



IMPLEMENTATION ASSESSMENT

CAPITAL CROSSROADS MID-COURSE ASSESSMENT

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INTRODUCTION

Leveraging comprehensive research, the feedback of thousands of Central Iowa citizens, and the guidance of top regional leaders, the Capital Crossroads strategic vision plan has resonated strongly with the Greater Des Moines community since its launch in fall 2011. The plan's ten strategic capitals as well as an Urban Core Initiative have experienced a number of laudable implementation successes. Overseeing the process are 11 Capital Committees staffed by the Greater Des Moines Partnership, Community Foundation of Greater Des Moines, United Way of Central Iowa, and other partners and led by high-profile chairpersons. Capital Crossroads has received consistent attention in the local press, social media, and the words and actions of regional public and private leadership.

It is critical that the tremendous early momentum of Capital Crossroads be sustained into the second half of its implementation cycle. Strategies must be living documents, especially with the shifting competitive dynamics and evolving markets in today's economy. If the Great Recession taught us one thing, it is that the future cannot be predicted and communities must be nimble and flexible.

One benefit of the Capital Committees has been to ensure that dialogue on the implementation realities and challenges of the strategic capitals are routinely discussed, with adjustments made to corresponding activities as needed. However, it is also valuable to take a step back and view the implementation process from a holistic perspective. This Capital Crossroads Mid-Course Assessment will not only enable Central Iowa implementation partners to look back on the initial years and months of implementation to get a big-picture sense of key successes and challenges, but also look forward towards the final two and a half years of strategic implementation.

Confirming the principal strategic tenets of Capital Crossroads – and evolving implementation activities as necessary – will enable the Greater Des Moines Partnership and its allies to head into a second five-year strategic planning cycle with energy, optimism, and strong relationships with key local and regional constituency groups and organizations. The implementation structure supporting Capital Crossroads, built so determinedly during strategic planning, development and launch, is one of the key reasons the plan's initial results has been so successful. Leveraging this structure to inform the latter half of Capital Crossroads will do much to ensure that the strategy continues to serve as a dynamic regional blueprint for economic growth and development.

**Cover images courtesy of the Greater Des Moines Convention and Visitors Bureau.*

OVERVIEW

This Implementation Assessment report is part of a broader Mid-Course Assessment process to analyze the first half of Capital Crossroads in order to determine how to adjust and optimize strategic implementation for the second half of the five-year cycle. Importantly, this involves not only the implementation of the strategic actions themselves, but also the operational *process* of implementation. The components of the Mid-Course Assessment include:

CRADLE-THROUGH-CAREER COALITION ANALYSIS

The Analysis explored the design of a key recommendation in the Capital Crossroads strategy: the creation of a public-private coalition to advance talent development in Central Iowa. An inventory of current Central Iowa education-focused partnerships was paired with research on best-practice local models to identify potential cradle-through-career coalition opportunities for the region to pursue.

STAKEHOLDER FEEDBACK

This phase of the Mid-Course Assessment process involved outreach to the hundreds of volunteers who have stepped up to support implementation of the strategic capitals through their roles as Capital Committee co-chairs and members. Feedback in interviews, focus groups, and an online survey contributed to the findings of the Implementation Assessment and will ultimately inform the development of the Capital Crossroads 1.5 plan.

IMPLEMENTATION ASSESSMENT

This report leverages a mixture of different assessment techniques. In addition to qualitative outreach, quantitative research was done comparing Central Iowa to multiple benchmark regions on the performance metrics tracked by the Greater Des Moines Partnership to assess Capital Crossroads implementation progress. Key findings from the research will be reported and leveraged for the Capital Crossroads 1.5 adjustment strategy.

CAPITAL CROSSROADS 1.5

Based on the findings of Stakeholder Feedback and the Implementation Assessment research, *Market Street* will develop a list of strategic adjustments to the Capital Crossroads vision plan. These recommendations will include actions and sub-actions under each strategic capital area that must be reimaged, repurposed, eliminated, or evolved based on the experience and perspective of Capital Crossroads implementers and volunteers. There might also be new initiatives that demand consideration for inclusion in the strategic program based on trends, events, announcements, and opportunities that have arisen in the years since Capital Crossroads was finalized.

IMPLEMENTATION ASSESSMENT

It is a testament to the capacity and ambition of Central Iowa leaders that they developed and approved a strategy as aggressive and comprehensive as Capital Crossroads and created 11 separate volunteer work groups to guide its implementation. This structure has led to over 500 public and private volunteers and practitioners stepping up to advance the dozens of recommendations in the plan. The hundreds of hours of volunteer and staff time coupled with direct monetary investment in a number of the strategy's programs and initiatives have resulted in an impressive list of early and ongoing Capital Crossroads "victories," the vast majority of which are listed in the following pages. But with an undertaking as complex and far-reaching as Capital Crossroads, there are bound to be challenges with coordination, communication, staffing, resourcing and other concerns. Some of these issues are detailed in this Implementation Assessment as the partners overseeing Capital Crossroads seek to optimize strategic implementation processes and products heading into the second phase of the plan's implementation cycle. Despite these challenges, the first two-plus years of Capital Crossroads' programmatic existence should be considered nothing less than a very successful launch of what will be a long-term journey of making Greater Des Moines and Central Iowa competitive for the top companies and talent in the New Economy.

This report is divided into *three parts* corresponding with different elements of the analysis of Capital Crossroads implementation.

IMPLEMENTATION ACTIVITY MATRIX

This component looks at the output of the staff and volunteers working to implement each of the plan's strategic capitals. Actions that have been advanced will be reported on, in addition to those that have not been pursued and those that have been adjusted or reimaged. Information gleaned from Mid-Course Assessment **public input** – Capital Co-Chair interviews, focus groups with key volunteers, and an online survey available to all Capital Crossroads volunteers – is integrated into the Capital implementation descriptions and activity matrices. Survey results are presented in detail in this report's **Appendix**.

PERFORMANCE SCORECARD

Central Iowa economic and demographic trends were researched and compared against a number of benchmark communities for the performance metrics tracked by the Greater Des Moines Partnership. Complementing the regions profiled in the original Capital Crossroads Competitive Capacity Assessment, additional comparison regions were added for greater perspective on Central Iowa trends.

KEY FINDINGS

The final section of the report will leverage the entirety of the Implementation Assessment research to highlight the principal takeaways from the first two-plus years of strategic implementation. These key findings will serve as the bridge between the Assessment and the development of the Capital Crossroads 1.5 adjustment plan.

CO-CHAIRS

The volunteer leaders who have invested energy, enthusiasm, wisdom, pragmatism, and countless hours guiding their strategic capital committees are the unsung heroes of Capital Crossroads implementation. They are listed below.

Capital Corridor

Steve Zumbach, Dr. Steven Leath

Governance Capital

Robert Andeweg, Gretchen Tegeler

Natural Capital

Bob Riley, Fred Hubbell

Urban Capital

Elisabeth Buck, Teree Caldwell-Johnson, Tom Urban

Wellness Capital

Laura Jackson, Sheila Lang

Physical Capital

Dave Caris, Angela Connolly

Social Capital

Kristi Knous, Phil Hodgins

Business Capital

Mark Miller, Mike Crum, Kathryn Kunert

Capital Core

Rick Clark, Mary O'Keefe

Cultural Capital

Brian Laurenzo, Mary Cownie

Human Capital

David Wilkerson, Chris Littlefield

Implementation Activity Matrix

The Capital Crossroads strategy is a very detailed, comprehensive action plan with dozens of proposed activities spanning 11 strategic “capitals” running the entire gamut of what makes communities competitive in the New Economy. Over 500 Central Iowa volunteers have leant their time and passion to support organizational staff across the region with implementation activities. Implementation began with the rollout of the Capital Crossroads strategy in fall of 2011.

To comprehensively list every last implementation-related action would be extremely difficult from a logistical and contextual basis. As the quarterly reports by the Capital Co-Chairs made to the Capital Crossroads Implementation Committee have been broad and high-level, so too will the Activity Matrix reflect the core implementation activities without delving into the minutiae of each specific sub-action.

An understanding of which recommendations have been adopted and which have been tabled or adjusted by the Capital Committees will provide the framework for the contents of the Capital Crossroads 1.5 plan. This includes new actions that were not included in the original strategy.

In addition to the Capital Crossroads Quarterly Reports, information for this matrix was sourced from news articles and the public input conducted for the Mid-Course Assessment.

In the Activity Matrices, abbreviations in the Status columns correspond to the following:

- Ongoing = **O**
- Completed = **C**
- Pending = **P**
- Dropped = **D**

CAPITAL CORE

OBJECTIVES: 1.1: Neighborhood Improvement, 1.2: Downtown, 1.3: Regional Context

The Capital Core Implementation Committee was divided into two sub-committees: Downtown and Neighborhoods. The Downtown sub-committee benefitted from jumping on an “engine already moving down the track,” according to a volunteer. Capital Crossroads helped articulate the value proposition, bring people together on the same page, and add direction to the many initiatives already underway or planned. The clear definition of priorities coming from the Des Moines City Council also helped advance Capital Core efforts. Members of the Downtown sub-committee also provided a useful summary and inventory of past, present, and forthcoming downtown plans and projects that helped put the Capital Crossroads’ recommendations into context. Volunteers report that the Downtown sub-committee has not had a meeting in recent months.

The Neighborhood sub-committee benefitted from a broad, diverse membership. Staffed by two city of Des Moines employees, the sub-committee did a lot of outreach and facilitated much discussion leading up to the development of its Capital Core Neighborhood Improvement report. Presented in fall of 2013, the report projected that \$110 million in investment is needed over the next five years to address blighted properties, make improvements to streets and curbs, and produce a marketing campaign about the benefits of living in the city of Des Moines. The ongoing status of the Neighborhood sub-committee has yet to be determined pending further action on the recommendations of the Neighborhood Improvement report.

