossroads Steering Committee invited public input on ways to improve the Central Iowa region, covering a 50-mile radius from the State Capitol. More than 5,000 local voices contributed to the process via one-on-one interviews, focus groups and online surveys. Research was conducted to assess the area's strengths, weaknesses, opportunities, and challenges. The Steering Committee then evaluated and prioritized ideas and developed ten areas of focus. Ten plans, now called "Capitals," were developed to elevate our region. Each of the ten plans impacts growth in its area of focus and on an integrated basis. Implementation workgroups will guide refinement and action plans for each capital.



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# Comprehensive RESEARCH

The process of determining a vision for the Capital Crossroads region began with comprehensive, objective analysis of the key trends, strengths, challenges, threats, and opportunities facing Greater Des Moines and Central Iowa as it looks to develop jobs and talent in the most competitive economy this nation has ever experienced. This process began with a brief Economic and Demographic Snapshot inclusive of key indicators affecting the region's population and economy.

The Community Capacity Assessment then compared Greater Des Moines and Central Iowa against the regions of Omaha, Neb., Madison, Wis., and Denver, Colo., to determine how the Des Moines metro area stacks up. The research provided best practice information and areas of focus key to reaching our goals.

## INDUSTRY CLUSTERS

The Target Cluster and Marketing Analysis identified key business sectors for which Des Moines and Central Iowa are most competitive, in addition to assessing the ways in which the region markets itself to the nation and world. While the region's marketing efforts are strong, they could be better focused on target sector opportunities and more data-intensive related website content.

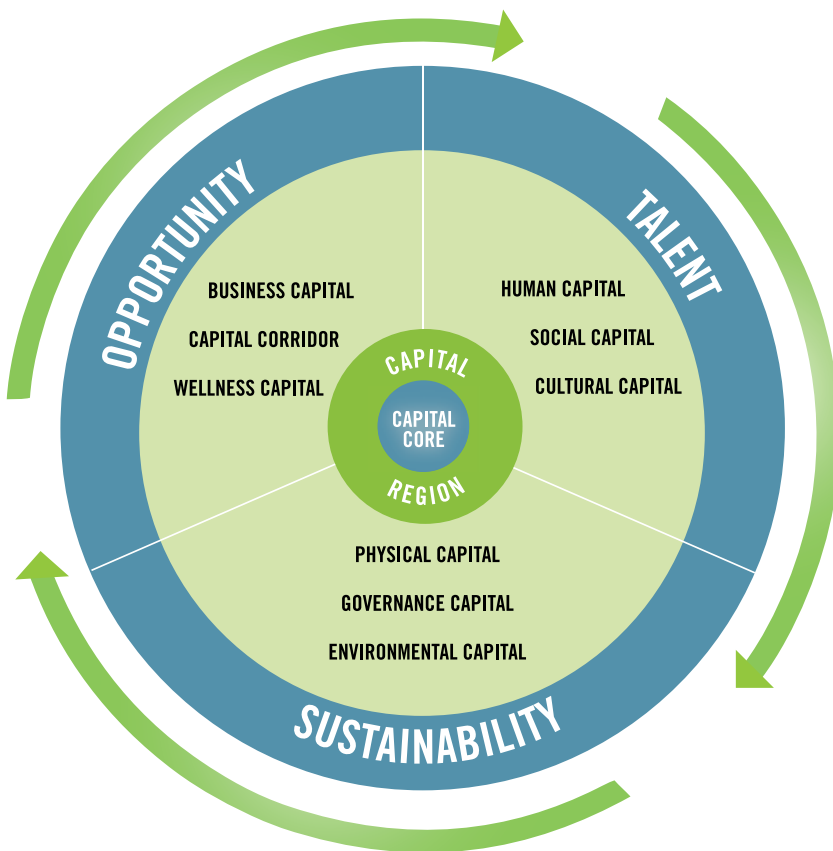
### Recommended sectors are:

- Finance and Insurance
- Information Solutions
- Health and Wellness
- Agribusiness
- Advanced Manufacturing
- Logistics

# Central Iowa

## VISION

In the trails and wellness capital of the world, you'll find big city opportunity in a place where you can breathe. Where a thriving and robust economy equals greater prosperity and vibrant, safe, diverse neighborhoods. Where talented, hard-working people collaborate to build successful businesses, including a renowned bio-science corridor, and a rich and accessible cultural community. Where we honor our heritage of education and stewardship of natural resources in a clean and sustainable environment.



