

# 2017 PRIORITY ACTIVITIES

## *MARCH 2017*

Jay Byers, Greater Des Moines Partnership  
Angela Connolly, Polk County  
Kristi Knous, Community Foundation of Greater Des Moines

Capital Crossroads is **a bold but achievable vision** pushing Central Iowans to dream big, not settle for good enough, think long term, and work together.

## BUSINESS CAPITAL

*Mike Crum and Kathryn Kunert*

Central Iowa will remain a regional leader in economic growth.

### TARGETED INDUSTRY GROWTH

#### Effectively retain and expand existing businesses

Use Target Industry Councils to inform sector-based action planning

- Conduct industry council meetings to identify issues that impede growth opportunities

Leverage BRE visits to inform business expansion and attraction efforts

- Serve as a resource for local companies to address their concerns or opportunities within the region
- Conduct 20 corporate headquarters visits for local firms that are based outside of Central Iowa

Continue to advance economic activities with local small businesses

- Recognize firms that have made substantial economic impact with the Celebrate Business Awards

Continue to partner with local EDOs to retain and expand businesses

- Partner with local economic development organizations on making 150 executive calls to firms in Central Iowa

#### Promote Greater Des Moines and Central Iowa in targeted external markets

Promote Central Iowa through multimedia platforms and technologies

- Continue to deepen social media outreach

Conduct targeted outbound promotional trips to priority markets and events

Collaborative effectively with state and local economic development partners

- Conduct nine domestic marketing trips in metro areas with a high concentration of site location consultants, target industries, and corporate headquarters
- Attend or exhibit at fifteen trade shows for targeted industries and corporate real estate executives

Host influential site location consultants and corporate executives at prominent Central Iowa events

- Sponsor members of the Site Selection Guild to visit the region
- Use events such as the Principal Charity Classic, Solheim Cup, World Food Prize, and Global Insurance Symposium to highlight the region's assets
- Continue to provide leadership support for the 2017 Global Insurance Symposium

Leverage public relations investments to secure earned media placements

- Through the Greater Des Moines Partnership, continue to drive press placements

## **ENTREPRENEURIAL DYNAMISM**

### **Support and enhance key facets of Central Iowa's diverse entrepreneurial ecosystem**

Maximize the benefit of startup acceleration services and facilities

- Continue the Square One DSM Accelerator program
- Advance the Iowa AgriTech Accelerator

Fully leverage entrepreneurial spaces, programs, and events

- Develop and hold a successful Accelerate DSM conference in April
- Develop and hold bi-annual Raising Capital seminars
- Host monthly Startup Stories events
- Host monthly Plains Angels meetings
- Attend TAI and 1 Million Cups networking events
- Work with area chambers of commerce
- Provide direct feedback as panelists at multiple entrepreneurial and angel investor events

Facilitate the provision of seed and growth capital

- Support angel syndicate for deal sharing in the Midwest

### **Promote a diverse, networked culture of entrepreneurship**

Effectively nurture the full diversity of potential entrepreneurs

- The Partnership to hire an additional staff person with specific focus on outreach to military veterans, minority entrepreneurs, and women entrepreneurs
- Pursue grant programs and state funding to support additional entrepreneurial initiatives

## INTERNATIONAL EXPANSION

### Accelerate growth of key industry clusters through global engagement

Use the Cultivation Corridor to elevate Central Iowa as a global leader in agricultural bioscience

- Promote the Corridor as the global leader in agricultural bioscience

Increase the region's global identity through growth in the insurance and financial services cluster

- Market the region as a global insurance hub
- Market the benefits of the foreign trade zone and the new alternative site framework

More effectively incorporate assistance into BRE activities

- Globalize business retention and expansion plan

Focus on the attraction of foreign talent to Central Iowa

- Work with the Greater Des Moines Partnership's talent development team and the Human Capital to advance Global DSM: International Talent Strategy to attract global talent

## CAPITAL CORE

*Russ Cross, Colleen MacRae, and Scott Sanders*

The urban core of Central Iowa will continue to enhance its role as the region's principal activity, hospitality, and employment hub and benefit from safe, dynamic, desirable, and affordable neighborhoods.

