



STRATEGIC ADJUSTMENT

CAPITAL CROSSROADS MID-COURSE ASSESSMENT

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September 30, 2014

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INTRODUCTION

Supported by funding from the Greater Des Moines Partnership (GDMP), Community Foundation of Greater Des Moines, United Way of Central Iowa, Bravo Greater Des Moines, Prairie Meadows, Des Moines Area Metropolitan Planning Organization, and Iowa State University, the Capital Crossroads planning process launched in late 2010. 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 10 strategic capitals have experienced a number of laudable implementation successes. Overseeing the process are 10 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 strategically 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 process not only enabled 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 have 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. As such, the contents of this Strategic Adjustment report were strongly influenced by the feedback and perspective of the men and women working tirelessly to implement Capital Crossroads.

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

OVERVIEW

This Strategic Adjustment 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. This research informed the ultimate development of the EDGE (Education Drives our Great Economy) Initiative.

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 Strategic Adjustment.

IMPLEMENTATION ASSESSMENT

The report leveraged 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 were leveraged for the Capital Crossroads Strategic Adjustment.

CAPITAL CROSSROADS STRATEGIC ADJUSTMENT

Based on the findings of Stakeholder Feedback and the Implementation Assessment research, *Market Street* has developed this list of strategic adjustments to the Capital Crossroads vision plan. These recommendations 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 are also new initiatives that demanded inclusion in the strategic program based on trends, events, announcements, and opportunities that have arisen in the years since Capital Crossroads was finalized.

VOLUNTEER LEADERS

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

Capital Crossroads Tri-Chairs

Angela Connolly, Jay Byers, Cara Heiden, J. Barry Griswell (Emeritus)

Capital Corridor Co-Chairs

Steve Zumbach, Dr. Steven Leath

Governance Capital Co-Chairs

Robert Andeweg, Gretchen Tegeler

Natural Capital Co-Chairs

Bob Riley, Fred Hubbell

Wellness Capital Co-Chairs

Laura Jackson, Sheila Lang

Physical Capital Co-Chairs

Dave Caris, Angela Connolly

Social Capital Co-Chairs

Kristi Knous, Phil Hodgins

Business Capital Co-Chairs

Mark Miller, Mike Crum, Kathryn Kunert

Capital Core Co-Chairs

Scott Sanders, Mary O'Keefe

Cultural Capital Co-Chairs

Brian Laurenzo, Mary Cownie

Human Capital Co-Chairs

David Wilkerson, Chris Littlefield

PROFESSIONAL STAFF

In addition to the above volunteers, professional staff have been critical to the activation and sustained work on Capital Crossroads strategies. The following organizations and associated professionals have been most instrumental in the success of the first half of the Capital Crossroads implementation cycle.

Greater Des Moines Partnership

Eugene Meyer, President

Mary Bontrager, Mike Colwell, Meg Fitz, Joseph Jones, Glenn Lyons, David Maahs, Susan Ramsey

Community Foundation of Greater Des Moines

Angie Dethlefs-Trettin

United Way of Central Iowa

Elisabeth Buck

City of Des Moines, Iowa

Erin Olson-Douglas, Amber Lynch

Greater Des Moines Convention & Visitors Bureau

Greg Edwards

Character Counts in Iowa

Scott Raecker

STRATEGIC ADJUSTMENT

The halfway point of Capital Crossroads implementation is the ideal time to take a look back, then forward to optimize the strategic program for the final years of its initial cycle. To accomplish this, quantitative and qualitative data were combined to paint a coherent picture of where the initiative has been and where it is headed. The first Mid-Course report was an Implementation Assessment that looked back at the activities since Capital Crossroads' fall 2011 launch; the Strategic Adjustment looks forward towards the culmination of the five-year implementation period.

IMPLEMENTATION ASSESSMENT

The Implementation Assessment research led to the identification of a number of Key Findings associated with initial strategic implementation. They were as follows:

- ✓ **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 10 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 10 capitals themselves.
- ✓ **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' 10 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.

FORMAT

As could be seen from the Implementation Assessment research, a number of the report’s principal takeaways involve the operations, communications, and collaboration associated with the plan as opposed to the strategic initiatives themselves. That is why this Strategic Adjustment is divided into two parts:

- **Strategy:** A capital-by-capital list of the ongoing, adjusted, and new activities for implementation by strategic partners, staff, and volunteers in the remaining years of Capital Crossroads 1.0.
- **Operations:** Internal guidelines to inform and direct the Greater Des Moines Partnership and its implementation partners in the continuing activation, coordination, and communication of Capital Crossroads initiatives.

Each component is vitally important to the overall efficacy and sustainability of the Capital Crossroads coalition. In order to ensure that the future impact of Capital Crossroads meets or exceeds the high expectations established in its first two-plus years, the initiative must move forward as functional system, with the full program and the sum of its parts aligned, integrated, and self-sustaining. As with many of its competitor regions, Central Iowa must ensure that Capital Crossroads 1.0 is simply the beginning of an escalating series of five-year strategic cycles – each building upon the last – to continue the momentum driving the region to even greater levels of success and national recognition.

In addition, as was identified by the Capital Crossroads Implementation Assessment, there are a number of strategic activities recommended in the 2011 strategy that were either not pursued or acted upon in a manner different than proposed. There are also multiple initiatives that were not on the radar when Capital Crossroads was being developed that are now active components of the strategic program.

As such, the numbering of strategic actions in Capital Crossroads (1.0, 1.1, 1.1.1, etc.) has been changed in the Strategic Adjustment report to reflect the programs, processes, and initiatives that are actively being implemented or could be added to the program based on discussions with key volunteers and staff.

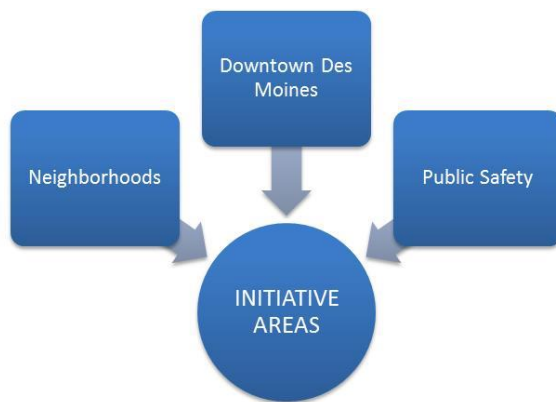
Similarly, the three strategic objectives of each capital area found in the 2011 strategy have also been adjusted or eliminated to match the structural priorities of each capital implementation team. Now, actions will be categorized by **Initiative Area** and correspondingly numbered. An Initiative Area represents the specific program areas focused on by each Capital Committee. A handful of strategic capitals do not have underlying Initiative Areas because their implementation activities are more singularly directed.

Structurally, there have only been **two key changes** to Capital Crossroads' strategic capital dynamics. *First*, work coordinated by the United Way of Central Iowa, the Oakridge Neighborhood, and other partners has been moved from Urban Capital to Human Capital and integrated into the context of the Pre-K through 20 and Life-Long Learning Initiative Areas. *Second*, the launch and growth of racial and ethnic minority councils and groups have been moved from Urban Capital to the Diversity and Inclusion Initiative Area under Social Capital. These decisions were made not only because of the applicability of these activities to their new respective capitals, but also because they are regional in scope as opposed to focused solely on the urban core of the city of Des Moines.

Strategy

The following pages detail the action plan for phase two of Capital Crossroads 1.0 implementation. The principal challenges for these final years are to sustain ongoing activities, ensure that programs and processes that launched in phase one are effectively advanced, and initiate new activities as appropriate.