## GUIDING PRINCIPALS

### TALENT DRIVES SUCCESS

- Career-focused education and training pipelines
- Leadership, diversity and civility
- “Quality of place” that retains and attracts top talent

### CAPTURE HIGH-VALUE OPPORTUNITIES

- Target sectors developed through holistic strategies
- Wellness as an economic model with social benefit
- I-35 Corridor development

### GROWTH MUST BE SUSTAINABLE

- Regional collaboration, consolidation and smart planning to maximize fiscal and human resources
- Competitive infrastructure and natural resources protected and enhanced for future generations
- Multi-modal connectivity
- Central Iowa is only as strong as its core

# Capital CORE



## Neighborhood Improvement

Much effort has been made to conduct neighborhood-based planning in Des Moines leading to renewed investment, lower crime rates, and numerous aesthetic improvements. Partnerships have also enabled the not-for-profit Neighborhood Development Corporation to revitalize commercial districts through targeted investments. The next level of planning could focus on leveraging existing assets as catalysts to spur revitalization in adjacent streets and blocks.

- Leverage key assets as “catalysts” for neighborhood development and revitalization
- Explore the creation of a Des Moines Land Bank Authority to buy and hold land for future development
- Enhance the capacity and promotion of tools enabling property owners to upgrade their homes

## Downtown

Over the last decade, Downtown Des Moines has been transformed by over \$2 billion in new commercial and residential development and the addition of top-rated

## Catalysts

Broadlawns Medical Center, with more than 1,000 employees, has invested millions to update its facilities. Determining how Broadlawns can spur reinvestment in its neighborhood could be a high-value opportunity to pursue. Other potential neighborhood catalysts include:

- Des Moines Area Community College Urban Campus
- Blank Park Zoo/Fort Des Moines
- Iowa Health-Des Moines
- Drake University
- Iowa Lutheran Hospital
- Grand View University
- Gray's Lake/Water Works Park
- Southridge Mall
- Iowa State Capitol
- VA Central Iowa Health Care System
- Mercy Medical Center

**CONTINUED REVITALIZATION OF THE “CORE CITY”** is vital to the overall welfare of Greater Des Moines and Central Iowa. The health of Central Iowa depends on all areas succeeding, both at the core and in the surrounding communities. In the Capital Core, criteria for inclusion in the plan were strict yet simple: ideas with significant impact that are achievable — from enhancement of basic services and infrastructure to key development projects, and finally, continuing momentum in building world-class and inclusive cultural amenities.



restaurants, thriving cultural events, and entertainment. Des Moines now offers a downtown urban lifestyle to complement the region’s already strong quality of life and neighborhoods. Home to some 80,000 employees, Downtown Des Moines is the region’s most concentrated economic growth engine.

Downtown does face challenges, however, including high office vacancies and a number of aging commercial buildings. Retailing in the downtown core is limited, and many of the public amenities in the core are aging. Clearly, it is time to focus on the challenges that threaten the benefits of a healthy downtown. A robust plan to strengthen Downtown Des Moines will benefit all of Central Iowa.

#### **Proceed with refurbishment of key Downtown infrastructure**

Many of the vintage 1970s downtown infrastructure projects are aging and require refurbishment, including the Skywalk System, the Walnut Transit Mall and some municipally-owned parking decks. It is critical that these older resources are not allowed to become obsolete as new downtown projects flourish.

- Foster downtown economic development through building upgrades and conversions to fill office vacancies
- Continue development of downtown neighborhoods
- Promote Downtown’s unique work-life advantages

## Regional Context

Trends, opportunities, challenges, and initiatives in Des Moines affect the health, vitality, and competitive position of the entire Central Iowa region. What happens in Des Moines truly impacts all regional constituents. Collaborative efforts to strengthen the region’s core benefit all of Central Iowa.

## Urban Core

Laser-focused effort in 10 neighborhoods immediately west and north of I-235 will complement neighborhood development. This effort will improve housing, security, education, and mental and physical health. Capacity and skill building in these neighborhoods will help close gaps in opportunity, access, and security and increase residents’ ability to meet the requirements of the 80,000 downtown jobs in close proximity to the neighborhoods.