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
1.1.1: Leverage key assets as “catalysts” for neighborhood development and revitalization.			X		<ul style="list-style-type: none"> Concept included in the Capital Core Neighborhood Improvement report 	Additional action to be determined
1.1.2: Create a Des Moines Land Bank Authority.		X			<ul style="list-style-type: none"> Des Moines Redevelopment Corporation created – investments triggered multiple actions leading to development of new Wellmark YMCA, opening of former YMCA property for redevelopment, expansion of Downtown courthouse, and pending development of a Downtown convention hotel 	Future use of Corporation to be determined

ACTION	STATUS				ACTIVITIES	Notes
	O	C	P	D		
1.1.3: Enhance the capacity and promotion of tools enabling property-owners to upgrade their homes.				X		No action reported
1.2.1: Proceed with refurbishment of key Downtown infrastructure.	X				<ul style="list-style-type: none"> Principal Riverwalk completed DART Transit Center opened Skywalk system received new wayfinding and improvements are continuing Walnut Street refurbishment under construction Nollen Plaza redevelopment as Cowles Commons under construction Des Moines Botanical Garden phase I redevelopment completed with phase II under construction Parking Strategy developed for Downtown – demolition of Fifth Street garage pending; proposals received on redevelopment of Seventh and Grand garage 	
1.2.2: Foster Downtown economic development through building upgrades and conversions to fill office vacancies.	X				<ul style="list-style-type: none"> Multi-million dollar redevelopment of Principal Financial office properties ongoing Annual EcoCore report released – a number of conversions of historic office buildings and warehouses to residential are ongoing 	
1.2.3: Continue development of Downtown neighborhoods.	X				<ul style="list-style-type: none"> Extensive Capital Core Neighborhood Improvement study and plan developed – presented to over a dozen stakeholder groups and approved by Des Moines City Council and Capital Crossroads Implementation Committee Infill development activity strong in multiple Downtown sub-markets 6th Avenue Corridor redevelopment initiative ongoing under guidance of 6th Avenue Corridor Inc. Public-private coalition Friends of SW 9th, developing a corridor-improvement strategy 	Implementation of the Neighborhood Improvement Study is to be determined

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
1.2.4: Promote Downtown’s unique work-life advantages.	X				<ul style="list-style-type: none"> • Downtown concert series launched • Continued operation of Downtown Farmers Market, 80/35 concert, and Arts Festival • Des Moines Social Club opened in new location 	
1.3.1: Improve local and regional awareness of Des Moines and Central Iowa’s poverty-related issues.				X		No action reported

BUSINESS CAPITAL

OBJECTIVES: 2.1: Grow What’s Here, 2.2: Start-Up And Sustain, 2.3: Market and Attract

The Business Capital committee has emerged to serve as a key coordination entity for Central Iowa’s economic development programming. Multiple sub-committees have been launched and meet regularly. Beginning in 2013, the Greater Des Moines Partnership and the Business Capital committee began transitioning from its current economic development structure to a new model capitalizing on momentum from the recently created Target Councils. The new structure will roll out in 2014 and be launched in 2015 to embrace the Business Capital committee’s vision and leverage the Capital Corridor (“Cultivation Corridor”) effort.

The Capital Corridor project has driven changes to Iowa State’s economic development processes. The goal is to make Iowa State easier to work with and more responsive to economic development opportunities. Outreach to stakeholders and partners also informed the changes, which include a new Economic Development and Industry Relations office, the creation of a new group to work with corporate partners and/or investors, better integration among disparate Iowa State departments and offices, and the co-location of all Iowa State economic development functions in a new building under construction at the ISU Research Park. Efforts are also ongoing to make it easier for ISU faculty to commercialize their research.

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
2.1.1: Optimize existing business-retention and expansion (BRE) programs.	X				<ul style="list-style-type: none"> BRE continues to be a focus of EDOs across the region – all EDOs use Synchronous BRE software Advance Iowa: The Iowa Economic Gardening Network has launched to assist high-growth businesses "Look Local First" campaign launched to encourage Central Iowa companies to do business in the region 	Every community and EDO has a strong BRE focus so it was decided existing business task force was not needed
2.1.2: Create Target Business Councils for Central Iowa's highest-value employment clusters.	X				<ul style="list-style-type: none"> Five target councils¹ were created based on the Capital Crossroads target industry sectors – the councils have already held multiple meetings 	The U.S. DOT has awarded a \$2.6 million grant to ISU to establish a Midwest Transportation Center
2.1.3: Improve Central Iowa's business climate.	X				<ul style="list-style-type: none"> Policy and legislative issues supportive of business climate continue to be integrated into GDMP's annual legislative priorities list advocated for in the state capitol and on the annual D.C. lobbying trip 	
2.2.1: Implement the SourceLink online small-business portal in Greater Des Moines and Central Iowa.	X				<ul style="list-style-type: none"> Central Iowa SourceLink has been developed and launched > promotion is ongoing 	
2.2.2: Effectively serve aspiring entrepreneurs and innovators by creating a more visible and higher-capacity "conveyor-belt" to support tech start-ups.	X				<ul style="list-style-type: none"> StartupCity Des Moines was funded and launched and is supported by the GDMP's Business Innovation Zone (BIZ) program Work with the Iowa Integrated Innovation & Commercialization Network (IICN) is ongoing 	StartupCity is currently planning its next incarnation
2.2.3: Capitalize a proof-of-concept fund to be managed by the designated "conveyor-belt" entity.	X				<ul style="list-style-type: none"> Iowa State University launched a proof-of-concept fund The Plains Angels investor network was capitalized and launched 	The Nestmint seed capital fund will launch in 2014

¹ The Councils are: Finance & Insurance, Information Solutions, Health & Wellness, Agribusiness, Advanced Manufacturing, Green Technology, with the Des Moines MPO Freight Roundtable serving as the logistics council. Choose Des Moines marketing council also developed.

ACTION	STATUS				ACTIVITIES	Notes
	O	C	P	D	To Date	
2.2.4: Empower, enhance and support an entrepreneurial network in Central Iowa.	X				<ul style="list-style-type: none"> Technology Association of Iowa took the lead through implementation of its multiple networking programs 	
2.2.5: Partner with Iowa State University to optimize its technology transfer processes and commercialization pipeline.	X				<ul style="list-style-type: none"> Work group empaneled to optimize ISU commercialization and tech transfer processes – led to multiple changes implemented to improve the job creation potential of sponsored research and enhance partnerships with corporate and governmental investors 	
2.3.1: Optimize Greater Des Moines' marketing program.	X				<ul style="list-style-type: none"> GDMP website upgrades completed and launched External marketing program focused on marketing missions, trade shows, and internal hosting events continue Global Insurance Symposium held in Des Moines in May 2014 	
2.3.2: Explore the expansion of international marketing efforts.	X				<ul style="list-style-type: none"> GDMP continues to expand its focus on international marketing through trips to China, Brazil, Chile, India, and other priority locations E-Certify developed, simplifying certificate of origin processes required for exporting The Greater Des Moines Regional Export Plan metro export initiative, a partnership with the Brookings Institution, was completed in 2013 Foreign Trade Zone reorganized under alternative site framework to speed up approval process 	
2.3.3: Improve relationships with local economic development professionals across Greater Des Moines and Central Iowa.	X				<ul style="list-style-type: none"> Bimonthly (6X/year) meetings of the regional economic development practitioners group are ongoing 	
2.3.4: Fully leverage local leadership as Central Iowa "ambassadors."	X				<ul style="list-style-type: none"> Launched a Digital Ambassadors smart phone app to assist commercial brokers, developers, and business leaders in promoting Central Iowa Digital marketing brochure created 	

CAPITAL CORRIDOR

OBJECTIVES: 3.1: Coordinate, 3.2: Brand and Market, 3.3: Plan

This capital’s oversight committee spent the first half of the strategic implementation cycle overseeing the development of a branding and development plan for the Capital Corridor, identified in the Capital Crossroads plan as the span of Interstate-35 from Ames to Des Moines. However, during discussions related to the branding strategy, the parameters of the Corridor broadened to encompass not only the 50-mile Central Iowa labor shed, but also impacts that could be accrued statewide from a branding initiative focused on Iowa’s world-class capacity in the agricultural sciences and technology space. This focus emerged from the Capital Corridor committee’s discussions about which targets to incorporate into the branding effort, with an ultimate decision made that ag science was the category that Central Iowa could most legitimately “own” in the national and global marketplace.

Announced in April 2014, the newly-minted **Cultivation Corridor** initiative is more than just a branding strategy but has emerged as a staffed, incorporated entity focused on developing ag biosciences in Central Iowa and across the state. Program staff will be housed at Iowa State’s new building on its Technology Park campus, with an office also reserved for the director at the GDMP headquarters in Des Moines. The Capital Corridor committee was insistent that the branding initiative not be seen as a “Des Moines centric” endeavor, but one that extends across Central Iowa and across the entire state. Leaders of the Corridor initiative say it demonstrates that Central Iowa has chosen to step up and partner with the rest of Iowa to grow the agricultural sector in a complementary way.

The Capital Corridor committee will eventually sunset in favor of the board of directors empaneled to oversee the Cultivation Corridor branding and development initiative. Membership dues for board members will help partially fund the initiative, with investors receiving regular updates on progress towards achieving growth benchmarks, in Central Iowa as well as statewide.