## DOWNTOWN VITALITY

### Increase the capacity and diversity of downtown amenities

Conduct a downtown Des Moines retail analysis and attraction study

- Work with Greater Des Moines Partnership to facilitate discussions with local retail experts
- Develop five to six recommendations to guide retail strategy

Enhance downtown Des Moines activity and event programming

- Support the private market as necessary to ensure a vibrant downtown

Continue advancing projects to bring additional workers, residents, and visitors to downtown Des Moines

- Support the private market as necessary to ensure a vibrant downtown

### **Build and sustain downtown housing at multiple price points**

Continue aggressive efforts to support mixed-use, mixed-income housing downtown

- Support for-profit and nonprofit developers in the provision of mixed-use, mixed-income housing

Develop a Downtown Des Moines Workforce Housing Plan

- Secure funding for and develop Downtown Workforce Housing Plan to identify the magnitude of the gap in the downtown housing supply and to provide targeted income levels and housing rates

Support transportation options that promote urban living and increased affordability

- Support completion of Connect Downtown plan
- Support creation of City of Des Moines transportation master plan

### **Foster development of connected, pedestrian-friendly downtown environments**

Implement strategies to encourage downtown mobility alternatives

- Support completion of Connect Downtown plan
- Support creation of City of Des Moines transportation master plan

Ensure that parking structures and skywalk policies are consistent with downtown urbanism goals

- Support City of Des Moines study on the future of public parking

## **NEIGHBORHOOD IMPROVEMENT**

### **Leverage effective strategic models for neighborhood improvement**

Continue to seek resources to advance the Neighborhood Improvement Implementation Plan

- Support City of Des Moines efforts to strengthen policies, regulations, and procedures

Use the Viva East Bank! program as a model for additional neighborhood improvement initiatives

- Confirm City of Des Moines's ability to catalog tactical activities and oversight agencies
- Support City of Des Moines update to revitalization initiatives

Implement effective corridor-improvement strategies

- Support Douglas Avenue corridor improvement

Launch an anchor-based community wealth building initiative

- Support Broadlawns Local initiative

### **Create and leverage a diverse array of neighborhood-improvement tools**

Continue use of key nonprofit neighborhood revitalization resources, tools, and personnel

- Launch Des Moines Land Bank
- Support City of Des Moines efforts to strengthen policies, regulations, and procedures

Support and create district-based financing and investment tools

- Support and promote efforts to propose and approve a Local Option Sales Tax

## **CULTIVATION CORRIDOR**

*Gage Kent*

Central Iowa will become the global center for agricultural technology and associated employment.

### **Implement the Cultivation Corridor economic development strategy**

Continue to leverage partnerships with public and private entities to bring agbio and agtech capital, jobs, and research to the Corridor

- Generate qualified investment leads through external travel to trade shows, conferences, and priority target markets
- Lead trade mission to Israel
- Establish additional lead-handling protocols with partner economic development organizations
- Manage leads in collaboration with partner economic development organizations

## **Actively promote the Cultivation Corridor brand**

Increase brand awareness among targeted audiences

- Develop relationships with ag-focused venture capital funds and managers
- Participate in ag-focused startup programs
- Judge ag-focused competitions and awards
- Direct branding efforts at the North American market primarily using digital content
- Supplement digital material with brand-supportive collateral, with co-branding opportunities pursued selectively
- Strengthen brand alliances with the Iowa Economic Development Authority, the Greater Des Moines Partnership, the Ames Chamber of Commerce, and Iowa State University
- Deploy paid media strategy focused on targeted audiences
- Secure earned-media placements with public relations investments
- Organize and execute two Corridor-branded events

## **Support agbio and agtech innovation**

Develop and execute programming that fosters the development of high-value ag technologies

- Support and/or develop public policy beneficial to the Corridor's work
- Pursue opportunities to build Central Iowa's startup ecosystem in alignment with the Corridor's mission
- Support the development of shared innovation infrastructure
- Lead select programs and initiatives that advance Iowa's competitiveness for value-added agtech
- Produce national high school student survey asking specific attitudinal questions about careers, regions, and university preferences related to agriculture
- Unveil the Iowa Ag/Bioscience Asset database 2.0 with a new web-based interface aimed at making it easier for rural economic developers to use in discovering new ag-based economic development opportunities

## **CULTURAL CAPITAL**

*Sally Dix, Greg Edwards, and Myrna Johnson*

Recommendations emerging from the forthcoming Regional Cultural Assessment will be effectively implemented to maximize the role of arts and culture as vital contributors to Greater Des Moines' quality of life and economy.