1.0 CAPITAL CORE



The Capital Core strategies are based on the philosophy that a strong, growing region needs a healthy central city in order to thrive. This was a key takeaway from the original Capital Crossroads research and remains a critical concept today. Since strategic implementation began in 2011, hundreds of millions of dollars have been invested in Downtown Des Moines, with multiple projects completed, ongoing, or planned. While there has been selective investment in

city neighborhoods outside the city core, many leaders and stakeholders believe that efforts must redouble to leverage downtown momentum for the benefit of all districts in Des Moines. The health and viability of Downtown Des Moines and the city's neighborhoods will also be greatly affected by workers', residents' and visitors' feelings of personal safety. Therefore, a public safety component has been launched and incorporated into Capital Core implementation.

1.1 Neighborhoods

ACTION 1.1.1 RESOURCE AND ACTIVATE THE CAPITAL CORE NEIGHBORHOOD IMPROVEMENT IMPLEMENTATION PLAN.

- ✓ Advance the efforts of the Funding Strategy Committee to identify resources to facilitate implementation of the Neighborhood Improvement Plan.
 - Potential funding options include: a local option sales tax; state funding programs; special-incentive districts; and donations from private or corporate entities.
- ✓ Pursue the implementation of the Plan's recommended neighborhood-improvement initiatives and associated tactics and actions:
 - Advance efforts to address blighted residential properties;
 - Build new value-added housing in existing neighborhoods;
 - Revitalize neighborhood commercial areas;

- Upgrade infrastructure; and
- Improve perceptions of, and connections among, Des Moines neighborhoods and schools.

ACTION 1.1.2 ADVANCE THE IMPLEMENTATION OF THE 6TH AVENUE CORRIDOR INITIATIVE.

- ✓ Capitalize on the Corridor Initiative through effective integration of the effort into the Capital Core Neighborhood Improvement Implementation Plan.
- ✓ Leverage the Corridor's inclusion in the Urban Neighborhood Main Street program.
 - Pursue a four-point approach to commercial revitalization, including: Design, Business Improvement, Promotions, and Organization.
- ✓ Incorporate sustainable elements to enhance the Corridor neighborhoods through participation in the Greening America's Capitals program.

ACTION 1.1.3 SUPPORT THE WORK OF THE PUBLIC-PRIVATE FRIENDS OF SOUTHWEST 9TH COALITION.

- ✓ Capitalize on the coalition's work through effective integration of the effort into the Capital Core Neighborhood Improvement Implementation Plan.
- ✓ Develop a set of approved corridor-enhancement strategies to revitalize SW 9th Street in the city of Des Moines.
- ✓ Identify public and private resources to support plan implementation.

ACTION 1.1.4 COORDINATE WITH ALLIED GROUPS TO ADDRESS ISSUES IN THE URBAN CORE.

- ✓ Coordinate with the team of Community Development Coordinators managed by the Child and Family Policy Center.
- ✓ Work with the coalition coordinated by Meals from the Heartland to distribute packaged meals in the urban core of Des Moines and eliminate hunger in the district by 2015.
- ✓ Support the group of faith-based leaders from across Greater Des Moines coming together around addressing issues in the city's urban core.
- ✓ Support the development and implementation of Greater Des Moines first comprehensive refugee services plan under the auspices of the Des Moines Refugee Planning Coalition.

1.2 Downtown Des Moines

ACTION 1.2.1 CONTINUE EFFORTS TO GAIN STATE FUNDING FOR A 25-ACRE DOWNTOWN REINVESTMENT DISTRICT.

- ✓ Leverage state monies to supplement local and private investment to facilitate the development, among other projects, of:

- A \$130 million convention hotel at the Iowa Events Center;
 - A Hy-Vee market and residential development in the Court Avenue district;
 - Renovations and upgrades to the city-owned 5th and Keosauqua Way parking structure;
 - Streetscape improvements for Walnut Street; and
 - Renovation of the Randolph Hotel as market-rate apartments.
- ✓ Formalize contingency plans for securing the needed resources to facilitate projects in the proposed reinvestment district if state monies are not allocated

ACTION 1.2.2 ADVANCE THE PROJECTS CATALYZED BY THE DES MOINES REDEVELOPMENT CORPORATION AND OTHER KEY ENTITIES.

- ✓ In addition to the aforementioned Iowa Events Center convention hotel, other projects include:
- Refurbishment of the Polk County Courthouse and expansion into the former J.C. Penny's building;
 - Redevelopment of the former Plex building into the Wellmark YMCA; and
 - Redevelopment of the former Riverfront YMCA property.
- ✓ Work with members of the Des Moines Redevelopment Corporation to determine the optimal function of the group moving forward.

ACTION 1.2.3 CONTINUE THE REFURBISHMENT OF KEY DOWNTOWN INFRASTRUCTURE.

- ✓ Implement the vision for transforming Walnut Street into a downtown activity hub.
- ✓ Proceed with the resourcing and construction of Phase II of the Des Moines Botanical Garden redevelopment.
- ✓ Continue efforts to refurbish the Des Moines Skywalk System into a more dynamic retail and pedestrian environment.
- ✓ Complete construction on Cowles Commons and effectively program and maintain the new gathering space.
- ✓ Effectively redevelop the 7th and Grand parking structure into a multi-million-dollar mixed-use project.

ACTION 1.2.4 SUPPORT THE ONGOING EVOLUTION OF DOWNTOWN DES MOINES AS A 24-7-365 DISTRICT.

- ✓ Continue to foster a regulatory and incentives climate supportive of construction of quality infill and redevelopment housing, mixed-use projects, and commercial and retail development.
- ✓ Fully leverage the potential impacts of Principal Financial Group's \$238-million remodel of its downtown campus.

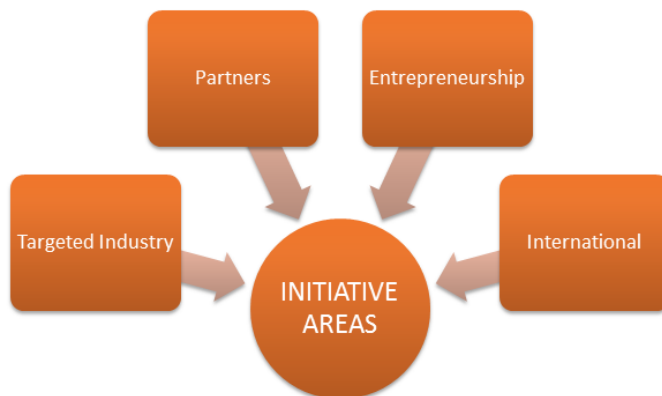
- ✓ Ensure that the relocation of the Kum & Go corporation to downtown Des Moines proceeds on schedule.
- ✓ Continually enhance day and evening, weekday, and weekend downtown event programming to reinforce the district's standing as a thriving activity center for residents, workers, and visitors.

1.3 Public Safety

ACTION 1.3.1 ENSURE THAT DOWNTOWN DES MOINES AND CITY NEIGHBORHOODS REMAIN SAFE ENVIRONMENTS FOR WORKERS, RESIDENTS, AND VISITORS.

- ✓ Assemble and leverage a coalition of partners to identify and advance actions that will ensure that Capital Core districts and communities remain safe environments.
- ✓ Focus coalition efforts on residents' *perception* of crime issues as well as on maintenance of public safety.