# Business CAPITAL

**ECONOMIC DEVELOPMENT AND EMPLOYMENT CREATION** must be centered on Central Iowa's most competitive and highest-value target sectors, thereby maximizing investment in capacity-building, supportive resources, programmatic development, and internal/external marketing. It is critical to leverage three key economic development strategies in the growth of Central Iowa's target sectors including existing business retention and expansion, small business development and entrepreneurship, and external marketing and attraction.



## Grow What's Here

Existing businesses account for the vast majority of new jobs created in a community. Ensuring these companies receive the attention and support necessary to expand is essential to a comprehensive economic development program.

- Optimize existing business-retention and expansion programs
  - Create target business councils for Central Iowa's highest-value employment cluster
  - Improve Central Iowa's business climate
- Effectively serve aspiring entrepreneurs and innovators by creating a more visible and higher-capacity "conveyor belt" to support technology startup development and expansion
  - Capitalize a proof-of-concept fund for product innovation
  - Empower, enhance, and support an entrepreneurial network in Central Iowa
  - Partner with Iowa State University to optimize its technology transfer processes and commercialization pipeline

## Start-Up and Sustain

Every new small business can one day grow to become a community's largest employer. Therefore, it is incumbent that regions support entrepreneurs, innovators, researchers, and fledgling small business people as robustly as possible in all facets of the development process through strong and connected small business development and enterprise-creation processes.

- Implement the SourceLink online small-business portal in Greater Des Moines and Central Iowa

## Market and Attract

Promote Central Iowa to outside prospects and site consultants. Marketing should be data-driven, target-specific, and focus on venues, markets, and events that hold the highest value for economic development investors. Both domestic and international opportunities should be pursued.

- Optimize Greater Des Moines' marketing program
- Explore the expansion of international marketing efforts
- Improve relationships with local economic development professionals across Greater Des Moines and Central Iowa

**GROWTH IN GREATER DES MOINES HAS PREDOMINANTLY MOVED WEST**, south and north. The potential to leverage the stretch of I-35 between the Des Moines and Ames metropolitan areas for well-planned, sustainable and high-value growth and development for all industries, particularly animal science, could be transformational for Central Iowa's economy and population base. Enhancing the relationships between public and private leaders in Ames and Des Moines also holds tremendous benefit for the advancement of Central Iowa cluster-building, policy, transportation, land use, smart growth, and natural-resources initiatives.



## Coordinate

- Optimize the Ames-Des Moines Corridor marketing group to coordinate Capital Corridor planning and development efforts
- Confirm a property inventory and list of current and planned developments
- Foster virtual connections across the Capital Corridor

## Brand and Market

An effective brand and marketing campaign can significantly drive the economic development prospects of an initiative. Central Iowa partners, guided by the Capital Corridor development board, should initiate both external and internal campaigns to brand and market I-35 in Central Iowa.

- Create a brand for the Capital Corridor and aggressively leverage it in external marketing campaigns
- Complement Capital Corridor efforts by launching an internal campaign to acknowledge and celebrate Central Iowa's agricultural economy and related sectors

## Plan

Develop a conceptual land-use plan to inform development scenarios along the Corridor.

# Human CAPITAL

THE U.S. ECONOMY IS INCREASINGLY BEING DRIVEN by talent, and companies are now following skilled workers as opposed to the other way around. Greater Des Moines and Central Iowa have a long history of educational success driven by community leaders who understand the value of quality academic institutions. Continuing the development of a trained workforce is not only about formalizing an effective “cradle to career” pipeline and retaining and attracting top talent, but also ensuring children and adults are not restricted by social factors such as poverty, hunger, fear of crime, lack of childcare, chronic disease, and other issues that can affect whether a student reaches his or her full potential.



## Cradle to Career

- Ensure that all Central Iowa children have access to universal pre-kindergarten programming
  - Enhance partnerships among Greater Des Moines education and training, government, private and non-profit constituencies to foster positive academic results for students from “cradle to career”
  - Provide more alternative-education models for Greater Des Moines students
  - Develop a collaborative tutor-recruitment effort for Greater Des Moines schools
  - Introduce academic support labs in all Central Iowa public schools where needed
  - Ensure Central Iowa colleges, universities, and workforce-development entities have the capacity necessary to train all eligible students
- Formalize education and career-training pipelines for Central Iowa’s target business sectors
  - Expand and better promote Central Iowa’s internship placement programs
  - Create a Graduate Central Iowa program

### Cradle to Career

Human Capital strategies will incorporate best practices focused on improving education from early childhood through graduation.