## REGIONAL ARTS SECTOR

### Provide ongoing support for arts and culture organizations and producers

Ensure arts entities contribute effectively to the cultural ecosystem

- Support regional participation in the Americans for the Arts' *Arts and Economic Prosperity V Report* to demonstrate the role the nonprofit arts and culture industry and their audiences play in strengthening the regional economy
- Explore benchmarking of arts and culture philanthropy in Central Iowa

### Develop and implement a cultural assessment for the region

Effectively support and implement the region's Cultural Assessment

- Complete Regional Cultural Assessment to help identify and focus on opportunities that will leverage arts and culture to further enhance quality of life and economic development throughout Central Iowa
- Host a series of community conversations to inform the Regional Cultural Assessment

## GOVERNANCE CAPITAL

*Bob Andeweg, Sara Kurovski, and Gretchen Tegeler*

Central Iowa governments will sustain partnerships to optimize process coordination and regional governance.

## COORDINATED OPERATIONS AND GOVERNANCE

### Pursue operational coordination

Continue the evolution of the Local Government Collaboration Project

- Define and complete LGC project with finance team
- Define and complete LGC project with community development team
- Host shared library training event
- Begin LGC project with public works team
- Begin LGC project with fire team
- Determine how to heighten reach of LGC projects
- Develop Fair Play Agreement 2.0 in collaboration with Business Capital
- Establish ongoing framework to develop code templates



Adopt and sustain the work of the Central Iowa Code Consortium

- Develop model 2018 building code

### **Assess opportunities for regional governance**

Pursue the development of a COG or similar entity

- Build off Des Moines Area MPO strategic planning work

Determine the long-term viability of existing regional coordination committees

- Explore the options for a common portal to hold board meeting agendas, minutes, etc., to provide better access for board members and public

## **HUMAN CAPITAL**

*Elisabeth Buck, Dr. Angela Franklin, and Greg Nichols*

Central Iowa will feature a workforce with the skills and training necessary to support optimal economic development.

### **WORKFORCE-SUPPORTIVE POLICIES**

#### **Identify and lobby for education policies benefitting Central Iowa**

Leverage partners to inform policy priorities

- Implement EDGE goals and market the campaign to galvanize Central Iowa's education, business, and community leaders around bold, long-term, common education-workforce goals aligned to regional economic development strategies
- Educate and mobilize contingency of business leaders to work with legislators through the annual Education Excellence summit and ongoing communication strategies

Consider the promotion of education-specific policy issues

- Produce annual Education Excellence summit highlighting best practices improving educational attainment

## **CRADLE THROUGH CAREER PIPELINE**

### **Partner with the private sector to maximize their impact on talent development**

Optimize coordination and communication with private sector partners

- Implement Campaign to encourage hiring Untapped Talent – i.e., persons with disabilities, ex-offenders, foreign-born, Black and African Americans, homeless, etc.
- Drive employer adoption of recommendations from the D&I Council on closing the employment gap for Black/African Americans
- Support ex-offender mentorship program(s)

### **Provide support for early grade success**

Offer services and support to improve student health, attendance, and performance outcomes in early grades

- Support ongoing efforts of United Way of Central Iowa, Boys & Girls Clubs of Central Iowa, the Des Moines YMCA, and other partners

### **Graduate Central Iowa high school students college and career ready**

Successfully advance students to graduation

- Support ongoing United Way of Central Iowa efforts

Support college and career readiness in Central Iowa high schools

- Collaborate with TAI, IEDA, and business partners to create Central Iowa Code Academy
- Build a Central Iowa hub that connects secondary students to internships/job shadows, teachers to externships, and business to in-school career awareness opportunities
- Develop marketing campaign to support E2B initiative
- Collaborate with Iowa College Access Network to deliver career awareness and business connection campaign to over 40 Central Iowa middle and high schools
- Host Golden Circle Career Connection for K-12 students, parents, educators featuring local businesses in key industry sectors