2.0 BUSINESS CAPITAL



Greater Des Moines and Central Iowa are promoted internally and externally by two successful, respected entities in the Greater Des Moines Partnership and Ames Chamber of Commerce/Ames Economic Development Commission. An ambitious new initiative – the Cultivation Corridor – will add to the capacity of professionals touting the region's competitive advantages and opportunities. As a result of Capital Crossroads implementation, the Greater Des Moines

Partnership is restructuring its economic development governance to reflect the priority programmatic areas of the strategic initiative. In order to maintain consistency between the Partnership's volunteer structure and the plan's implementation, this Capital Crossroads Strategic Adjustment report's Initiative Areas have conformed to the organization's forthcoming governance model.

2.1 Targeted Industry

ACTION 2.1.1 FULLY LEVERAGE TARGET INDUSTRY COUNCILS¹ TO INFORM ECONOMIC AND WORKFORCE DEVELOPMENT STRATEGY AND IMPLEMENTATION.

- ✓ Ensure that Council meetings are programmed to foster discussion leading to actionable strategies to address key competitive challenges and opportunities for economic growth and workforce optimization.
 - Take advantage of all opportunities to advance synergies between the Councils and other Capital Crossroads strategic capitals.
- ✓ Continue to assess the potential to leverage the Des Moines Metropolitan Planning Organization's (MPO) Freight Roundtable as the Capital Crossroads logistics industry council.

ACTION 2.1.2 MAINTAIN THE REGION'S COMPREHENSIVE, MULTI-CHANNEL EXTERNAL MARKETING PROGRAM.

- ✓ Consistently evaluate the efficacy of DesMoinesMetro.com as a best-in-class online marketing and informational tool, upgrading the site as necessary.
- ✓ Continue effectively pre-planning, conducting, and assessing the impact of marketing missions, prospect visits, trade show and conference attendance, and internal hosting events.
- ✓ Promote and sustain the Des Moines Regional Research, Stats and Data Hub as the principal source for economic, demographic, and workforce data on the Des Moines region.
- ✓ Fully leverage social media tools to promote Greater Des Moines and Central Iowa to business, investors, talent, and other key audiences.
- ✓ Continue enhancing the impact of corporate ambassadors to promote Central Iowa to internal and external prospects through one-on-one discussions and participation on marketing trips.

ACTION 2.1.3 CAPITALIZE ON THE ADVANCE IOWA ECONOMIC GARDENING PROGRAM TO SUPPORT GROWTH OF MID-SIZED COMPANIES IN CENTRAL IOWA.

- ✓ Effectively promote the program to eligible businesses.
- ✓ Encourage interested firms to apply for the program in partnership with the GDMP.
- ✓ Report on results of participating companies to further publicize the program's benefits.

ACTION 2.1.4 ENCOURAGE PARTICIPATION IN THE LOOK LOCAL FIRST PROGRAM.

- ✓ Effectively drive traffic to the LookLocalDSM.com website.

¹ Councils include: Advanced Manufacturing; Information Solutions; Agribusiness, and Financial Services.

- ✓ Leverage data analysis, Industry Councils and other tools to identify local providers for outsourced good and services.
- ✓ Promote stories of successful insourced purchasing to media and partners.

ACTION 2.1.5 CONTINUE TO ENGAGE REGIONAL PARTNERS IN THE DEVELOPMENT AND ADVOCACY OF STATE AND FEDERAL POLICY AGENDAS.

- ✓ Utilize Industry Councils and the competitiveness priorities of Capital Crossroads Capital Committees to inform policy agenda development and advancement.
- ✓ Continue active lobbying of state and federal officials on key issues of importance to Central Iowa.
- ✓ Publically advocate for issues that can advance Central Iowa's competitive position and economic development success.

2.2 Partners

ACTION 2.2.1 ENGAGE THE GREATER DES MOINES PARTNERSHIP'S FORTHCOMING DEVELOPMENT COUNCIL IN ISSUES THAT AFFECT CENTRAL IOWA'S PROJECT MANAGEMENT AND DEVELOPMENT PROCESSES AND PROTOCOLS.

- ✓ Foster seamless communications channels for active projects between economic development staff and affected community and development partners.
- ✓ Ensure that meeting and negotiation protocols are consistent and approved by Council members.
- ✓ Connect Council members with leaders of strategic capital committees as necessary to ensure project development is consistent with Capital Crossroads and Tomorrow Plan priorities.

ACTION 2.2.2 CONTINUE TO WORK WITH THE ECONOMIC DEVELOPMENT PRACTITIONERS COUNCIL TO FOSTER REGIONAL COHESION AND COLLABORATION.

- ✓ Consistently assess and confirm that communication of leads and RFIs (requests for information) is equitable and follows the Council's established distribution protocols.
- ✓ Follow up with Council members to provide updates on the outcomes (if known) of all active projects.
 - Provide constructive feedback to local practitioners engaged with prospects to enable them to address any competitive issues that may have arisen.
 - Deliver useful information on key elements that ultimately affected prospects' location decision-making.
- ✓ Effectively promote Council member communities on the GDMP website.

2.3 Entrepreneurship

ACTION 2.3.1 RESOURCE, DEVELOP, AND LEVERAGE BEST-IN-CLASS INCUBATION AND ACCELERATION PROGRAMS AND FACILITIES.

- ✓ Launch the Global Insurance Accelerator to help grow insurance-based technology startups.
 - Continue to seek additional investors to create a consortium of Central Iowa insurance companies to support the program.
 - Formalize the Accelerator's programming, funding dynamics, and promotional efforts.
 - Work to retain successful Accelerator graduates in Central Iowa.
- ✓ Continue to study the potential development of an AgBio Incubator and lobby for its location in Central Iowa.
- ✓ Identify new homes for incubating companies and events currently held at StartupCity Des Moines.

ACTION 2.3.2 PROVIDE THE SUPPORT AND CAPITAL NECESSARY FOR ENTREPRENEURS TO BE SUCCESSFUL.

- ✓ Utilize the Nestmint investment fund to bridge the gap from idea to proof-of-concept for Central Iowa-based startups.
- ✓ Continue to leverage the Plains Angels investor forum to capitalize promising early-stage companies and position them for rapid growth.
- ✓ Consistently market and enhance Central Iowa SourceLink as an impactful information and networking portal for fledgling entrepreneurs.
- ✓ Effectively leverage Central Iowa's college and university entrepreneurship programs, including:
 - *Central College* – Martin Heerema Entrepreneurship Program
 - *Drake University* – Buchanan Center for Entrepreneurial Leadership; Pappajohn Center for Entrepreneurship Outreach; Lorentzen New Venture Hatchery program
 - *Iowa State University* – Pappajohn Center for Entrepreneurship; Entrepreneur Club; Ag Entrepreneurship Initiative
 - *Simpson College* – Emerge@Simpson
 - *University of Iowa John Pappajohn Education Center* – Venture School; Lunch and Learn; continuing education programs

ACTION 2.3.3 FOSTER NETWORKING OPPORTUNITIES TO ADVANCE CENTRAL IOWA'S ENTREPRENEURIAL ECOSYSTEM.

- ✓ Determine the value of positioning Gravitare as the "geographic center of gravity" for Des Moines' entrepreneurial ecosystem.
 - Leverage its potential as an event and networking space and coworking location, including absorbing programming previously hosted by StartupCity Des Moines.

- ✓ Continue to leverage the Technology Association of Iowa (TAI) as a key coordinator, program-operator, and event manager for Central Iowa's entrepreneurial network.
- ✓ Support 1 Million Cups Des Moines as a dynamic networking and startup-development resource.