Raising higher education attainment means successful students become successful employees and citizens.



A shortage of talented workers was an issue in Central Iowa pre-recession and it will be again. Though multiple ongoing efforts seek to promote Greater Des Moines as a destination for talent, the region's external perception and climate make talent attraction and retention a constant problem.

- Develop a comprehensive and coordinated graduate-retention strategy
- Continue to leverage multi-media and marketing to promote Greater Des Moines to external talent

## Social Well-Being

Poverty and the number of residents-in-need in the City of Des Moines are increasing, affecting numerous issues including school performance, crime rates, resources for social services, transit-dependency, and others. There are numerous partners working every day on programs to address the needs of Des Moines' low-income families. Stakeholders said that not only could more be done to improve residents' lives, but that efforts could be better coordinated.

- Resource and develop an Urban Core Initiative in Des Moines modeled on the "Harlem Children's Zone" program
- Implement the Pathways Case Management System in Central Iowa
- Increase awareness and usage of United Way of Central Iowa's existing support, measurement, and coordination tools

# Wellness CAPITAL

**MAKE THE REGION A NATIONAL MODEL OF WELLNESS** by leveraging existing capacities and governmental, non-profit and corporate wellness efforts into a holistic wellness program for implementation in Des Moines-area communities. A regional wellness initiative would serve many “Capitals”: business, social, human, environmental, physical, governmental, and possibly even cultural.



## Catalogue and Advocate

The first step in developing a comprehensive regional wellness initiative is consensus-building among key partners and the public.

- Research and catalogue existing wellness-related efforts and entities in Central Iowa
- Assess potential regional buy-in for development of a comprehensive, coordinated, and measureable wellness initiative

## Define and Design, Market and Measure

Based on initial information-gathering, regional outreach and advocacy efforts, the parameters of the wellness initiative should come into clearer focus. Design of the formal program components, including measurement, should be a collaborative effort among the key stakeholder entities.

- Form a program-design committee to create the specifications of the wellness initiative
- Finalize the wellness initiative and activate the program
- Develop performance measurements and outcome metrics to assess the efficacy of the wellness initiative
- Market Central Iowa's wellness initiative to the nation and world

# Social CAPITAL

**COMMUNITIES ARE ONLY AS STRONG AS THEIR LEADERSHIP.** Even the most visionary of plans would not be effectively implemented without the support of equally visionary leadership that can effectively convey the benefits of strategies that may disrupt the status quo or threaten an entrenched constituency. Conversations about community change and “creative disruption” must be civil in tone and attitude so that consensus and coalition-building are not sacrificed by acrimony or distrust. Ensuring that the next generation of leaders is as impactful as the last will require more effective outreach to racial, ethnic, and cultural groups that have yet to assume positions of influence and authority.



## Leadership

- Better coordinate and leverage existing leadership programs and their alumni
- Develop a program to offer a “credential” to confirm potential leaders’ acquisition of key knowledge and skills to support their work in the community
- Optimize young professional networking and programming
- Engage students in next-generation leadership development efforts
- Develop a formalized regional mentorship program
- Create a minority leadership development program to ensure that Central Iowa’s leadership reflects the demographics of the community

## Diversity

- Develop and staff a Central Iowa multi-cultural center
- Celebrate regional diversity through high profile actions and events

## Community and Civility

- Continue efforts to foster dialogue on civility and its role in community building
- Integrate the concept of civility into official and unofficial regional discourse

# Cultural CAPITAL

**A REGION CANNOT BE WORLD-CLASS** without a comprehensive, consistent and fiscally aggressive commitment to the arts as a critical driver of economic, community, tourism, and quality of life development. Greater Des Moines and Central Iowa has demonstrated a sustained dedication to building arts and cultural assets for years; the result is a community with an impressive array of cultural resources for its size. As the Capital Region continues to evolve and mature, taking its arts community and economy to the next level will further enhance the region's competitiveness as a destination for talent, business, and visitors.