## **LIFELONG LEARNING**

### **Help Central Iowa adults advance their education and career opportunities**

Support local adults seeking to complete high school and college degrees

- Support United Way's Bridges to Success and OpportUNITY initiatives

## **Enhance adults' ability to access jobs and training**

Improve transportation access to jobs and training

- Support ongoing work through Physical Capital and DART Forward 2035 initiative

## **TALENT RETENTION AND ATTRACTION**

### **Retain skilled recent graduates and interns**

Leverage tools and relationships to support talent retention

- Conduct annual survey to capture data on current and projected workforce needs
- Expand SeizeDesMoines – CarpeDM marketing campaign to continue building local support through content curation on Facebook and blogs
- Continue to support YPC in the collective effort of attracting and retaining Greater Des Moines's fastest-growing demographic (25 – 34 year olds)
- Implement a community-wide YPC day of service benefiting a local organization
- Continue to elevate the YP voice in the Greater Des Moines community through YPC opportunities
- Utilize the annual Talent Survey to obtain data on retention trends and issues
- Conduct Semi-Annual Community Connectedness Survey
- Provide peer to peer learnings through D&I roundtables (4/year minimum)
- Host Annual Executive Forum on D&I
- Produce four D&I webinars
- Expand awareness of quarterly Welcome to Des Moines receptions
- Host quarterly Multicultural Receptions

Provide comprehensive internship and intern-support programs

- Promote Internship 101 Toolkit to increase member utilization and number of internships offered
- Continue to enhance the experience and participation of “Seize the City” interns with a notable community service activity, increased leadership engagement and interactive professional development. Depending on demand, pilot a fall and spring program
- Expand internship housing to the Iowa Center for Higher Education. Work with local developers and other higher education institutions to explore other housing options for interns and promote inventory to corporate partners and individual users

## Attract top talent to Central Iowa

Promote Central Iowa through external events and visitation

- Participate in a minimum of 50 college campus recruiting events in Iowa and across the US. (in-person)
- Participate in a minimum of two virtual career fairs targeting geographic and/or demographic populations typically not covered with in-person recruiting
- Host at 2 – 4 large-scale recruiting events outside of Iowa (e.g. SXSW, major tech conference, targeted cities with high concentration of alumni/former Iowans)

Enhance targeted outreach and engagement with talent prospects

- Activate national campaign to grow user engagement (leads) via SM impressions by 10%
- Support Central Iowa's "Home Base Iowa" efforts through marketing and support services

Work to attract international talent to the region

- Conduct two campus recruiting two events focused on diverse student populations
- Develop a foreign student recruitment and retention plan to retain international students attending post-secondary institutions in Iowa
- Develop a global talent recruitment program targeting professionals in high-demand careers
- Convene stakeholders to implement recommendations 1, 2, 3, 4, 6, and 9 of the Global DSM: International Talent Strategy
- Partnership to lead implementation of Global DSM recommendations 5, 7, and 8
- Enhance national partner networks through NAE, Welcoming Communities, WeGlobal, etc.

## NATURAL CAPITAL

*Adam Hammes, Hannah Inman, and Larry James*

Central Iowa will be recognized nationally as a best practice community for its environmental sustainability.

## LAND USE, ZONING, AND SUSTAINABILITY

**Implement policy and resource frameworks supporting Central Iowa's sustainable growth vision**

Zone for preferred land uses

- In conjunction with Capital Core, support completion of Connect Downtown to improve safety and access to and within downtown Des Moines
- In conjunction with Capital Core, support implementation of PlanDSM and the update of the City of Des Moines's zoning code

- In conjunction with Capital Core, support completion of the City of Des Moines's transportation master plan
- Work with the Urban Land Institute Iowa to educate business community about form-based codes

Identify effective growth management tools for potential incorporation into Iowa code

- Work with community partners to change SUDAS

## **OUTDOOR RECREATION**

### **Enhance Central Iowa's network of parks and greenways**

Develop and implement a regional parks plan

- Study regional parks funding models across country
- Develop regional parks plan
- Work with City of Clive, Des Moines Water Works Park Foundation, and Agriculture's Clean Water Alliance for Current Conversations on Water Quality: An Upstream-Downstream Exchange event