ACTION 2.3.4 CAPITALIZE ON TECHNOLOGY COMMERCIALIZATION OPPORTUNITIES AT IOWA STATE UNIVERSITY.

- ✓ Fully support the Office of Economic Development and Industry Relations.
 - Advance the Office's goals of managing corporate and industry relations; facilitating and supporting innovation and an entrepreneurial culture on campus; and fostering external economic development initiatives."
- ✓ Effectively utilize ISU's new Proof of Concept fund to facilitate research commercialization.
- ✓ Leverage Iowa State alumni to serve as potential angel investors and entrepreneurial mentors.

2.4 International

ACTION 2.4.1 IMPLEMENT THE GREATER DES MOINES REGIONAL EXPORT PLAN.

- ✓ Work to develop a regional model of export collaboration and coordination.
- ✓ Assist regional firms with increasing their service-sector exports.
- ✓ Continue marketing the Des Moines region for global growth, including taking trade mission trips to high-value international markets.
- ✓ Leverage the Cultivation Corridor effort to promote Central Iowa as a global leader in ag biosciences.
- ✓ Effectively utilize existing export-supportive tools like e-Certify and designated Foreign Trade Zone incentive districts.
- ✓ Integrate strategies emerging from Greater Des Moines' upcoming participation in the Brookings Institution's *Foreign Direct Initiative* into the framework of Regional Export Plan implementation.

ACTION 2.4.2 CAPITALIZE ON HIGH-PROFILE EVENTS TO BUILD AWARENESS OF CENTRAL IOWA IN INTERNATIONAL MARKETS.

- ✓ Expand efforts to leverage the World Food Prize Laureate Award Ceremony as a major marketing opportunity for economic development in Central Iowa.
- ✓ Build on the momentum of the first annual Global Insurance Symposium to increase the global reach and impact of the event in future years.

3.0 CULTIVATION CORRIDOR

Announced in April 2014, the Cultivation Corridor initiative is more than just a branding strategy but has emerged as a staffed entity focused on developing the ag bioscience economic sector in Central Iowa and across the state. Brent Willet has been hired as Executive Director and will ultimately be housed at Iowa State's new building on its Research 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. A Board of Directors is in the process of being seated to oversee the initiative. Board membership dues 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 3.1 COMPLETE THE BUILD-OUT OF THE CULTIVATION CORRIDOR INITIATIVE.

- ✓ Continue staff and volunteer outreach to promote the initiative to partners in Central Iowa and beyond.
- ✓ Formalize the Corridor's budget and resource-development parameters and ultimately consider incorporation as a separate non-profit entity.
- ✓ Empanel the Board of Directors and establish their roles and responsibilities.
- ✓ Develop content for the Cultivation Corridor website and create additional promotional materials.
- ✓ Populate staff's travel and event-attendance calendar.
- ✓ Establish performance metrics to track progress on Cultivation Corridor implementation.
- ✓ Phase out the Capital Corridor Committee in favor of governance from the Cultivation Corridor Board of Directors.
- ✓ Develop a communications strategy for the Corridor initiative, including the potential for quarterly and/or annual meetings of investors.

ACTION 3.2 MAXIMIZE THE IMPACT OF THE CORRIDOR INITIATIVE MOVING FORWARD.

- ✓ Ensure that Corridor-related competitive issues and opportunities inform annual state and federal legislative agendas.

- ✓ Leverage the Corridor initiative to enhance relationship-building between ag bioscience entities in Central Iowa and between the ag sector and other regional industry leadership.
- ✓ Determine the potential to increase awareness in Central Iowa's of the ag bioscience economy and its opportunities through the vehicle of Cultivation Corridor implementation.
- ✓ Consider pursuing a future workforce-development component as a staffed program of the Cultivation Corridor.
- ✓ Ensure Cultivation Corridor activities are effectively integrated and leveraged as necessary with other Capital Crossroads strategic capitals.

4.0 WELLNESS CAPITAL

The comprehensive Wellness and Community study coordinated by the Wellness Capital Committee identified numerous programs and efforts being coordinated locally by businesses, governments, and community groups. So many, in fact, that the Committee determined that a regional wellness initiative would be unnecessarily redundant. However, this does not mean there is not a need for better coordination among efforts or that many businesses and communities

would not benefit from support in starting their own customized wellness initiative. For the second phase of Capital Crossroads implementation, the Wellness Capital should focus on fostering coordination and collaboration between wellness initiatives and also developing a scalable "toolkit" for the creation of local wellness programs.



ACTION 4.1 DEVELOP A HEALTHY COMMUNITY TOOLKIT TO ENABLE LOCALITIES TO RESOURCE, PROGRAM, AND LAUNCH THEIR OWN WELLNESS INITIATIVES.

- ✓ Utilize the Centers for Disease Control and Prevention's (CDC) Community Health Assessment and Group Evaluation (CHANGE) tool as the framework for the Healthy Community Toolkit.
 - Create the Toolkit using expertise from Wellmark Blue Cross Blue Shield officials and lessons learned from development of the Healthiest Ames Initiative.
 - Ensure the Toolkit program can be sustainably resourced, staffed, and managed.
- ✓ Launch the Healthy Community Toolkit under the auspices of Capital Crossroads.
 - Promote the Toolkit as a scalable template for developing local wellness initiatives.

- Support local communities as they assess support capacity and resource availability to initiate wellness programs.
- Provide facilitation support and “train the trainer” services for communities that have embarked on program development.
- ✓ Develop a performance-metric framework to provide participating communities with a gauge for assessing their implementation successes and challenges.

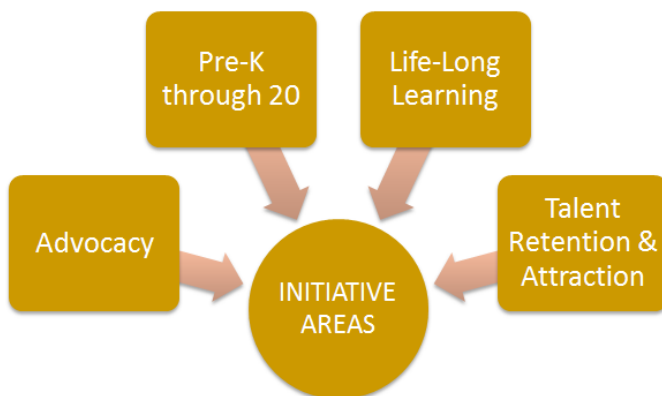
ACTION 4.2 ENSURE THERE IS EFFECTIVE COORDINATION BETWEEN LOCAL, REGIONAL, AND STATEWIDE WELLNESS INITIATIVES.

- ✓ Under the auspices of the Wellness Capital Committee, bring together leadership of health and wellness efforts in Central Iowa to discuss opportunities for collaboration, coordination, resource-sharing, and other cooperative benefits.
- ✓ Conduct research to identify health and wellness best practices that can be shared with implementation partners.

ACTION 4.3 CONDUCT AN ANNUAL (OR BI-ANNUAL) WELLNESS AND COMMUNITY STUDY TO INVENTORY ONGOING INITIATIVES AND INFORM NEW AND ENHANCED EFFORTS.

- ✓ Utilize findings to inform programmatic needs and opportunities.
- ✓ Report key takeaways and successful outcomes to partners and the press.