## Capacity and Coordination

- Sustain and grow financial resources to support the arts economy
- Develop more centralized, coordinated and enhanced arts marketing, promotion, and attendance-building strategies
- Ensure collaboration and information-sharing among Greater Des Moines' art and cultural entities
- Enhance efforts to develop a regional music economy

## Infrastructure and Events

- Increase available space for arts performance, education, and incubation
- Pursue potential designation of arts districts in Greater Des Moines communities
- Pursue development of a prominent mid-sized performance venue in Greater Des Moines

## Community-Building

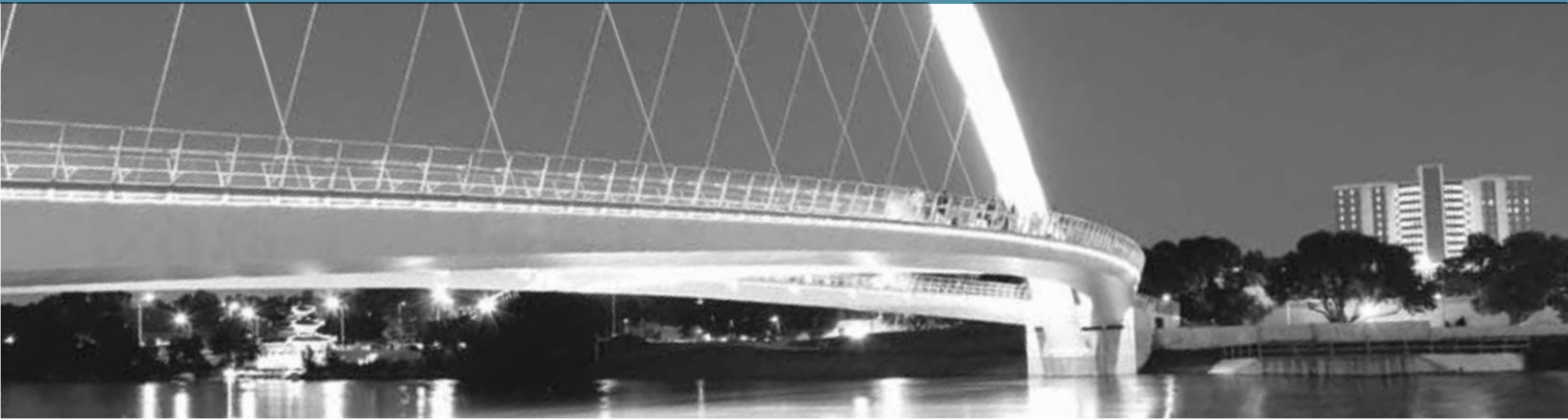
- Connect regional communities and visitors with Greater Des Moines' arts, cultural, heritage, architecture, and public art assets
- Advance the vision and mindset of the arts as a critical component of the community's fabric
- Leverage the arts to bring different Greater Des Moines constituencies together

### Arts Districts

Art districts offer an eclectic blend of visual and performing arts in an urban environment that attracts the artist and the art lover alike. Successful art districts across the country demonstrate how a vibrant culture can create dining, entertainment, and retail opportunities, while contributing to a city's unique signature.

# Physical CAPITAL

CENTRAL IOWA IS FACED WITH A SITUATION that many regions would envy; it must consider the best way to accommodate additional population and economic growth without sacrificing the quality of life and natural amenities that residents treasure. Greater Des Moines is one of the fastest-growing metropolitan areas in the Midwest. Ames is also growing at a fast clip. Through processes like the Regional Plan for Sustainable Development, the Capital Crossroads region has the chance to get out in front of this growth by developing sustainable systems to manage the impact of new residents.



## Plan for One Region

- Consider realigning current planning geographies to reflect future development patterns and the need for “smart growth” solutions
- Collaborate with the Metropolitan Planning Organization’s implementation of “The Tomorrow Plan”
- Ensure future geographic expansion of the Des Moines Area Regional Transit Authority (DART) via the “DART Forward 2035” plan

## Shore Up Infrastructure Systems

- Implement the plan to repair the City of Des Moines’ water and sewer systems
- Continue efforts to prevent flooding in Central Iowa by investing in effective and sustainable flood-control efforts
- Identify and implement improvements that provide necessary flood protection to major urban areas and valuable commercial properties

## Major Projects

- Continue with efforts to fund, construct and/or redesignate priority transportation projects in Greater Des Moines
- Commission a Logistics Development Plan for Central Iowa
- Support the continued study and potential funding of high-speed rail through Greater Des Moines
- Initiate a comprehensive study on the dynamics of regional passenger air service and its potential for competitive enhancement
- Partner with DART, the MPO, and other agencies to study the development of fixed-rail or bus-rapid-transit connectivity between Ames and Des Moines