## **RESOURCE CONSERVATION**

### **Optimize water quality and distribution**

Continue expanding watershed management capacity and impacts

- Support and monitor ongoing work of community partners

### **Partner on conservation and advocacy efforts to sustain Central Iowa's natural resources**

Continue building coalitions to develop and implement natural resource protection and enhancement initiatives

- Assist Iowa Agriculture Water Alliance to host launch party for Walnut Creek Watershed for the Regional Conservation Partnership Program grant
- Continue to grow team build from Iowa's Soil & Water Future Advisory Committee
- Co-host Current Conversations on Water Quality: An Upstream-Downstream Exchange in collaboration with Agriculture's Clean Water Alliance
- Connect Young Professionals Connection and YPs in Agriculture

Foster discussions on energy efficiency and renewable energy issues and opportunities

- Support City of Des Moines in moving City Energy Project forward
- Develop database of best practices and case studies in terms of projects and policies

## **MARKETING AND EDUCATION**

### **Actively promote environmental sustainability issues and opportunities**

Develop compelling effective public outreach campaigns

- Integrate into each Natural Capital project
- Through Great Outdoors Foundation, create comprehensive conservation and environmental education calendar

## **PHYSICAL CAPITAL**

*Todd Ashby, Eric Burmeister, and Michael Sadler*

Smart planning, timely infrastructure development, and implementation of state-of-the-art technologies will sustain Central Iowa population growth for the present and future.

## **TRANSPORTATION AND MOBILITY**

### **Optimize transportation infrastructure and services**

Create a non-partisan mobility alliance as a business-led partnership to advance multimodal mobility in Central Iowa

- Leverage Transit Future Work Group to grow advocacy efforts and a larger coalition

Ensure efficient use of existing transportation investments

- Support ongoing work of Ames and Des Moines Area MPOs

### **Foster development of connected, bicycle- and pedestrian-friendly environments**

Implement strategies to encourage mobility alternatives

- In conjunction with the Capital Core, Natural Capital, and Urban Land Institute Iowa, support completion of Connect Downtown to improve safety and access to and within downtown Des Moines
- Support implementation of PlanDSM and the update of the City of Des Moines's zoning code

- Support completion of the City of Des Moines's transportation master plan

Manage parking to ensure efficient use of existing parking, market demand, and impacts on travel behavior

- Support City of Des Moines study on the future of public parking

Advance and swiftly transition key policies into implementation mode

- Work with community partners to adopt nationally-accepted standards on bicycle and pedestrian facilities
- Support adoption of the Complete Streets policy template

### **Enhance regional transit capacity**

Provide ongoing support for implementation of DART Forward 2035

- Support Transit Future Work Group and ongoing advocacy efforts

Support development patterns and land uses necessary for public transit to thrive

- Partner with Natural Capital and Urban Land Institute Iowa
- Leverage Governance Capital's Local Government Collaboration project

Facilitate transit connectivity of key local, regional, and external nodes and markets

- Participate in Midwest Regional Rail Planning Study, with the goal of producing a 40-year framework for the Midwest intercity passenger rail network, including a prioritization of corridors and investment projects, a governance structure, and funding strategy

### **Develop key freight infrastructure**

Design and promote a regional multimodal transload facility

- Begin construction of transload facility

## **DESTINATION AMENITIES**

### **Develop a world-class system of land and water trails**

Develop and connect Central Iowa's network of land trails

- Support ongoing expansion and maintenance work

Build an extensive system of regional water trails

- Support engineering study for water trails system

## **21<sup>st</sup> CENTURY TECHNOLOGIES**

### **Secure competitive broadband speeds for all regional communities**

Identify viable means to secure gigabit internet for Central Iowa communities

- Continue monitoring availability of gigabit internet connectivity
- Advocate for gigabit internet connectivity when necessary

### **Pursue Smart City strategies in Central Iowa**

Launch a coordinated Smart City initiative

- Leverage City of Des Moines transportation study as well as West Des Moines and Clive adaptive signal work to develop foundational mapping and integration