5.0 HUMAN CAPITAL



Implementation of multiple Human Capital strategies will be coordinated under the auspices of **EDGE (Education Drives our Great Economy)**, a new initiative launched by the Greater Des Moines Partnership and overseen by the Business/Education Alliance (BEA) of Greater Des Moines. EDGE was developed by the Human Capital Committee as a cradle-through-career education and training initiative in response to a recommendation in the Capital

Crossroads strategy. The EDGE approach will focus on having a group of key business and education leaders help coordinate, align, and measure the various workforce development efforts already being performed in Central Iowa and offer advice and guidance to drive additional progress. Performance goals will be developed to guide the strategy, with practitioners convened quarterly to monitor progress. An

EDGE Executive Director serves as the liaison to the universe of education and training partners aligned under the EDGE umbrella.

The BEA Board of Directors will provide formal oversight over EDGE efforts until 2016, at which time the program's governance will be reviewed. The Board will work and collaborate with various organizations to gain information and transparency on local and regional education and workforce development programming. The Board will review strategies and initiatives and identify areas of overlap and duplication as well as key strategies to improve EDGE and provide support to accomplish desired outcomes per established data metrics. Reports will be generated on the delivery of strategies and achievement of performance goals.

EDGE strategies and initiatives will be organized under the areas of Advocacy, Pre-K through 20, and Life-Long Learning.

- *Advocacy* initiatives will inform the community about legislation impacting education, foster public discourse about key issues in education, and advocate for best practices in education.
- *Pre-K through 20* initiatives will strive to ensure that every student is prepared to become a successful, productive citizen by providing resources to support assessment and exploration of student career and educational interests and the measurability of student/teacher achievement.
- *Life-Long Learning* initiatives will seek to provide citizens an opportunity to maximize their potential through continuing education and skills-based learning to expand and grow their career options and help match them to current and future workforce needs.

5.1 Advocacy (EDGE)

ACTION 5.1.1 FORMALIZE APPROVED EDGE STRATEGIES AROUND THE ADVOCACY GOAL.

- ✓ Work with the BEA Board and practitioners to optimize educational advocacy efforts based on existing programs and priorities.
- ✓ Develop metrics to track performance in the Advocacy goal area.

ACTION 5.1.2 CONTINUE HOSTING THE ANNUAL BUSINESS SUMMIT FOR EDUCATION EXCELLENCE.

- ✓ Utilize the Summit to create a strong and unified business voice on educational issues.
- ✓ Challenge the attendees to assume leadership roles in advocating for transformative reform in education.

ACTION 5.1.3 LEVERAGE TARGET INDUSTRY COUNCILS TO INFORM EDUCATION POLICY AND CURRICULA DEVELOPMENT.

- ✓ Compel Council members to serve as prominent voices for changes to education policies that would make their industries more competitive.

- ✓ Engage industry leaders in development of legislative priorities for presentation to state and federal elected officials.

5.2 Pre-K through 20 (EDGE)

ACTION 5.2.1 FORMALIZE APPROVED EDGE STRATEGIES AROUND THE PRE-K THROUGH 20 GOAL.

- ✓ Work with the BEA Board and practitioners to optimize the Pre-K through 20 pipeline by leveraging existing programs and practitioners.
- ✓ Develop metrics to track performance in the Pre-K through 20 goal area.

ACTION 5.2.2 INCREASE THE NUMBER OF IOWA YOUTH PARTICIPATING IN EARLY-CHILDHOOD EDUCATION PROGRAMS.

- ✓ Integrate Pre-K policy mandates into EDGE's Advocacy goal strategies.
- ✓ Leverage United Way of Central Iowa programs including a new preschool education initiative with over 100 early childhood sites in the urban core and a program to train homecare providers in early childhood best practices.

ACTION 5.2.3 ENCOURAGE DEVELOPMENT OF CAREER-FOCUSED EDUCATION PROGRAMS IN CENTRAL IOWA PRE-K THROUGH 12 DISTRICTS.

- ✓ Continue development of career academy campus models in Central Iowa public high schools.
- ✓ Implement the Center for Advanced Professional Studies (CAPS) program at Waukee High School.
 - Launch profession-based learning opportunities at business-housed satellite facilities in the industry "strands" of Finance and Insurance; Technology; Engineering; and Human Services.
 - Ensure the Bioscience (2015) and Value-Added Agriculture (2016) strands launch as scheduled.
 - Proceed with identification of future training strands as CAPS evolves and synch them with Central Iowa's target industry clusters.
 - Encourage Waukee Schools and other districts to consider scaling the CAPS program to the full Central Iowa region.
- ✓ Promote Connect-to-Business (C2B) to Central Iowa students interested in creating a career-focused plan of study, finding information on colleges, financial aid programs, and connecting with training opportunities in thousands of Greater Des Moines businesses.
- ✓ Support the United Way of Central Iowa partnership 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.

- ✓ Consistently enhance opportunities for students to take advantage of job shadowing, internship, 2+2, mentorships, and apprenticeship programs in partnership with business and higher education.
 - Implement future GDMP programs including the Strategic Internship Program for middle and high school students as well as a collaborative mentorship program oriented around STEM disciplines.

ACTION 5.2.4 ENSURE HIGHER EDUCATIONAL INSTITUTIONS HAVE THE RESOURCES AND CONNECTIVITY NECESSARY TO DELIVER A QUALIFIED WORKFORCE TO REGIONAL COMPANIES.

- ✓ Leverage EDGE, Target Industry Councils, GDMP programs, Central Iowa Works, the Central Iowa Workforce Investment Board, the Des Moines Area Consortium for Higher Education, and all other appropriate entities and tools to seamlessly advance the Central Iowa education and training pipeline from secondary school through two- and four-year degree programs and into regional employment.
- ✓ Utilize EDGE's Advocacy platform and leadership to lobby for sufficient programmatic resources for Central Iowa colleges and universities.

5.3 Life-Long Learning (EDGE)

ACTION 5.3.1 FORMALIZE APPROVED EDGE STRATEGIES AROUND THE LIFE-LONG LEARNING GOAL.

- ✓ Work with the BEA Board and practitioners to optimize adult training and re-skilling strategies based on existing programs and priorities.
- ✓ Develop metrics to track performance in the Life-Long Learning goal area.

ACTION 5.3.2 CAPTURE THE FULL UNIVERSE OF ADULT EDUCATION PROGRAMS UNDER THE EDGE UMBRELLA.

- ✓ Integrate the following initiatives and entities into the EDGE cradle through career pipeline:
 - Skilled Iowa Community designation program and other Iowa Workforce Development efforts;
 - Central Iowa Works Workforce Partnerships, Sheet Metal Workers Training Fund, and Job Developer Network;
 - DMACC Workforce Training Academy;
 - Evelyn Davis Center for Working Families;
 - Drake University Adult Literacy Center;
 - Project IOWA; and
 - United Way of Central Iowa programs including the Central Iowa Hope Initiative (Health, Opportunity, Prosperity, and Education) and GED Academy.

- ✓ Work with Life-Long Learning partners to adjust and enhance programs as necessary to meet performance estimates and expectations.

5.4 Talent Retention and Attraction

ACTION 5.4.1 OPTIMIZE CARPEDM (SEIZEDESMOINES.COM) AS A ONE-STOP TALENT RETENTION AND ATTRACTION PORTAL.

- ✓ Continue to enhance efforts to drive traffic to the website and encourage user-created content development.
- ✓ Tie a future Strategic Internship Program to CarpeDM's job center.

ACTION 5.4.2 CONTINUE THE EVOLUTION OF THE GREATER DES MOINES PARTNERSHIP'S TALENT DEVELOPMENT PROGRAMS.