ACTION	STATUS				ACTIVITIES	Notes
	O	C	P	D		
3.1.1: Optimize the Ames-Des Moines Corridor Marketing Group to serve as the coordinator of Capital Corridor planning and development efforts.				X		Capital Corridor committee and, eventually, the non-profit’s Board will serve this function

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
3.1.2: Confirm a property inventory and list of current and planned developments along the Corridor.		X				Committee determined that much of the inventory is already in place and accessible via the LOIS system
3.1.3: Foster “virtual” connections across the Capital Corridor.	X				<ul style="list-style-type: none"> Efforts will create a “big tent” for stakeholders – the rollout of initiative and milestone events will serve to get the “team” together around communications and planning 	
3.2.1: Create a brand for the Capital Corridor and aggressively leverage it in external marketing campaigns.		X			<ul style="list-style-type: none"> Cultivation Corridor branding and messaging platform unveiled in April 2014 	A national search resulted in the hiring of local firm Flynn-Write to develop the plan
3.2.2: Complement Capital Corridor efforts by launching an internal campaign to acknowledge and celebrate Central Iowa’s ag economy and related sectors.			X			Committee feels there are components of the branding plan that will accommodate this
3.3.1: Fund and produce a conceptual Capital Corridor Development Plan.	X				<ul style="list-style-type: none"> Development of agricultural sciences and technology sector in Central Iowa and beyond included in dynamics of Corridor initiative implementation 	Director hired to staff Corridor initiative

WELLNESS CAPITAL

OBJECTIVES: 4.1: Catalogue and Advocate, 4.2: Define and Design, 4.3: Market and Measure

The Wellness Capital committee began by inventorying and acknowledging the numerous wellness-related efforts taking place not only statewide (Blue Zones, Healthiest State Initiative, Wellness Council of Iowa) but also regionally. The comprehensive Wellness and Community study identified numerous programs coordinated by Iowa businesses and reinforced that creating a “regional initiative” might be seen as unnecessary and redundant to existing efforts. While this does not preclude future discussion of new regional programs, the Wellness committee currently does not have a unifying purpose. As such, efforts to meet and be productive have been “hit and miss,” with the committee having momentum before and after the release of the Wellness study but flagging at other times.

A key learning of the committee’s work was the need to determine what communities actually *want* to implement from the roster of potential programs. Additional issues involved the determination of how the effort is funded; how do you push the agenda; is the program staffed; and who are the local leaders who can “own” the initiative and advance the agenda?

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
4.1.1: Research and catalogue existing wellness-related efforts and entities in Central Iowa.		X			<ul style="list-style-type: none"> 2012 Wellness and Community study completed – 900 Iowa businesses participated 	Though about 15% of employers offer a wellness program, majority said programs work but barriers of knowledge and resources affect ability to launch efforts
4.1.2: Assess potential regional buy-in for development of a comprehensive, coordinated and measureable wellness initiative.		X				Ultimately determined that regional effort would risk creating redundant programming
4.2.1: Form a Program-Design Committee to create the specifications of the wellness initiative.				X		Decision made not to pursue a regional effort

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
4.2.2: Finalize the wellness initiative and activate the program.			X		<ul style="list-style-type: none"> Two Blue Zone communities certified in Central Iowa Healthiest Ames Initiative launched in Story County GetActiveDSM web application was launched, providing information and connection to regional wellness activities Get Healthy DSM initiative launched to support Healthy Polk 2020 priorities of making it easier for people to make healthy choices 	Actions reflect wellness-supportive efforts – potential exists to revisit discussions on a more formalized effort
4.3.1: Develop performance measurements and outcome metrics to assess the efficacy of the wellness initiative.			X			Could be a component of a re-envisioned wellness initiative
4.3.2: Market Central Iowa’s wellness initiative to the nation and world.			X			Could be a component of a re-envisioned wellness initiative

HUMAN CAPITAL

OBJECTIVES: 5.1: Cradle to Career, 5.2: Talent Magnet, 5.3: Social Well-Being²

At the beginning of Capital Crossroads implementation, it was determined that the Human Capital initiative should be divided into governance of Objectives 5.1 and 5.2 under the Human Capital committee with the advancement of objective 5.3 becoming a stand-alone Urban Core Initiative (UCI) under the auspices of the Urban Capital committee. The Human Capital committee then realigned volunteer leadership and recommendations into four thematic areas: Advocacy, College/Career Readiness, Student Achievement, and Life Long Learning. Key partnerships were formed with the Business/Education Alliance (BEA) of Central Iowa, the Business Education Executive Roundtable (BEER) and the GDMP’s Attraction/Retention Council (ARC). Committee co-chair Dave Wilkerson facilitated a small group of area superintendents to discuss the implications and integration of Capital Crossroads efforts into their district strategies and programs.

² See Urban Capital section on page 19.

After being presented and discussing the potential adoption of multiple “cradle-through-career” coalition models, the Human Capital committee is currently retooling around a chosen model to be launched in 2014. Either the BEA or a newly-created entity will ultimately have oversight responsibility for cradle-through-career education and training in Central Iowa.

One of the key accomplishments of the Human Capital committee was the development and presentation of a **Central Iowa Human Capital Survey**. Designed to determine the level of “community connectedness” of Central Iowa residents, the survey received approximately 3,000 responses to questions focused on the beliefs and experiences of residents to assess the degree to which they feel connected and embedded to the region and the likelihood they will remain in Central Iowa. Among many conclusions, the survey found that over 88 percent of residents are proud to be a member of the community and would recommend it to others, while 82 percent believe Central Iowa encourages and supports a balanced and productive lifestyle.

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
5.1.1: Ensure that universal pre-kindergarten programming is provided for all Central Iowa children in the short- and long-term future.	X				<ul style="list-style-type: none"> Support of Voluntary Preschool Program incorporated into broader education-focused advocacy efforts including supporting Governor Terry Branstad’s education reform agenda The 2013 Business Education Summit resulted in a strong and united business voice advocating for education reform – second Summit held in early 2014 	
5.1.2: Create a formal "cradle to career" (C2C) partnership among Greater DM constituencies to foster positive academic results for regional students.			X		<ul style="list-style-type: none"> Under the leadership of the BEA, partners are preparing for the official launch of a comprehensive cradle-through-career training coalition in Central Iowa branded EDGE (Education Drives our Greater Economy) 	
5.1.3: Provide more alternative-education models for Greater Des Moines students.	X				<ul style="list-style-type: none"> Hosted the first Business Summit to Drive Education Reform featuring national and local presenters Waukee Schools launching CAPS (Center for Advanced Professional Studies) to allow students to explore professions of interest Multiple districts looking at developing potential career academy campus models in partnership with DMACC 	

ACTION	STATUS				ACTIVITIES	Notes
	O	C	P	D		
5.1.4: Develop a collaborative tutor-recruitment effort for Greater Des Moines schools.				X		No action reported
5.1.5: Introduce Academic Support Labs in all Central Iowa public schools where needed.				X		No action reported
5.1.6: Ensure Central Iowa community colleges and workforce-development entities have the capacity necessary to train all eligible adults.	X				<ul style="list-style-type: none"> • Evelyn Davis Center for Working Families opened in Des Moines' urban core • DMACC's Southridge facility opened for high school students from across Warren County • Project IOWA launches to serve regional individuals who are underemployed or need upskilling to advance their careers 	
5.1.7: Formalize education and career-training pipelines for Central Iowa's target business sectors.	X				<ul style="list-style-type: none"> • Connect2Business program being implemented in Central Iowa • Human Capital efforts aligned with the work of the Central Iowa Works (CIW) funding collaborative • Advancing regional Skilled Iowa metrics towards becoming a Skilled Iowa Community • Waukee Schools launching CAPS campus • Target Councils discussing talent needs and training opportunities • Project IOWA launches to serve regional individuals who are underemployed or need upskilling to advance their careers • Davis Center for Working Families launched its first Summer Youth Employment Program in June 2013 • Multiple individualized training programs between companies and educational institutions have been formalized and implemented across the region 	

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
5.1.8: Expand and better promote Central Iowa's internship placement programs.	X		X		<ul style="list-style-type: none"> Connect2Business program being implemented in Central Iowa Developed CarpeDM, a regional attraction/retention web portal located at www.SeizeDesMoines.com Do More in the City program continues to engage interns in its sessions 	Strategic internship program under development
5.1.9: Create a Graduate Central Iowa program.	X			X	<ul style="list-style-type: none"> Project IOWA launches to serve regional individuals who are underemployed or need upskilling to advance their careers 	The Graduate Central Iowa model was not pursued
5.2.1: Develop a comprehensive and coordinated graduate-retention strategy.	X				<ul style="list-style-type: none"> Developed CarpeDM, a regional attraction/retention web portal located at www.SeizeDesMoines.com Connect2Business program being implemented in Central Iowa Do More in the City program continues to engage interns in its sessions 	
5.2.2: Continue to leverage multi-media and marketing to promote Greater Des Moines to external talent.	X				<ul style="list-style-type: none"> Developed CarpeDM, a regional attraction/retention web portal located at www.SeizeDesMoines.com Contest was held to promote Central Iowa bands on a CarpeDM playlist > link to download songs publicized at SXSW in Austin and across Greater Des Moines 	
5.3.1: Resource and develop an Urban Core Initiative in Des Moines modeled on the "Harlem Children's Zone" program.						
5.3.2: Implement the Pathways Case Management System in Central Iowa.					SEE "URBAN CAPITAL" SECTION	
5.3.3: Increase awareness and usage of United Way of Central Iowa's existing support, measurement and coordination tools.						

URBAN CAPITAL

OBJECTIVE: 5.3: Social Well-Being

The Capital Crossroads Implementation Committee established a sub-committee to complete an Urban Core Initiative concept plan identifying gaps in serving the residents of Des Moines’ urban core and proposing a concept to improve the effectiveness of existing services. Urban Capital initiatives also emerged around early childhood issues/programs as well as faith-based initiatives. As the Urban Capital committee continued its work, a number of other sub-groups spun off from the main committee. Thus, what was not even a stand-alone strategic capital when Capital Crossroads launched in fall of 2011 is now a diverse and multi-faceted collection of practitioners and volunteers advancing multiple initiatives focused on improving educational outcomes and raising standards of living in Des Moines’ most disinvested neighborhoods.

Because – other than the Urban Core Initiative – the activities of the Urban Capital committee have no direct correlation to specific Capital Crossroads recommendations (although many can be applied to the activity areas of other strategic capitals), the results of this committee’s efforts in the first half of the Capital Crossroads implementation cycle will principally be detailed following the below matrix.