# Governance

## CAPITAL

IN AN ERA OF PERPETUALLY CONSTRAINED LOCAL BUDGETS and rising costs for personnel, services, and infrastructure, governments are seemingly forced every year to propose and enact painful operational and programmatic cuts. In order to ensure that Central Iowa governments are able to sustainably manage growth without sacrificing essential public services, elected and appointed leaders in the region should consider all high-value, consensus-based coordinated planning for transportation, housing development, solid waste, workforce, economic development, and other sources. This will entail a new spirit of regional communication, coordination and resources.



### Communicate and Coordinate

- Expand the Metro Advisory Council to additional Capital Crossroads counties
- Optimize local zoning and development ordinances to ensure regulatory integration and coordination across Greater Des Moines
- Assess the benefits of creating a metro water authority in Greater Des Moines

### Maximize Resources

- Appoint a Shared Services Task Force comprising regional elected and appointed officials to assess the potential for services consideration in Greater Des Moines and Central Iowa
- Identify opportunities to develop revenue-sharing projects between Greater Des Moines and Central Iowa governments

### Advocate

- Continue to leverage coalitions of Central Iowa governments to advocate at the state and federal level for key issues, policies, and projects

# Environmental CAPITAL

CENTRAL IOWA'S NATURAL RESOURCES HAVE SERVED AS CRITICAL CONTRIBUTORS to the region's economy and quality of life for over a hundred years. Exciting opportunities exist to leverage these assets in even more dynamic ways. By developing more capacity in passive and active recreation such as parks, trails, and river sports, considering new ways to consolidate the management of critical environmental resources, and capitalizing on a revolution in sustainability practices that makes the region more livable; the potential exists to create hundreds of good-paying jobs.



## Trails Capital

By continuing to support the development, maintenance, and promotion of the Central Iowa Trails network, Greater Des Moines will become the hub to a world-class commuter and recreational trails system.

Once complete, the network would include two loops of hundreds of miles – the largest in North America – connecting communities, attracting tourism, promoting economic development, and complimenting the missions of the Metropolitan Planning Organization and the Central Iowa Bike-Pedestrian Roundtable.

## Develop and Enhance

- Continue the enhancement of Greater Des Moines' supply of environmental and recreational infrastructure
- Advance efforts to make Central Iowa the "Trails Capital of the World"

## Sustain for Gain

- Leverage and promote existing and emerging tools to advance sustainability practices in Greater Des Moines and Central Iowa
- Proceed with efforts to have Greater Des Moines selected to participate in the Climate Prosperity Project

## Manage

- Consider the development of a "Natural Utility" in Central Iowa

# Conclusion

In the economic development world, Greater Des Moines is considered a community on the rise. List after list from major publications and websites identifying the “best place” for business, young professionals, careers, economic sustainability, quality of life, raising a family, and other indicators show the Des Moines region in the top percentile of U.S. midsize regions and regions of any size. These rankings are not a fluke; Greater Des Moines has benefitted from strong and visionary public and private leadership; dynamic, growing and philanthropic corporations; and education and training institutions that have prepared generations of Central Iowans to succeed in the region’s top companies.

To a certain degree, this Capital Crossroads process entails jumping on an already fast-moving train. Yet there is also new capacity needed to remain viable in a changing competitive national and global landscape. No community can afford to rest on its laurels. Today’s economy demands that Greater Des Moines and Central Iowa do more than ever before to stay competitive for the highest-value employment and most skilled talent the country has to offer.

The Capital Crossroads plan challenges regional leaders to do more, invest more, think bigger and work together in new and dynamic ways. The result could be a legacy that positions the Capital Region to ascend even higher among the top tiers of U.S. metropolitan areas.

Capital Crossroads will create jobs and economic growth for existing and new businesses, a world-class community and quality of life, and a magnet for diverse talent. Development of the strategy, however, was simply the “end of the beginning.” The real work starts when Capital Crossroads transforms from a planning process to an exercise in effective implementation.