- ✓ Increase awareness of Central Iowa's career and lifestyle advantages at job fairs, receptions, and national events.
- ✓ Improve the utilization of online technologies and resources to market the region to talent.
- ✓ Boost awareness of GDMP's personalized recruitment services for business
- ✓ Support the retention of the existing workforce through intentional integration strategies and talent "embeddedness."
- ✓ Expand the user base of the Connect-to-Business Greater Des Moines program.

ACTION 5.4.3 CONTINUE CONDUCTING AN ANNUAL CENTRAL IOWA HUMAN CAPITAL SURVEY.

- ✓ Leverage community attitudes and preferences expressed in the Survey to inform advocacy platforms and strategies to increase community embeddedness, identify talent retention and attraction issues, and foster public discourse on educational issues.
- ✓ Consider adding questions to the Survey concerning educational policies and the degree to which respondents support reform initiatives.

ACTION 5.4.4 IMPLEMENT THE HOME BASE IOWA INITIATIVE.

- ✓ Work with localities to achieve the standards necessary to become a Home Base Iowa Community.
- ✓ Partner with businesses to achieve Home Base Iowa Business status.
- ✓ Fully promote the Initiative to Iowa-based and –affiliated veterans.

6.0 SOCIAL CAPITAL



The Social Capital committee divided into sub-committees focused on Leadership, Diversity, and Civility (Diversity was later rebranded as Diversity and Inclusion). The Community Foundation of Greater Des Moines lent staff and expertise to coordinate the Leadership component, while the GDMP's Diversity & Inclusion Council agreed to integrate its program of work into the framework of Capital Crossroads. 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. Character Counts in Iowa has been spearheading implementation of Civility strategies with support from Drake University students among other partners.

6.1 Leadership

ACTION 6.1.1 EFFECTIVELY ADVANCE THE EFFORTS OF THE REGIONAL LEADERSHIP COUNCIL (RLC).

- ✓ Continue to leverage meetings to share information on programs and opportunities for collaboration, coordination, and development of new shared efforts.
- ✓ Develop a web platform to serve as a "matching" tool between Central Iowa organizations and stakeholders interested in serving in leadership roles (boards, advisory committees, task forces, etc.).
 - Consider partnering with the Emerging Leaders Collaborative (see 6.1.2) to reach young professionals interested in service opportunities, potentially leveraging the CarpeDM platform for this purpose.
- ✓ Apply to host a conference for the Association of Leadership Programs in Des Moines in 2016.
- ✓ Launch an annual educational event for RLC program participants beginning in 2015.
- ✓ Determine a local/regional entity to commit to long-term management of the RLC initiative.

ACTION 6.1.2 SUPPORT EFFORTS TO GROW THE MEMBERSHIP AND INFLUENCE OF THE EMERGING LEADERS COLLABORATIVE (ELC) AND REGIONAL NON-GOVERNMENTAL ORGANIZATIONS (NGOs).

- ✓ Continue efforts to leverage all Central Iowa young professional groups under one regional umbrella and expand the governing group to engage additional membership;
 - Design and implement metrics to determine group successes.

- Institute mechanisms for feedback for groups presenting during the NGO component of monthly meetings.
 - Secure resources and commitments to ensure that the ELC initiative is sustainable.
- ✓ Utilize ELC/NGO meetings to build awareness of young professional efforts and implement a framework to share resources, encourage collaboration, and reduce programmatic duplication.
- ✓ Continue with efforts to position the ELC/NGO as a “think tank” for growing local and regional organizations, potentially providing them with programmatic funding for approved ideas.

ACTION 6.1.3 CONTINUE THE EFFECTIVE EVOLUTION OF THE COMMUNITY CONNECT: MENTORS INSPIRING SUCCESS PROGRAM.

- ✓ Enhance the Community Connect curriculum and meeting agendas with each new class of mentees and mentors.
- ✓ Consistently ensure that program participants (mentors and mentees) reflect the demographic makeup of Central Iowa.
 - Outreach to all key representative groups to identify mentors and mentees to participate in the program.
- ✓ Assess opportunities and resources to graduate more than one Community Connect class per year as need dictates.
- ✓ Develop an implementation guide for the Community Connect program so interested Central Iowa communities and organizations can develop and operate their own local mentorship programs or incorporate mentorship into their organizational operations.

6.2 Diversity and Inclusion

ACTION 6.2.1 CHAMPION AND PROMOTE THE PROGRAMS OF THE GDMP’S DIVERSITY & INCLUSION COUNCIL.

- ✓ Work to create inclusive corporate cultures by mobilizing the regional business community towards a broad vision that incorporates all people as valued community members and customers.
- ✓ Provide access to educational resources about inclusion to all organizations in Greater Des Moines and Central Iowa.
- ✓ Continue hosting quarterly multicultural receptions and presenting companies with Inclusion Awards to recognize inclusive cultures within local organizations.
- ✓ Publish and promote INclusion Magazine as a key tool for fostering understanding and inclusion in Central Iowa.

ACTION 6.2.2 SUPPORT THE DEVELOPMENT AND GROWTH OF DIVERSE CONSTITUENCY GROUPS, COUNCILS, AND ASSOCIATIONS ACROSS CENTRAL IOWA.

- ✓ Support the growth of the Latino Forum and Latina Leadership Initiative.
 - Promote the organizations' mission, key issues, and impacts.
 - Continue to establish stronger connections among Central Iowa Latino groups and between the Latino community and other local constituencies.
- ✓ Engage the African-American Leadership Forum and Leadership Academy in Central Iowa issues, initiatives, networks, and leadership structures.
- ✓ Support and promote the coordinated efforts of the Des Moines Refugee Planning Coalition as well as the Iowa International Center.

6.3 Civility

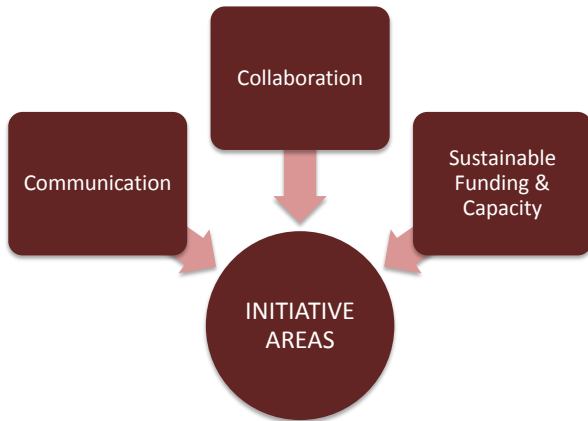
ACTION 6.3.1 MOVE FORWARD ON EFFORTS OF THE CIVILITY COLLABORATIVE PARTNERSHIP.

- ✓ Develop and deliver modules to enable Central Iowa chambers of commerce, governments, and corporations to conduct meetings with civility.
- ✓ Launch the *Show Some Respect* campaign and speaker series developed from the cornerstone project of Drake University marketing and public relations students and built upon the "Better Together-Creating Community through Civility" speaker series.

ACTION 6.3.1 IDENTIFY RESOURCES TO IMPLEMENT THE CIVILITY INITIATIVE.

- ✓ Create the necessary capacity to activate the *Show Some Respect* campaign.
- ✓ Outreach to potential program adoptees to integrate the Initiative into their organizational operations.

7.0 CULTURAL CAPITAL



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.

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.

This adjustment details known priorities and objectives. As volunteers are reengaged and new information about support mechanisms and funding become available, goals may be adjusted accordingly.