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
5.3.1: Resource and develop an Urban Core Initiative in Des Moines modeled on the "Harlem Children's Zone" program.	X				<ul style="list-style-type: none"> • Urban Core boundaries and demographic data trends were established • Surveys were conducted with Urban Core residents and organizations that serve them to identify needs, programs, gaps, and opportunities to improve efforts • The UCI plan proposes scaling up efforts to leverage existing programs and practitioners by creating “affinity-based networks” of community development coordinators (CDCs) working with residents, community associations, and their leaders <ul style="list-style-type: none"> ○ A UCI Advisory Board and Executive Committee will govern the Initiative ○ The UCI is being staffed by the Child and Family Policy Center 	Three policies will guide UCI staff: 1) a continuous improvement model, 2) MOUs between providers and the Initiative, and 3) a Strategic Management Framework. Currently, the UCI program is focused on the MLK neighborhood, with more to follow as the effort expands

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
5.3.2: Implement the Pathways Case Management System in Central Iowa.				X		This particular program was not considered for implementation
5.3.3: Increase awareness and usage of United Way of Central Iowa’s existing support, measurement and coordination tools.	X				<ul style="list-style-type: none"> Implementation of this action is being advanced as part of the United Way of Central Iowa’s core organizational and programmatic goals and processes 	

Non-UCI Urban Core Activities

- United Way of Central Iowa** – the organization has advanced issues of early childhood services and adult upskilling. Activities include:

 - o A new preschool education initiative coming online with over 100 early childhood sites in the urban core
 - o An initiative launched to train homemaker providers in early childhood best practices
 - o Successfully advocated the Iowa legislature for \$5.5 million for adult basic education
 - o Successfully advocated for \$5 million in new state dollars for workforce training, navigators, and sector partnerships to assist low-skilled workers to complete training and education programs
 - o Partnered with the Oakridge Neighborhood and the Evelyn Davis Center for Working Families to provide 75 urban core youth with a summer job, pre-employment training, financial education, and exposure to regional colleges
 - o A demonstration project launching called the Central Iowa Hope Initiative (Health, Opportunity, Prosperity, and Education) that will follow 25 single-parent families over a one-year period to identify wrap-around services can be leveraged to help elevate these families out of poverty
- Project IOWA** – A partnership of AMOS, Polk County, the state of Iowa, and Central Iowa Works has trained over 150 low-skilled workers in welding or health care with an 80 percent employment rate.
- Latino Forum** – Latinos in central Iowa have come together to form a new group to work with and represent the region’s Latino community. The Forum is overseeing efforts to develop a new Latino Center to serve as a gathering place for Central Iowa’s Latino population.
- African-American Leadership Forum** and **African-American Leadership Academy** efforts have been revitalized and/or launched.
- Faith-Based Group** – Urban and suburban faith leaders are coming together around issues in Des Moines’ urban core.

- **Hunger Alleviation** – Meals from the Heartland is assisting with packaged meals for distribution in the urban core. A new collaboration between multiple partners has established a goal to eliminate hunger in Des Moines’ urban core by 2015.
- The region’s first community-wide **refugee services plan** will be launched in 2014.

SOCIAL CAPITAL

OBJECTIVES: 6.1: Leadership, 6.2: Diversity, 6.3: Community and Civility

The Social Capital committee divided into sub-committees focused on Leadership, Diversity, and Civility. Diversity is now being branded as Diversity and Inclusion. The Community Foundation of Greater Des Moines leant staff and expertise to coordinating the Leadership component, while the GDMP’s Diversity Council agreed to integrate its program of work into the framework of Capital Crossroads. While an intern and Drake University students devoted time and energy to the civility component of Social Capital, implementation of a Civility Initiative has suffered from a lack of staffing capacity to advance the effort. The Greater Des Moines Leadership Institute has agreed to take over the Community Connect mentorship program from the Community Foundation, which oversaw the creation of the program and its first two classes of mentees.

ACTION	STATUS				ACTIVITIES	Notes
	O	C	P	D		
6.1.1: Better coordinate and leverage existing leadership programs and their alumni.	X				<ul style="list-style-type: none"> • Initial efforts focused on learning and assessing the region’s leadership initiatives • Regional Leadership Council (RLC) formed as a coordinating group for Central Iowa leadership programs and efforts 	The RLC is working on a web-based “board-matching” tool and hosting a national leadership conference in Des Moines in 2016
6.1.2: Develop a program to offer a “credential” to confirm potential leaders’ acquisition of key knowledge and skills to support their work in the community.				X		No action reported
6.1.3: Optimize young-professional networking and programming.	X				<ul style="list-style-type: none"> • Emerging Leaders Collaborative developed to encourage better coordination, collaboration, and shared resources among existing YP groups 	Goal is to leverage Collaborative as “umbrella” for Central Iowa YP programs

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
6.1.4: Engage students in next-generation-leadership development efforts.	X				<ul style="list-style-type: none"> Youth Leadership Initiative continues to introduce, develop, and nurture leadership skills among youth in Greater Des Moines by providing formalized mentoring and leadership experiences 	
6.1.5: Develop a formalized regional mentorship program.	X				<ul style="list-style-type: none"> Community Connect: Mentors Inspiring Success program developed as a formalized mentoring program to connect new and seasoned leaders – program has completed two classes 	Greater Des Moines Leadership Institute will staff the program moving forward
6.1.6: Create a Minority Leadership Development Program to ensure that Central Iowa’s leadership reflects the demographics of the community.				X		Not pursued – two newly formed leadership groups addressing this. Also are members of RLC, which is also trying to become more inclusive
6.2.1: Develop and staff a Central Iowa Multi-Cultural Center.			X	X	<ul style="list-style-type: none"> Determined that need did not exist for a Multi-Cultural Center, though discussions eventually evolved into the potential development of a Latino Center to serve as a gathering place for Central Iowa’s Latino population 	Decided that IIC’s “virtual” multi-cultural center should be better promoted and leveraged
6.2.2: Celebrate regional diversity through high-profile actions and events.	X				<ul style="list-style-type: none"> GDMP’s Diversity Council agenda and programs adopted as Diversity and Inclusion component of Social Capital strategy Work ongoing to better connect the Diversity Council and the Iowa International Center (IIC) 	
6.3.1: Continue efforts to foster dialogue on civility and its role in community-building.			X		<ul style="list-style-type: none"> Determined that existing Civility Collaborative partnership should be leveraged for this action Civility Initiative developed by Drake University marketing and PR students as their cornerstone project 	Lack of capacity to implement Civility Initiative ideas is a challenge
6.3.2: Integrate the concept of civility into official and unofficial regional discourse.			X		See 6.3.1	

CULTURAL CAPITAL

OBJECTIVES: 7.1: Capacity and Coordination, 7.2: Infrastructure and Events, 7.3: Community-Building

Arts and culture have long been a consideration for community planning in Greater Des Moines. A number of organizations play key roles in building the community as a leader in developing and promoting cultural assets. The Cultural Capital Co-Chairs and volunteers worked to build a shared vision among organizations with a critical stake in the sector. Continued collaboration that details clear ownership of key initiatives will be an essential element of this capital's success.

Cultural Capital committee volunteers and staff established focus areas on communication, collaboration, and sustainable funding. The Cultural Capital committee formed, organized, and managed multiple volunteer committees who reviewed priorities and took action to assess value and validity within the Cultural Capital and to move to implementation wherever possible.

A key accomplishment directly tied to Cultural Capital activities was the launch of the Catch Des Moines Culture sub-page of the Catch Des Moines tourism website. Catch Des Moines Culture serves as a content-rich, consolidated landing page for all information on the region's music, theater, dance, public and gallery arts, special festivals, film, and literature venues, collections, and activities. Additionally, in May 2014, the Des Moines Social Club (DMSC) opened in the city of Des Moines' former central firehouse. Although this project was in the works long before the Cultural Capital made strategic recommendations, the DMSC meets many objectives of the Cultural Capital, including adding thousands of square feet of new performance and meeting space and providing co-location for multiple arts organizations, performance companies, and non-profits.

With funding and resources to enhance arts and cultural coordination and development limited, the Cultural Capital volunteers have acknowledged that certain ideas and potential programs may not have the capacity to move forward at this time. Above all, leaders are focused on being realistic about what the region can accomplish and not taking on more initiatives than are feasible.

ACTION	STATUS				ACTIVITIES	Notes
	O	C	P	D		
7.1.1: Sustain and grow financial resources to support the arts economy.	X				<ul style="list-style-type: none"> Concept is key to the missions of Bravo Greater Des Moines, Des Moines Metro Arts Alliance, Des Moines Performing Arts, Des Moines Arts Center, and numerous other organizations and facilities 	

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
7.1.2: Develop more centralized, coordinated and enhanced arts marketing, promotion and attendance-building strategies.	X		X	X	<ul style="list-style-type: none"> 2012 Central Iowa Arts, Culture and Heritage Economic Impact Study reported \$114.4 million in annual arts-related impact on the region Cultural Tourism Plan (housed at the Greater Des Moines CVB) has been developed and is being implemented Centralized arts calendar – Catch Des Moines Culture – has launched Speakers Roster of arts leaders has been developed and launched to fill supply regional organizations with contact information for potential speakers 	Discussion continues on the potential to develop a Greater Des Moines arts “brand”
7.1.3: Ensure collaboration and information-sharing among Greater Des Moines’ arts and cultural entities.				X	<ul style="list-style-type: none"> Centralized arts calendar – CatchDesMoinesCulture.com – has launched 	
7.1.4: Enhance efforts to develop a regional music economy.	X				<ul style="list-style-type: none"> Des Moines Music Coalition (DMMC) initiatives continue to expand, including: 80/35, Little Big Fest, and Gross Domestic Product DMMC’s Music University is an annual music industry conference providing local musicians and industry professionals with resources to help them identify and reach their goals in the region 	
7.2.1: Increase available space for arts performance, education, and incubation.	X			X	<ul style="list-style-type: none"> Des Moines Social Club’s permanent home includes thousands of square feet of new multi-purpose arts and performance spaces 	An effort is ongoing to develop Des Moines Arts as permanent, affordable workspace for local artists
7.2.2: Pursue potential designation of arts districts in Greater Des Moines communities.				X		Discussions are pending
7.2.3: Pursue development of a prominent mid-sized performance venue in Greater Des Moines.	X					Efforts to develop a venue of this type are ongoing