## **NEIGHBORHOODS AND HOUSING**

### **Ensure regional diversity in neighborhood and housing costs, styles, and locations**

Build missing middle housing types

- Collaborate with the Age-Friendly City initiative to educate policymakers, developers, and residents

Implement Housing Tomorrow to address regional affordable housing needs

- Embed Housing Tomorrow into programming efforts through partnerships with Urban Land Institute Iowa and the Polk County Housing Trust Fund
- Partner with the Polk County Housing Trust Fund on Affordable Housing Week events
- Partner with the OpportUNITY plan to address issues of homelessness and access to quality workforce housing
- Develop projection of job creation to determine housing needs in collaboration with Human Capital

Promote infill development and the rehabilitation of vacant structures

- Support launch of Des Moines Land Bank



Develop vibrant neighborhoods and communities

- Support ongoing Invest Health work
- Support Healthy Hometown powered by Wellmark

## **SOCIAL CAPITAL**

*Dr. Glenda Bivens, Angie Dethlefs-Trettin, and Izaah Knox*

Central Iowa will become the gold standard of the successful 21<sup>st</sup> century region.

### **SUPPORT A MORE DIVERSE IOWA**

#### **Establish community goals for leadership, diversity, equity, inclusion, and civility**

Continue to inform and advance the three critical drivers of success — leadership, civility, and diversity, equity, and inclusion — throughout the overall implementation of Capital Crossroads by building grassroots discussions and participation to drive deep understanding of key issues related to diversity, equity, and inclusion

- Create framework to engage broad constituencies in the development of next steps
- Articulate community goals around these key drivers based on information gathering
- Create framework based on community goals to engage Social Capital and partners

#### **Leverage and enhance existing efforts**

Recognize, celebrate, and continue to lift up successes since Capital Crossroads' inception

- Continue engagement and support of the Regional Leadership Council while exploring the development of shared program modules
- Further the promotion, engagement, and use of the LeadershipLink tool
- Determine strategies to leverage the recent leadership survey conducted in Central Iowa
- Continue support and promotion of the Emerging Leaders Collaborative
- Support and continue partnership exploration for the GAP initiative
- Explore region-wide training experiences on cultural competency
- Continue work around the Building Better Boards initiative
- Continue promotion and support of the Iowa Civility Project
- Create civility tools to integrate across Capital Crossroads efforts

## WELLNESS CAPITAL

*Jami Haberl and Rick Kozin*

Wellness Capital will lead in elevating the conversation and giving voice to the vast number of opportunities to improve the overall social and emotional well-being of the community through advocacy and awareness.

### **PRESCRIPTIVE ASSESSMENT**

#### **Optimize the use of data to inform wellness planning**

Participate in regular community health assessments and tracking

- Monitor Gallup-Healthways Well-Being Index
- Support Healthiest State Initiative work to create and track well-being improvement

Partner with businesses to assess and improve their workers' social and emotional well-being

- Work with Iowa State University to survey businesses on employee productivity, the mental health of workers, and companies' responsibilities with respect to these issues
- Leverage survey results to inform opportunities to improve overall social and emotional well-being of the community through advocacy and awareness

### **PROGRAMS AND SERVICES**

#### **Raise awareness of the need for integrated mental health services**

Convene partners to inform coordinated mental health programming

- Secure funding to support development of targeted communications strategy to raise the profile of mental health issues and programs in Central Iowa
- Continue support of existing programs and services, including the Iowa ACEs 360 coalition, Connections Matter, and Orchard Place

#### **Support improved regional social and emotional well-being**

Advocate for holistic Central Iowa wellness programs

- Partner with regional and statewide organizations to launch the Iowa Walking College, an interactive, no cost online educational program for walkable community advocates
- Support Healthy Hometown powered by Wellmark to make the healthy choice the easy choice
- Continue partnership with Age-Friendly Greater Des Moines
- Continue support of Healthy Homes Des Moines

- Continue support of Invest Health
- Continue support of Step It Up DSM
- Continue support of Double Up Food Bucks program
- Continue support and promotion of the GetActive Workplace Wellness Toolkit
- Continue support of Central Iowa Children's Mental Health Crisis Services Planning Initiative
- Continue support of the United Way-led 5-2-1-0 program focused on childhood obesity prevention
- Continue support of the youth violence prevention planning initiative