7.1 Communication

ACTION 7.1.1 IMPLEMENT THE GREATER DES MOINES CULTURAL TOURISM PLAN.

- ✓ Support the Greater Des Moines Convention and Visitor's Bureau as it works to make the region a top destination for cultural tourism.
- ✓ Ensure the campaign has sufficient resources to be sustainable.

ACTION 7.1.2 PARTNER ON THE CREATION OF A GREATER DES MOINES ARTS "BRAND."

- ✓ Continue discussions on opportunities to develop a cohesive regional arts brand to collaboratively market arts and culture resources and amenities in Central Iowa.
- ✓ Leverage best practice communications tools and effectively coordinate messaging, color schemes, and graphics standards.
- ✓ Align and leverage the branding message with the pending arts advocacy (7.1.4) campaign.

ACTION 7.1.3 LAUNCH AN "ARTS ADVOCACY" CAMPAIGN IN CENTRAL IOWA.

- ✓ Continue discussions on the potential to formalize an arts advocacy campaign for Central Iowa.

- Empanel an Arts Advocacy Campaign if the effort is pursued.
- ✓ Determine the organizational home and resource base for the campaign.
- ✓ Leverage the 2012 Central Iowa Arts, Culture and Heritage Economic Impact Study and other tools to communicate to decision-makers the role of the arts as economic development drivers.

7.2 Collaboration

ACTION 7.2.1 MAXIMIZE THE VALUE OF CATCH DES MOINES CULTURE.COM.

- ✓ Partner and collaborate to ensure that all relevant event and program information is posted on the centralized arts calendar.
- ✓ Actively promote CatchDesMoinesCulture.com through a coordinated network of Central Iowa tourism, hospitality, media, business, and government partners.

ACTION 7.2.2 ENSURE COLLABORATION AMONG ARTS AND CULTURE INSTITUTIONS AND ORGANIZATIONS.

- ✓ Effectively leverage Bravo Greater Des Moines, Cultural Capital leaders, and cultural institutions and organizations to foster a unified voice for arts and culture in the region.
- ✓ Continue to utilize Capital Crossroads' Cultural Capital Committee as a vehicle to bring different voices and leaders together around shared issues and initiatives.

7.3 Sustainable Funding and Capacity

ACTION 7.3.1 CONSISTENTLY SUSTAIN AND GROW RESOURCES TO SUPPORT THE REGIONAL ARTS ECONOMY.

- ✓ Leverage Bravo Greater Des Moines as the principal vehicle to facilitate collaborative arts funding.
- ✓ Position a key plank of the proposed arts advocacy campaign (Action 7.1.4) on increasing state and local contributions to support growth in the arts economy.

ACTION 7.3.2 ENHANCE OPPORTUNITIES FOR CENTRAL IOWA ARTISTS TO CREATE AND SHOWCASE THEIR WORK TO PATRONS AND THE PUBLIC.

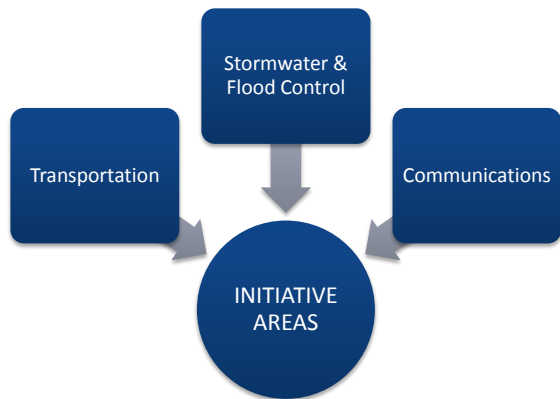
- ✓ Continue to leverage the Des Moines Arts Festival, 80/35, Music Under the Canopy, World Food and Music Festival, Lunch Unplugged, and other events and series as showcases for local talent.
- ✓ Promote Des Moines Social Club as a grassroots venue for local and regional art, music, theater, and non-profit performance companies.
- ✓ Advocate for additional public venues to display the work of regional artists.

- ✓ Support ongoing efforts to develop Des Moines Arts as a permanent, affordable workspace for local artists.

ACTION 7.3.3 CONTINUE EFFORTS TO DEVELOP A REGIONAL MUSIC ECONOMY.

- ✓ Ensure ongoing support for Des Moines Music Coalition events 80/35, Little Big Fest, and Gross Domestic Product.
- ✓ Provide resources to facilitate the expansion of Music University and other industry-related events in the metro.
- ✓ Continue efforts to site, resource, construct, and program a mid-sized performance venue in the Des Moines area.
- ✓ Expand partnerships between public and private entities and local musicians to expose their work to wider audiences.
 - Utilize efforts like the CarpeDM Music Mix as a model for broadening the listener base for Central Iowa musicians.

8.0 PHYSICAL CAPITAL



The Physical Capital committee created sub-committees focused on key components of the strategic capital. According to volunteers, much 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. 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.

8.1 Transportation

ACTION 8.1.1 CONTINUE IMPLEMENTATION OF THE DART FORWARD 2035 PLAN.

- ✓ Increase frequencies of service to provide customers with more choices and less need to rely on schedules.
- ✓ Implement transit-priority measures to speed travel times.
- ✓ Launch and sustain crosstown routes, creating opportunities for non-downtown transfers.
- ✓ Provide flex route options to provide customers increased passenger choice and flexibility.
- ✓ Pursue resources to facilitate the design and launch of bus-rapid transit (BRT) on high-priority, high-volume routes.

ACTION 8.1.2 ASSESS REGIONAL TRANSPORTATION PRIORITIES FOR PLACEMENT ON ANNUAL LEGISLATIVE AGENDAS.

- ✓ Use a data-driven, consensus-based approach to identify projects to prioritize for state and federal funding and approval.
- ✓ Ensure priorities are reflected in the Des Moines MPO's transportation improvement program (TIP).
- ✓ Continue to seek redesignation of Highway 5/65 as a federal interstate.
- ✓ Construct the Southeast Connector, the Grand Prairie Parkway (previously Alice's Road) corridor project, and ongoing upgrades to regional interstates.

ACTION 8.1.3 PROCEED WITH DEVELOPMENT OF AN INLAND PORT TRANS-LOAD HUB IN CENTRAL IOWA.

- ✓ Continue the process of securing resources, developing a master plan, securing property, constructing the project, and marketing Central Iowa's new logistics capacity.
- ✓ Leverage the establishment of a Midwest Transportation Center² at Iowa State University for the trans-load initiative.

ACTION 8.1.4 ADVANCE DES MOINES INTERNATIONAL AIRPORT'S IMPLEMENTATION OF ITS TERMINAL SITE STUDY PLAN.

- ✓ Outreach to airport officials to identify the support, protocols, regional participation, and agreements necessary to realize the goals of the Plan.
- ✓ Advocate for the necessary resources to facilitate implementation of the Plan.

² The U.S. Department of Transportation awarded a \$2.6 million grant to Iowa State University to establish a Midwest Transportation Center focused on data-driven performance measures of transportation infrastructure.

ACTION 8.1.5 PROCEED WITH THE DEVELOPMENT OF AN AMES-DES MOINES CORRIDOR STUDY TO ASSESS THE VIABILITY OF A RAPID TRANSIT CONNECTION BETWEEN THE TWO COMMUNITIES.

- ✓ Upon completion of the study, determine next steps necessary to move the project forward.
- ✓ Leverage the full support of the region to identify and secure resources to advance the construction of the transit service.