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
7.3.1: Connect regional communities and visitors with Greater Des Moines’ arts, cultural, heritage, architecture and public art assets.			X	X	<ul style="list-style-type: none"> Centralized arts calendar – CatchDesMoinesCulture.com – has launched An arts Speaker Roster was launched in July 2014 	
7.3.2: Advance the vision and mindset of the arts as a critical component of the community’s “fabric.”	X		X			Discussion continues on the potential to formalize an “arts advocacy” campaign for the region
7.3.3: Leverage the arts to bring different Greater Des Moines constituencies together.	X					

PHYSICAL CAPITAL

OBJECTIVES: 8.1: Plan for One Region, 8.2: Shore Up Systems, 8.3: Major Projects

The Physical Capital committee created sub-committees focused on key components of the strategic capital. According to volunteers, a lot of discussion around issues of Physical Capital and infrastructure had taken place in “silos.” If the Physical Capital committee achieved anything, they say, it was to bring leaders and practitioners together to discuss common issues, challenges, and opportunities. Some recent accomplishments may not have occurred if not for the forum provided by the Physical Capital committee and meetings. However, the committee is currently trying to determine “where we go from here” and how it can most add value to the Capital Crossroads implementation process.

Numerous recommendations in the Physical Capital component of Capital Crossroads were tied to the strategic priorities highlighted in The Tomorrow Plan, a growth-management plan for the three fastest-growing counties in the Des Moines metropolitan statistical area. As such, Physical Capital volunteers expressly tried to “tie together” The Tomorrow Plan and the DART Forward 2035 plan under the framework of Capital Crossroads.

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	TO DATE	Notes

ACTION	STATUS				ACTIVITIES TO DATE	Notes
	O	C	P	D		
8.1.1: Consider realigning current planning geographies to reflect future development patterns and the need for “smart growth” solutions.				X		No action reported
8.1.2: Ensure DART effectively serves its current constituencies as it prepares for future geographic expansion.	X				<ul style="list-style-type: none"> DART Forward 2035 plan released and is being implemented – its redesigned and expanded bus network is leading to higher ridership totals DART Central Station opened and provides a key resource for area transit riders 	Bus rapid transit (BRT) is still a possibility for key Des Moines corridors
8.2.1: Implement the plan to repair the City of Des Moines’ water and sewer systems.	X				<ul style="list-style-type: none"> Phase I of the city of Des Moines’ downtown storm water and sewer project is complete Phase II is underway A new Downtown Des Moines pump station has been constructed Des Moines Water Works is partnering with the Metro Waste Authority to install a new 30-inch feeder along MLK Parkway to provide redundancy in the system 	
8.2.2: Continue efforts to prevent flooding in Central Iowa by investing in effective and sustainable flood-control efforts.			X		<ul style="list-style-type: none"> Flood Mitigation Subcommittee is working on a comprehensive flood mitigation and prevention plan for the region’s principal watersheds 	
8.2.3: Identify and implement improvements that provide necessary flood protection to major urban areas and valuable commercial properties.	X				<ul style="list-style-type: none"> Central Place and Birdland levies in Des Moines are complete Watershed studies have been completed for Four Mile Creek and watersheds in Dallas and Story counties 	
8.3.1: Continue with efforts to fund, construct and/or redesignate priority transportation projects in Greater Des Moines.	X				<ul style="list-style-type: none"> Attempts to redesignate US Highway 5/65 to federal interstate status are ongoing pending identification of resources to facilitate the conversion Federal TIGER grant awarded for SE Connector project Interstate expansions are complete and/or under construction across Central Iowa Alice’s Road corridor project broke ground – detailed plans announced for growth along the corridor 	

ACTION	STATUS				ACTIVITIES	Notes
	O	C	P	D		
					<ul style="list-style-type: none"> Additional transportation priorities are included in the MPO's Transportation Improvement Program and advocated for in annual legislative agendas 	
8.3.2: Commission a Logistics Development Plan for Central Iowa.			X		<ul style="list-style-type: none"> A study is ongoing that will assess opportunities for an Inland Rail Port trans-load hub in Central Iowa 	
8.3.3: Support the continued study and potential funding of high-speed rail through Greater Des Moines.				X		State of Iowa decided not to pursue approved federal funding that would have led to route planning
8.3.4: Initiate a comprehensive study on the dynamics of regional passenger air service and its potential for competitive enhancement.	X			X	<ul style="list-style-type: none"> Southwest Airlines established flight operations out of Des Moines International Airport, triggering a decrease in overall fares and record monthly and annual passenger counts A proposed Terminal Site Study Plan has been released recommending the optimal location of a new terminal on-site at DSM and other adjustments and improvements 	A study was not deemed necessary after Southwest entered the market
8.3.5: Partner with DART, regional MPOs and other agencies to study the development of fixed-rail or BRT connectivity between Ames and Des Moines.			X		<ul style="list-style-type: none"> An Ames-Des Moines Corridor Study for transit opportunities is proceeding 	

GOVERNANCE CAPITAL

OBJECTIVES: 9.1: Communicate and Coordinate, 9.2: Maximize Resources, 9.3: Advocate

The Governance Capital committee began by doing an inventory of what local governments were currently engaged in programmatically and process-wise to determine opportunities for collaboration. The group began by declaring and acknowledging that “we’re already collaborating a lot,” including in the form of 80/20 agreements. However it was decided that more could be done. A focus was on creating sustainable systems and processes for collaboration across governments for multiple program and project opportunities.

After the initial inventory and discussion process, the committee drilled their work down to the identification and advancement of government collaboration opportunities. The result of this effort was the Local Government Collaboration Project, a non-binding agreement between 15 cities and three counties in Central Iowa to formalize a process for collaboration and process consolidation based on opportunities for reducing costs, redundancies, complexity, and time commitments. Seventeen local governments signed a resolution in support of the Project, agreeing to meet and discuss collaboration opportunities that arise after particular “trigger” events.

Two operational areas – Public Works and Fire/EMS – were selected to launch the work of the Collaboration Project. From these categories, four pilot projects were chosen to advance the Project and prove its value. Volunteer teams were created to oversee each initiative.

- The **Right of Way Team** created a comprehensive, consistent best practice for ROW management metro-wide. A standardized ROW permit application was developed for use by all local governments.
- The **Debris Management Team** created a uniform regional standard for handling tree debris caused by disasters. The standard will eventually become part of the Polk County Comprehensive Emergency Plan.
- The **Unified Code Team** developed a standard metro-wide model fire code adoption process.
- The **Fire/EMS Officer Development and Training Team** developed a common, competency-based officer training model to align with professional requirements.

The Governance Committee’s long-term goal is develop a new “culture” of cooperation and “way of doing business” for local governments that champions collaboration and coordination when viable to save taxpayer dollars and improve efficiencies.

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
9.1.1: Expand the Metro Advisory Council to additional Capital Crossroads counties.				X		No action reported
9.1.2: Optimize local zoning and development ordinances to ensure regulatory integration and coordination across Greater Des Moines.				X		No action reported
9.1.3: Assess the benefits of creating a Metro Water Authority in Greater Des Moines			X			Discussions are ongoing
9.2.1: Appoint a Shared Services Task Force to assess the potential for services-consolidations in Greater DM and Central Iowa	X				<ul style="list-style-type: none"> • Through the Local Government Collaboration Project, 17 local governments passed resolutions committing them to sharing resources and costs by operationalizing a collaboration role in the delivery of services and performance of certain key functions • Four collaboration/process optimization pilot projects are proceeding towards implementation. These include: <ul style="list-style-type: none"> ○ Uniform Fire Code ○ Debris Management ○ Right-of-Way Application and Management ○ Fire Training 	Future collaboration opportunities include police, parks and recreation, information technology, and libraries
9.2.2: Identify opportunities to develop revenue-sharing projects between Greater Des Moines and Central Iowa governments.				X		No action reported
9.3.1: Continue to leverage coalitions of Central Iowa governments to advocate at the state and federal level for key issues, policies and projects.	X				<ul style="list-style-type: none"> • Regional cities and counties continue to participate in the development and advancement of legislative agendas pursued annually in Des Moines and Washington, D.C. • The GDMP's annual D.C. trip continues to grow in attendance rates 	

NATURAL (FORMERLY ENVIRONMENTAL) CAPITAL

OBJECTIVES: 10.1: Develop and Enhance, 10.2: Sustain For Gain, 10.3: Manage

The Natural Capital component of Capital Crossroads has become a “collection area” for current and potential environmental initiatives, coalescing regional knowledge-bases, raising awareness of efforts, and spurring enthusiasm from the environmental and conservation communities. Connectivity among various organizations, stakeholders, and practitioners in this space has been improved. Structurally, a Natural Capital framework was developed with the belief that the category represented the “wellspring from which all other capitals emerge.”

The Natural Capital committee was divided into four sub-committees. Each subcommittee is operating according to a 20-year vision, a five-year picture, and a one-year plan. The sub-committees are:

- **Land Use, Zoning, and Climate:** Decrease carbon footprint through housing, zoning, and transportation.
- **Outdoor Recreation and Trails:** Put together a string of pearls of parks and trails
- **Air/Water/Soil:** Create a Garden of Eden as a basis of all Capitals
- **Marketing and Education:** Educate Central Iowans and promote the work of each Natural Capital

Each sub-committee is linked to one or more actions of the Natural Capital strategy and leverages key project tools in their work. The Natural Capital committee sought to locate and assign interns for each sub-committee from different colleges or universities in the Capital Crossroads footprint. An internship program was designed to fulfill the needs of each committee on a recurring basis. Terms of service would be yearly or by semester, depending on the commitment.