We’ll measure success in all areas of the plan:

- **Population growth**
- **Improved services through efficiency and increased resources**
- **Greater investment in physical, social, and cultural infrastructures**
- **A growing tax base**
- **Safer communities**
- **World-class education**
- **Stronger local programs**
- **Higher quality jobs with improved per capita income**
- **A more engaged citizenry**

**Capital Implementation Committees and Chairpersons:**

**Capital Core**

Rick Clark, Mary O'Keefe

**Urban Core**

Elisabeth Buck, Teree Caldwell-Johnson, Tom Urban

**Physical Capital**

Dave Caris, Angela Connolly

**Environmental Capital**

Fred Hubbell, Bob Riley

**Governance Capital**

Bob Andeweg, Gretchen Tegeler

**Business Capital**

Kathryn Kunert, Mark Miller, Sharron Quisenberry

**Capital Corridor**

Greg Geoffroy, Steve Zumbach

**Human Capital**

Scott Johnson, David Wilkerson

**Social Capital**

Phil Hodgins, Kristi Knous

**Wellness Capital**

Laura Jackson, Sheila Laing

**Cultural Capital**

Mary Cownie, Brian Laurenzo

Our work will require Central Iowa to truly become one region. Based on the tremendous participation in this planning effort from across Central Iowa, stakeholders are ready to join the team and get started. We hope you'll join us.

To learn more:

[www.capitalcrossroadsvision.com](http://www.capitalcrossroadsvision.com)

**Sponsor Organizations:**

Bravo Greater Des Moines  
Community Foundation of Greater Des Moines  
Des Moines Area Metropolitan Planning Organization  
Greater Des Moines Partnership  
Iowa State University  
Prairie Meadows Racetrack and Casino  
United Way of Central Iowa

**Steering Committee: Tri-Chairs**

Angela Connolly, Polk County Board of Supervisors  
J. Barry Griswell, Community Foundation of Greater Des Moines  
Cara Heiden, Wells Fargo (retired)/Greater Des Moines Partnership

**Committee Members**

Ako Abdul Samaad, State Representative, Mayor Charles (Chaz) Allen, Jasper County, Bob Andeweg, Metro Advisory Council, Chief Judy Bradshaw/Joanne Pollock, Des Moines Police Department, President John Byrd, Simpson College, Teree Caldwell-Johnson, Community Foundation of Greater Des Moines, Jeff Chelesvig, Civic Center of Greater Des Moines, Shannon Cofield, United Way of Central Iowa, Mayor Frank Cownie/Rick Clark, City of Des Moines, Mary Cownie, Iowa Department of Cultural Affairs, Dan Culhane, Ames Chamber of Commerce, President Rob Denson/Mary Chapman, Des Moines Area Community College, Greg Edwards, Greater Des Moines Convention & Visitors Bureau, Bill Fehrman/Kathryn Kunert, MidAmerican Energy, President Gregory Geoffroy/Tahira Hira, Iowa State University, Paul Gregorie, Emerson Process Management/Fisher Division, Neil Hamilton, Drake University, President Kent Henning, Grand View University, Laura Hollingsworth, The Des Moines Register, Fred Hubbell, Community Foundation of Greater Des Moines, MD Isley, Bravo Greater Des Moines, Steve Lacy, Meredith Corporation, Brian Laurenzo, Bravo Greater Des Moines, Zachary Mannheimer, Des Moines Social Club, President David Maxwell, Drake University, Christopher McDonald, Iowa Asian Alliance, Isaiah McGee, African American Business Association, Jeff Nolan, Madison County, Gary Palmer, Prairie Meadows, Suku Radia, Bankers Trust, Scott Raecker, State Representative, Sid Ramsey, Iowa Health System, Mayor Ruth Randleman, Warren County, Christian Renaud, StartupCity Des Moines, Bob Riley, Feed Energy Company, Nannette Rodriguez, ALIANZA, Amedeo Rossi, Des Moines Music Coalition, Pastor Clair Rudison, Black Ministerial Alliance, Nancy Sebring, Des Moines Public Schools, Roger Underwood, Ames, Tom Urban, Des Moines, Mayor Steve Van Oort, MIALG, David Vellinga, Mercy Medical Center, Bob Vermeer, Vermeer Manufacturing, Wendy Waugaman, Iowa Federation of Insurers, David Wilkerson, Waukee Public Schools, Martha Willits, Greater Des Moines Partnership, Connie Wimer, Business Publications, Larry Zimpleman/Mary O'Keefe, The Principal Financial Group, Steve Zumbach, Belin McCormick Law



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