Multiple opportunities and cross-connections with other strategic capitals were also identified and discussed.

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
10.1.1: Continue the enhancement of Greater Des Moines’ supply of environmental and recreational infrastructure.	X				<i>Progress on multiple fronts, including:</i> <ul style="list-style-type: none"> • Polk County Water and Land Legacy bond initiative approved – authorizes up to \$50m in bonds over 20 years for water quality, park, recreation, education, and trails needs • Master plan developed for Des Moines Water Works Park 	Renewed push coming to continue, extend, and improve the Des Moines Recreational River and Greenbelt Project

ACTION	STATUS				ACTIVITIES	
	O	C	P	D	To Date	Notes
					<ul style="list-style-type: none"> • Metro Waste Authority established an Adopt-a-Stream program – 15 streams now listed with more to come • Green Ribbon Commission on State Parks improving connectivity, user-experiences, and funding stability for state parks • Coalition of conservation organizations continues to push to identify means to fund the state’s Natural Resources and Outdoor Recreation Trust Fund 	
10.1.2: Advance efforts to make Central Iowa the “trails capital of the world.”	X				<p><i>Progress on multiple fronts, including:</i></p> <ul style="list-style-type: none"> • Polk County Water and Land Legacy bond initiative approved • Trail map application from Iowa Natural Heritage Foundation (INHF) developed along with a West Des Moines trail app • Multiple new trails added/connected in Central Iowa or under development • Efforts ongoing to incorporate a uniform code of design standards in Central Iowa for both new and retrofitted streetscapes modeled on NACTO’s Urban Street Design Guide and Urban Bikeway Design Guide 	
10.2.1: Leverage and promote existing and emerging tools to advance sustainability practices in Greater Des Moines and Central Iowa.	X				<p><i>Progress on multiple fronts, including:</i></p> <ul style="list-style-type: none"> • “Greener, Greater Des Moines” study released showing the value of green jobs to the regional and state economy • Formation of ULI Iowa chapter completed, with first meetings already held • Best practice research and model codes and ordinances developed by Drake University Sustainability & the Law Class for potential local adoption to guide and incentivize transit-oriented and sustainable development • Conservation easement secured by INHF for 400 acres along three miles of the Raccoon River in West DM 	<p>Opportunities for the Des Moines MPO, Capital Crossroads, and The Tomorrow Plan to develop joint storm water management plans are being discussed</p>

ACTION	STATUS				ACTIVITIES	Notes
	O	C	P	D		
					<ul style="list-style-type: none"> • Polk County Water and Land Legacy bond initiative approved • Multiple Watershed Management Authorities created, including for Four Mile Creek, Walnut Creek, Upstream-Middle-South Raccoon River – Squaw Creek underway • Environmental Educators Strategic Plan developed, including a series of ambitious goals to enable educators to better coordinate and strengthen their efforts 	
10.2.2: Proceed with efforts to have Greater Des Moines selected to participate in the Climate Prosperity Project (CPP).				X		Dropped because was duplicative with The Tomorrow Plan
10.3.1: Consider the development of a “Natural Utility” in Central Iowa.			X			Discussions are ongoing

Data Dashboard

The following data provides a snapshot of what has been taking place economically and demographically in Central Iowa after the fall 2011 launch of Capital Crossroads. Because state and federal data reporting often “lags” for months to a year or more after data is collected, the time frame of the Data Dashboard does not conform perfectly to the period between the strategy’s launch and today. Rather, these trends and the performance of Central Iowa versus multiple comparison geographies provide a “big picture” perspective of Central Iowa’s advancement for many indicators being tracked by Capital Crossroads implementation partners.

Capital Crossroads tracks Central Iowa’s performance for the **following eight indicators**: Graduation Rate, Employment Rate, Population, Per Capita Personal Income, Violent Crime, Property Crime, Airline Passenger Traffic, and Pre-K enrollment. Year-to-year changes are reported, however not in the context of comparison areas or benchmark attainment. *Market Street* not only compared Central Iowa’s performance to the three regions (Denver, CO; Madison, WI; and Omaha, NE) profiled in the original Capital Crossroads Competitive Capacity Assessment delivered in January 2011, but also to additional high-profile metro areas that could represent competition for the nation’s top companies and talent. We have included a handful of additional data indicators to enable an even broader perspective of Central Iowa trends in recent years.

Capital Crossroads data are for **Des Moines metropolitan statistical area (MSA)** and the **Central Iowa geography** corresponding to the 2010-2011 research reports. This Central Iowa geography includes the Des Moines MSA counties of Dallas, Guthrie, Madison, Polk, and Warren Counties as well as the Ames MSA (Story County), and four surrounding micropolitan statistical areas (MiSA). These areas are Boone MiSA (Boone County), Marshalltown MiSA (Marshall County), Newton MiSA (Jasper County), and Pella MiSA (Marion County). Comparing the performance of the Des Moines MSA with the Central Iowa Capital Crossroads geography highlights challenges found in some of the region’s more rural counties, many of which are still recovering from the Great Recession.

DATA INDICATORS AND TRENDS

	Des Moines MSA	Central Iowa	Denver	Indianapolis	Kansas City	Madison	Minneapolis	Nashville	Omaha	Iowa	United States
Population											
2012	588,999	817,212	2,645,209	1,798,634	2,064,630	583,869	3,353,724	1,644,703	885,624	3,074,186	313,914,040
Percent change (2010-2012)	3.4%	2.6%	4.0%	2.4%	1.4%	2.7%	2.3%	3.4%	2.3%	0.9%	1.7%
Percent of population aged 25-34											
Percent of population aged 25-34, 2012	15.2%	14.4%	15.6%	14.3%	14.2%	15.5%	14.8%	14.9%	15.0%	12.7%	13.5%
Percent change (2010-2012)	0.13%	0.04%	0.30%	0.11%	0.11%	-0.05%	0.25%	0.15%	0.27%	0.13%	0.18%
Per capita income											
2012	\$46,753	\$43,487	\$50,936	\$42,342	\$44,766	\$48,026	\$50,260	\$45,213	\$46,575	\$43,935	\$45,188
Percent change (2010-2012)	7.9%	4.6%	10.3%	10.1%	8.1%	9.0%	8.8%	11.1%	9.1%	12.5%	8.6%
Poverty rates											
Total poverty rate, 2012	12.0%	12.6%	12.6%	14.7%	13.0%	12.3%	10.7%	14.5%	12.7%	12.7%	15.9%
Percent change (2010-2012)	1.9%	1.4%	0.3%	0.1%	0.7%	0.5%	-0.1%	-0.9%	0.4%	0.2%	0.6%
Youth poverty rate, 2012	15.0%	14.7%	17.5%	20.9%	18.3%	13.9%	13.7%	20.5%	17.4%	16.1%	22.6%
Percent change (2010-2012)	1.9%	1.4%	1.2%	0.5%	1.4%	1.2%	-0.4%	-1.4%	0.6%	-0.1%	1.0%
Education											
Pre-K enrollment, 2012	45.0%	45.4%	52.0%	43.0%	46.0%	48.5%	48.0%	43.3%	47.3%	47.7%	47.6%
Graduation rate of central school district, 2012	79.2%	79.2%	58.8%	65.5%	63.0%	74.6%	50.1%	78.4%	75.5%	89.3%	NA
Point change (2010-2012)	0.8%	0.8%	7.0%	2.9%	-2.2%	0.1%	1.5%	-4.5%	3.1%	0.5%	NA
Employment and Wages											
Total employment, 2013	332,596	432,099	1,276,012	923,232	961,278	355,200	1,778,369	817,267	449,039	1,505,816	134,388,814
Percent change (2010-2013)	5.6%	5.0%	8.2%	11.2%	2.7%	8.6%	6.9%	12.4%	2.7%	3.6%	4.4%
Average annual wage, 2012	\$48,057	\$46,050	\$56,048	\$46,181	\$47,346	\$45,801	\$54,474	\$48,386	\$42,906	\$40,343	\$49,289
Percent change (2010-2012)	5.8%	5.7%	6.0%	4.5%	4.8%	5.5%	5.4%	6.4%	4.9%	5.8%	5.4%

	Des Moines MSA	Central Iowa	Denver	Indianapolis	Kansas City	Madison	Minneapolis	Nashville	Omaha	Iowa	United States
Property Crime											
Rate per 100,000 inhabitants, 2012**	4,923	4,923	3,714	5,592	5,525	3,264	4,961	4,196	4,588	2,272	2,859
Percent change (2010-2012)	1.8%	1.8%	9.1%	NA	-0.8%	-3.2%	4.6%	-15.3%	23.0%	1.3%	-2.8%
Airline passenger traffic											
Aug-13	89,682	89,682	2,319,539	283,316	403,311	74,197	1,592,575	415,479	162,964	N/A	N/A
Percent change (January 2010 - August 2013)	37.2%	37.2%	28.3%	9.1%	18.7%	33.3%	43.9%	35.9%	11.4%	N/A	N/A
Philanthropy											
Contributions to the arts per capita, 2013	\$96.37	\$77.84	\$306.56	\$130.17	\$115.82	\$402.19	\$223.73	\$127.57	\$126.61	\$63.40	\$109.34
Percent change (January 2010 - December 2013)	20.2%	10.5%	131.3%	55.6%	9.0%	243.3%	17.8%	27.1%	-64.6%	5.2%	-14.5%

In every indicator, the Des Moines MSA either outperforms or ties the Central Iowa geography trend. **Concerning trends for the Des Moines MSA and Central Iowa include:** the slowest comparative rise in per capita income and highest comparative rise in poverty rates. **Positive trends for the Des Moines MSA and Central Iowa include:** continuing steady overall population increases (Des Moines MSA tied for highest rise); comparatively high central school district graduation rates; competitive job and wage growth; and dramatically rising airline passenger traffic.

Clearly, Central Iowa continues to grow and change in terms of its population and employment mix. Trends identified in the Capital Crossroads Competitive Capacity Assessment related to an increasingly diverse, lower-income, and at-risk regional population continue to pose challenges to the area's leaders and institutions.

The following table is correlated to the Data Indicators and Trends just described. It compares Central Iowa and the other profiled geographies and assigns "rankings" based on performance dynamics. The Des Moines MSA finished fifth in aggregate rankings among the 11 comparison areas; Central Iowa finished 8 out of 11. Both the Des Moines MSA and Central Iowa trailed major metro areas like Denver, Minneapolis, and Nashville, which have been able to emerge from the Great Recession faster than most U.S. regions. However, both the Des Moines MSA and Central Iowa's performance exceeded the state of Iowa and the U.S., in addition to the Kansas City metro, and the Indianapolis and Omaha metros for numerous indicators.

It would be a mistake to read too much into these data considering they lag by a year or more in many cases and represent a brief snapshot in time. But they do highlight the challenges a major initiative like Capital Crossroads faces in seeking transformational change in the face of deep-seated demographic trends that are often difficult to arrest or reverse.

DATA RANKINGS (1=BEST, 10=WORST)

	Des Moines MSA	Central Iowa	Denver	Indianapolis	Kansas City	Madison	Minneapolis	Nashville	Omaha	Iowa	United States
Population											
Percent change (2010-2012)	3	5	1	6	10	4	7	2	7	11	9
Percent of population aged 25-34											
Percent of population aged 25-34, 2012	3	7	1	8	9	2	6	5	4	11	10
Percent change (2010-2012)	6	10	1	8	8	11	3	5	2	6	4
Per capita income											
2012	4	10	1	11	8	3	2	6	5	9	7
Percent change (2010-2012)	10	11	3	4	9	6	7	2	5	1	8
Poverty rates											
Total poverty rate, 2012	2	4	4	10	8	3	1	9	6	6	11
Percent change (2010-2012)	11	10	5	3	9	7	2	1	6	4	8
Youth poverty rate, 2012	4	3	7	10	8	2	1	9	6	5	11
Percent change (2010-2012)	11	9	7	4	9	7	2	1	5	3	6
Education											
Pre-K enrollment, 2012	9	8	1	11	7	2	3	10	6	4	5
Graduation rate, 2012	2	2	8	6	7	5	9	3	4	1	
Point change (2010-2012)	5	5	1	3	8	7	4	9	2	6	
Employment and Wages											
Percent change (2010-2012)	6	7	4	2	10	3	5	1	10	9	8
Average annual wage, 2012	5	8	1	7	6	9	2	4	10	11	3
Percent change (2010-2012)	3	5	2	11	10	6	7	1	9	3	7

	Des Moines MSA	Central Iowa	Denver	Indianapolis	Kansas City	Madison	Minneapolis	Nashville	Omaha	Iowa	United States
Property Crime											
Rate per 100,000 inhabitants, 2012**	7	7	4	10	9	3	8	5	6	1	2
Percent change (2010-2012)	6	6	8		4	2	7	1	9	5	3
Airline passenger traffic											
Aug-13	7	7	1	5	4	8	2	3	6		
Percent change (January 2010 - August 2013)	2	2	5	8	6	4	1	3	7		
Philanthropy											
Contributions to the arts per capita, 2013	9	10	2	4	7	1	3	5	6	11	8
Percent change (January 2010 - December 2013)	5	7	2	3	7	1	6	4	11	9	10
<i>AVERAGE RANKING, ALL INDICATORS</i>	5.7	6.8	3.3	6.7	7.8	4.6	4.2	4.2	10.2	6.1	7.1

**Property crime rates are for the central city of each metro. Metro crime rates were not available in 2012 for Des Moines MSA and Minneapolis MSA due to incomplete reporting by one or more agencies within the metro areas.

Key Findings

This Implementation Assessment focused principally on feedback and perspectives of the staff and volunteers working to implement Capital Crossroads to determine the efficacy of the first half of the implementation cycle and the prospects for the second two-plus years. This qualitative information was complemented by the inventory of implementation accomplishments reported by each strategic capital committee at quarterly meetings of the Capital Crossroads Implementation Committee and also a quantitative performance dashboard highlighting key economic and demographic trends in Central Iowa and a number of comparison geographies.

The following Key Findings will inform and influence the development of the adjusted Capital Crossroads 1.5 plan.

- ✓ **The number of programs, projects, partnerships, and initiatives launched and/or completed by the Capital Crossroads implementation partners and volunteers since the strategy's fall 2011 launch is staggering.** Simply put, the activation and advancement of Capital Crossroads has been the most aggressive and comprehensive regional effort *Market Street* has seen in its 17-year history. The number of implementation "wins" in the first half of the strategic cycle is long and impressive.
- ✓ **However, the implementation of a strategy as ambitious, multi-faceted, and far-reaching as Capital Crossroads does not come without challenges.** Simply managing and coordinating over 500 volunteers working on 11 separate but linked strategic capitals is a herculean task, not to mention the communication and coordination requirements between the leaders and volunteers of each capital and among the 11 capitals themselves. As many volunteers have said, it might be time in Capital Crossroads' evolution to consider retaining staff to oversee and manage its implementation on a full-time basis.
- ✓ **The initiation of a project or program alone is not a victory.** True success comes from advancing that program either to completion or maintaining its impact and influence as long as the community deems it necessary. Capital Crossroads has launched a tremendous number of actions and initiatives, but they must be constantly assessed, moved forward, and potentially recalibrated to ensure long-term success. The reality is that this mandate often requires time, resource, and personnel commitments that are not readily available. In these cases, the decision must be made to either cease work on this activity or identify the resources necessary to move it forward. As one volunteer said, "Some of these initiatives could be full-time jobs. We feel like we're letting Capital Crossroads down because we don't have the capacity to carry on."
- ✓ **While programmatic overlap or redundancy can be an issue, far more impactful are the opportunities for synergy among Capital Crossroads' 11 strategic capitals.** Capturing these possibilities requires a consistent and comprehensive focus on the various "moving parts" that constitute the capitals' implementation teams and efforts. Multiple volunteers commented that

someone “needs to be looking for those overlaps and putting volunteers together.” Or that it would be helpful to have someone with a “big-picture focus” telling us about crossovers between capitals and who we should be talking to. One volunteer commented that Capital Crossroads needs to “visualize” the framework and the intersection points, overlaps, and crossovers between capitals similar to what the Social Capital and Natural Capital teams did internally.

- ✓ **The Capital Crossroads “product” must be validated and resonate with the people of Central Iowa.** This is true for both the overall plan and its component capitals. The old “if a tree falls” adage can be loosely applied to Capital Crossroads implementation. Is the overall impact of the strategy diminished if stakeholders are not, 1) familiar with implementation activities and successes, or 2) aware of their connection to Capital Crossroads? Volunteers mentioned the possibility of an online “home” for all information related to strategic implementation with regular updates and interactive features. Others said a more robust communications plan would not only broaden awareness of Capital Crossroads but also alleviate some of the confusion between the strategy and The Tomorrow Plan. It is also important that the work of implementation volunteers is promoted and celebrated; they are the glue that holds Capital Crossroads together.

CONCLUSION

The initial implementation of the Capital Crossroads strategic vision plan has been one of the most aggressive, comprehensive, inclusive, and impactful processes *Market Street* has seen among our client communities. Over 500 volunteers and countless organizations have stepped up to contribute to activating the dozens of activities included in the plan's ten strategic capitals and the Urban Core Initiative.

However, strategic implementation is a marathon, not a sprint. The true measure of Capital Crossroads success will be determined by how effectively the momentum, energy, and efforts of the first years are continued through the first Capital Crossroads cycle and the multiple strategic iterations to follow. Regions like Nashville, Austin, Tupelo, and many others have been developing, evolving, and implementing comprehensive strategic vision plans for decades. Greater Des Moines and Central Iowa have left the starting gates with a full head of steam, but the race to remain competitive for the top jobs and talent in today's economy is never over.

This Mid-Course Assessment of Capital Crossroads will ultimately provide the Greater Des Moines Partnership, its key partner organizations, the strategy's volunteer leadership, and the hundreds of individuals who are contributing to Capital Committee activities a roadmap to guide the final years of Capital Crossroads implementation. A recalibrated strategy will ensure that the Capital Crossroads plan and brand will continue to expand its influence, impact, and importance as Greater Des Moines and Central Iowa's guiding vision for quality economic growth and wealth-creation.

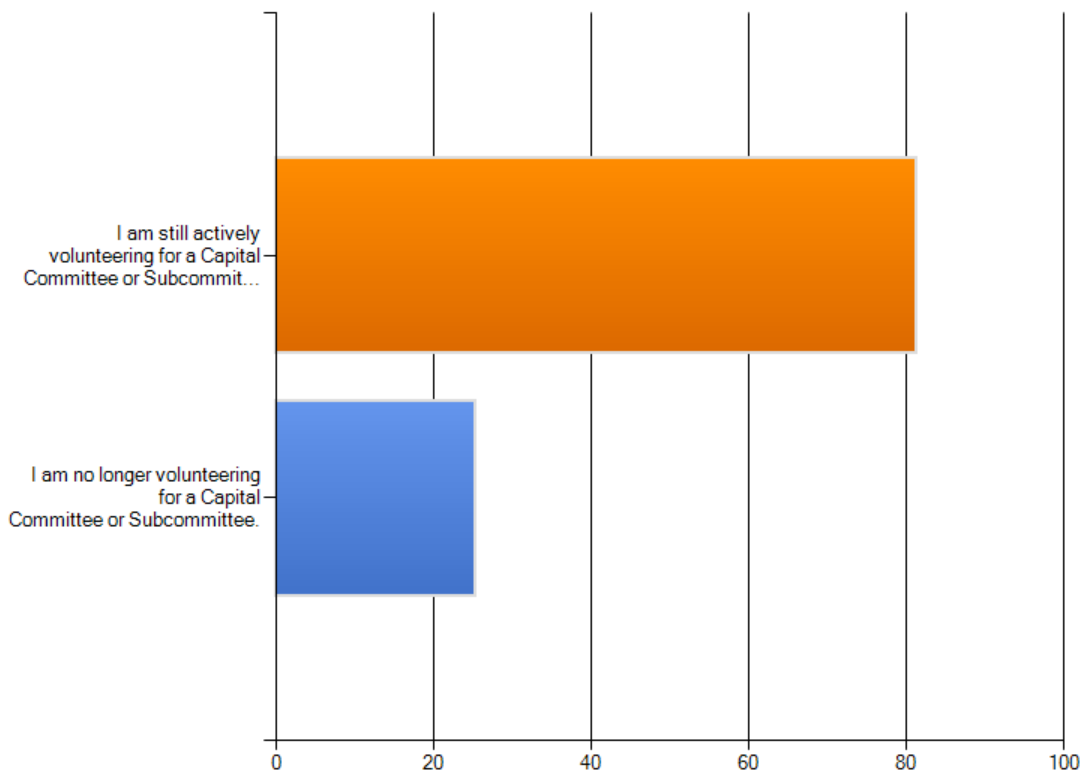
Equally as critical as the strategic recommendations themselves is the operational framework in place to oversee them. Without the capacity to foster effective coordination, communication, resource- and information-sharing, and identification of joint-development opportunities between strategic capitals, the legacy of Capital Crossroads could be compromised. Safeguards must be put in place to ensure that Capital Crossroads is sustainable across generations of Central Iowans. Because the process of building a competitive and successful community never ends, it just gets harder.

APPENDIX: VOLUNTEER SURVEY

An online survey was developed for those individuals who volunteered to serve on one or more Capital Crossroads strategic capital committees. The survey link was distributed to the membership rosters of all 11 strategic capital committees and sub-committees; the recipients had two weeks to respond. A total of 106 responses were received from Capital Crossroads volunteers, or roughly 20 percent of the estimated total number of implementation participants.

The following represent the responses of volunteers to the survey. Responses to open-ended questions have been selected randomly to communicate the general tenor of attitudes and perspectives of those providing answers. All responses are from individuals who identified themselves as still actively volunteering in Capital Crossroads.

Please answer the following question:



What do you consider to be the TOP ACCOMPLISHMENT(S) to date of your Capital Committee or Subcommittee? (selected responses)

- An agreement among 17+/- cities to work on joint projects to save money and improve efficiency and level of service.
- Elevating the poverty issues.
- Identification of a regional brand and the hire of an Executive Director to lead the marketing effort.
- Implementation of Catch Des Moines Culture website.
- Forming Watershed Management Authorities.
- Getting disparate YP groups together at the same table.
- State of Wellness Study.
- Advancing discussion on common metro fire code.
- Releasing five recommended strategies for neighborhood improvement throughout DSM
- Bringing together company representatives from across central Iowa to brainstorm on attracting and retaining talent.
- Survey of employers and other businesses on wellness and infographic report generated from responses.
- Just getting people together to talk about how important work force is the continued growth of all the other areas
- Keeping arts and culture in the discussion about the future of Des Moines
- The Community Connect Mentors Inspiring Success pilot program was hugely successful and we are now in the middle of the second program.
- Forming Regional Leadership Council.
- Building an awareness and a support group within our community such as Des Moines Public Schools.
- Opening of the DM Social Club
- Creating consensus on a new framework for approaching neighborhood revitalization, including missing/needed tools and actions.
- A discussion of the issues facing downtown development.

What was the biggest challenge(s) towards achieving your group's goals? (selected responses)

- Obtaining buy-in from all the communities, especially when most are not represented on the sub-committee.
- Lack of focus.
- Finding the time to do the work.
- Sharing resources and avoiding duplication.
- "Herding cats" – there are so many initiatives, so many avenues of opportunity....where do we spend our time and energy to help the most amount of people toward a healthier lifestyle?
- Getting participation.
- The biggest challenge we had was developing a plan that would work for all of the applicable agencies. In the past each agency kind of "did their own thing" and consistency among agencies was hard to achieve. This process really forced us to work together to overcome this challenge. Getting the politicians "on-board" with the plan was a big hurdle as well.

- Local government and territorial issues.
- Assuring we were gathering the appropriate input from as many community resources as possible.
- Time that requires for volunteers to put in to have meaning outcome.
- Too many other things going on in wellness space and feeling like reinventing the wheel.
- Not understanding if a budget was available to implement the plan.
- These things take a lot of time and resources. Inherently, this is a slow process. The anticipated results are BIG.
- Sufficient resources
- Being able to find an appropriate time for committee members to meet, in addition to developing approaches to engage employers and communities to pursue wellness activities.
- Lack of financial resources from local, regional, state and federal sources to promote projects.
- Who owns what piece of the work? Capital Crossroads identified a lot of needs, but has lacked individuals, groups or organizations to pass them off to to live long term. Also, funding for some of our initiatives has been a challenge
- The amount of planning and implementation hours on the part of the volunteers to carry out the program is significant.
- Participation of all parties and funding.
- Infrequent meetings and vague to-do's/next steps in between meetings.
- Getting everyone to show up to a meeting.

Is there anything you think could be improved about the administration, coordination, or communications of the Capital Crossroads process? (selected responses)

- I think we are on a good path with the partners.
- I find it difficult to ascertain where each Capital is at with progress toward its goals.
- Information doesn't get from the committees to the website quickly enough.
- We probably could use more support in recruiting additional volunteers and in backing up some of the volunteer efforts.
- More frequent e mail communication.
- If it wasn't for Capital Crossroads pushing for this and having DMACC staff to hold us accountable, it wouldn't have happened.
- Increased connection between the overall effort (including progress) to gain a better understanding of direction and interest in neighborhood improvement.
- I think it has been handled extremely well.
- A little more communication with a bullet point summary of the status of each initiative.
- It is difficult to get calendars coordinated to allow meeting times, etc.
- Perhaps a better understanding of what will happen after the strategy. How will this be implemented? Who will take the reins?
- Tracking updated lists of who is serving on what capitals.
- Better communication. All parts overlap at some point. This is such a huge initiative that I feel no one involved really understands what all is going on or how to contribute to the success of the overall plan.
- Coordination of funding needed for these initiatives; no paid staff mean coordination is challenging.
- More sharing of written reports with the volunteers; more advance notice of update meetings.

- More intentional efforts to identify cross capital initiatives.
- Public marketing and communications. Currently the Tomorrow Plan has more general awareness with the public than Capital Crossroads.
- We know the co-chairs give quarterly reports, but that information does not seem to trickle down to the staff or volunteer level. It would be helpful to know what other Capitals are doing.
- More information about what other committees are doing

Is there anything that could be done by the Greater Des Moines Partnership or its implementation partners to improve the Capital Crossroads volunteer experience? (selected responses)

- Follow-up on progress on implementation-
- Greater appreciation and support.
- I am very pleased with my experience.
- All is well.
- People like to WIN things....and are competitive. Perhaps Capital Crossroads could put their stamp of approval on an "awards" program or something....
- Clear up confusion on The Tomorrow Plan and Capital Crossroads – how these efforts complement each other or not.
- No - I thought everything has been pretty smooth from my perspective.
- I think you did a great job. While I know there was not full representation by all of the applicable agencies on each group, having "update" meetings along the way to seek input and provide information is critical.
- I only have positive feelings. The accountability and DMACC support was critical. For some committee it might not be necessary, but getting city staff to agree, it helped to have an outside entity pushing us.
- It has been a good experience for me.
- Orientation to new volunteers who join committees and subcommittees is missing.
- Maybe organize volunteer recognition day!
- Invite some of the newer executives in town to get them engaged.
- My experience has been very positive!
- More opportunities for those volunteering on different capitals to interact and learn about the work others are doing.
- It would be nice to push our music stories nationally.
- Secure institutional commitments for leadership and support of the on-going work of the capitals
- More clarity on what can be done in between meetings to advance the strategy.
- Appreciate the time and effort put in at occasional celebrations.

Do you have any final comments about the Capital Crossroads process? (selected responses)

- I think it is important for all committees to understand the powerful data that has been collected, and will be collected again in 2014, with the Central Iowa Human Capital Survey.
- Our community momentum continues to impress me. Thank you to all of the chairs for their leadership!
- I'm excited to see more successes reported and shared.

- Wish the media would support the effort more by more publicly "broadcasting" all of the accomplishments thus far.
- Keep up the great work, move forward. In the end we need to keep in mind our work provides opportunity for others to lead a healthier lifestyle. One "Aha moment" for someone can change a person, change a family and in turn change a community. Let's get to work. :)
- I have very much enjoyed working with this group. I feel that while we may have agency "borders" to contend with, there are many beneficial opportunities we can explore in the future.
- Bring on the next regional idea for us to implement!
- This has been a valuable experience and it benefits the greater area by improving collaboration and cost effectiveness in local government
- The CC Plan recognizes the value of and the need for strengthening DSM's neighborhood as a key element of economic advancement for the region. It must be demonstrated through action.
- Overall, I think Capital Crossroads is a good initiative for the community.
- Love the concept and the initiatives taken by CC!
- I think things are going well. It just takes a huge time commitment. Priorities at my job do not always match Crossroads!
- This is such a great, great thing for our community - need to keep it alive and strong so even when this is done, we are ready for the next phase and keep going.
- I am hearing about volunteer burn out - something to keep in mind.
- Planning leads to doing. Keep on both.
- Good process and great effort.
- I think it's a very noble process and I'm honored to be asked to serve on the committee. Just not sure what I could be doing to make more of an impact.
- Great things are happening in the region as a result of this work and the relationships being built through this work. Let's keep it going.
- It's an important effort led by an important organization. I value the goals this initiative is trying to accomplish and consider it an honor being asked to participate.