8.2 Stormwater and Flood Control

ACTION 8.2.1 IMPLEMENT PHASE II OF THE DES MOINES' DOWNTOWN STORMWATER AND SEWER PROJECT.

- ✓ Ensure funding for the project remains committed and construction stays on schedule.

ACTION 8.2.2 DEVELOP A COMPREHENSIVE FLOOD MITIGATION AND PREVENTION PLAN FOR THE REGION'S PRINCIPAL WATERSHEDS.

- ✓ Support the Physical Capital Committee's Flood Mitigation Subcommittee in overseeing the development, approval, and implementation of the plan.

ACTION 8.2.3 CONTINUE TO PURSUE OPPORTUNITIES TO ASSESS AND DEVELOP OVERSIGHT CAPACITY FOR KEY REGIONAL WATERWAYS.

- ✓ Continue the partnership of Physical Capital and Natural Capital leaders to complete watershed studies for key regional waterways in Central Iowa.
- ✓ Develop Watershed Management Authorities to oversee protection of the land areas and mitigation from manmade and natural threats to sensitive ecosystems.

8.3 Communications

ACTION 8.3.1 DEVELOP GIGABIT INTERNET CONNECTIVITY FOR PRIORITY ZONES IN CENTRAL IOWA.

- ✓ Empanel a Task Force or create a subcommittee of the Physical Capital Committee to determine the optimal means to secure gigabit connectivity for local/regional homes and businesses.
 - Outreach to Google, AT&T, CenturyLink, Mediacom, INS (Iowa Network Services), and other providers to assess the potential of installing gigabit service and/or the necessary steps to be considered for these enhancements.
 - If necessary, identify publically-funded options for development of gigabit connectivity, looking to example cities like Chattanooga, Tennessee as models.
- ✓ Determine the potential to leverage Iowa's "Connect Every Iowan" broadband plan to support the gigabit initiative.

9.0 GOVERNANCE CAPITAL

The keystone accomplishment of the Governance Capital Committee was the development of 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 (ROW) 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 to develop a new “culture” of cooperation and “way of doing business” for local governments that champion collaboration and coordination when viable to save taxpayer dollars and improve efficiencies.

ACTION 9.1 REINVIGORATE THE METRO ADVISORY COUNCIL (MAC) TO BECOME A MORE IMPACTFUL VEHICLE FOR REGIONAL COLLABORATION.

- ✓ Brainstorm with MAC membership to reimagine and recommit to the group’s purpose, mission, and potential.
- ✓ Identify potential strategies to improve awareness of MAC in the region, renew and/or initiate relationships with local governments and key constituencies, and reestablish its position as a valued tool to advance regionalism in Central Iowa.
- ✓ Leverage MAC to further the goals and work of the Local Government Collaboration Project.

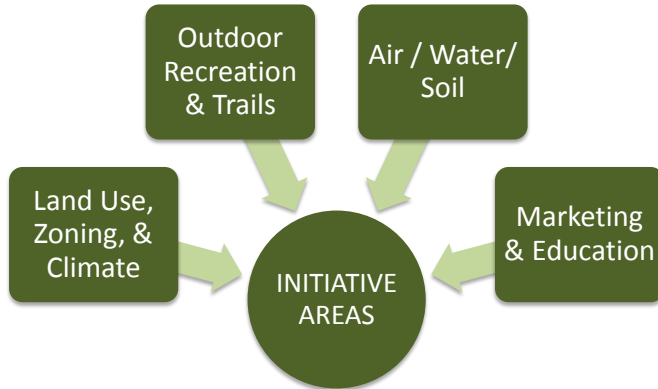
ACTION 9.2 CONTINUE TO IDENTIFY OPPORTUNITIES TO REGIONALIZE CERTAIN PUBLIC SERVICES.

- ✓ Explore the potential to create a regional library system, or another viable consolidation option.
- ✓ Identify and secure resources to facilitate the regionalization of the chosen service(s).

ACTION 9.3 MAINTAIN THE MOMENTUM OF THE LOCAL GOVERNMENT COLLABORATION PROJECT.

- ✓ Ensure resources are committed by all government participants to continue utilizing DMACC to facilitate the work of the Project.
- ✓ Identify an optimal organizational “home” for the Project to ensure it is sustainable and effectively managed and coordinated.
- ✓ Pursue the next steps of the *Right of Way Team*.
 - Gain approval for and implement a metro-wide standard ROW application.
 - Pursue standard fees for all ROW permits, standard bonding and insurance requirements, a standard surface restoration process, and standard public notification procedures.
 - Design and get approval for a Model Franchise Agreement.
- ✓ Pursue the next steps of the *Debris Management Team*.
 - Address other forms of debris management (i.e., white goods, trash, etc.).
 - Develop regional training for damage assessment, safety training, and cost accounting.
 - Facilitate development of operational plans at the local level.
 - Continue coordination efforts among metropolitan communities on debris management issues.
- ✓ Pursue the next steps of the *Unified Code Team*.
 - Create and leverage the Metro Code Official Consortium to discuss code changes.
 - Draft a model code, put out the draft for review, schedule elected official workshops and public hearings, present to council for adoptions, and establish a launch date.
- ✓ Pursue the next steps of the *Officer Development and Training Team*.
 - Draft a plan for review by fire chiefs and city managers.
 - Design and execute the plan’s rollout and implementation.
- ✓ Explore future collaboration opportunities, including police, parks and recreation, information technology, and libraries.

10.0 NATURAL CAPITAL



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 subcommittees, each 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*: Protect and sustainably use Iowa’s air, water, and soil.
- *Marketing and Education*: Educate, advocate, and promote to Central Iowans 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. Multiple opportunities and cross-connections with other strategic capitals were also identified and discussed. It should also be noted that the Natural Capital of the Capital Crossroads initiative is part of a much larger system. Connections extend across Central Iowa communities, upstream and downstream from Natural Capital strategies, and throughout the whole state and Mississippi and Great Plains ecosystems. Lasting change cannot be affected without cooperation and coordination throughout the areas to which Natural Capital is connected.

10.1 Land Use, Zoning, and Climate

ACTION 10.1.1 REFORM DEVELOPMENT CODES AND REGULATORY FRAMEWORKS TO FOSTER MORE SUSTAINABLE DEVELOPMENT.

- ✓ Leverage research on best practice development codes and ordinances conducted by the Drake University “Sustainability and the Law” class to advocate for changes to local government land use regulations.

- ✓ Continue efforts to incorporate a uniform code of design standards in Central Iowa for both new and retrofitted streetscapes modeled on National Association of City Transportation Officials' (NACTO) Urban Street Design Guide and urban Bikeway Design Guide.
- ✓ Encourage more integrated implementation of Tomorrow Plan and Capital Crossroads initiatives focused on smart growth and sustainable development.

ACTION 10.1.2 CAPITALIZE ON THE LAUNCH OF THE NEW ULI IOWA CHAPTER.

- ✓ Host events and meetings to foster discussion on optimal development and land use patterns, sustainable growth dynamics, the intersection of arts and development, and other issues.
- ✓ Challenge members and allies to advance priority initiatives resulting from chapter sessions.

10.2 Outdoor Recreation and Trails

ACTION 10.2.1 CONTINUE EFFORTS TO ENHANCE CENTRAL IOWA'S SUPPLY OF PARKS, TRAILS, AND GREENBELTS.

- ✓ Renew the push to continue, extend, and improve the Des Moines Recreational River and Greenbelt Project.
- ✓ Support implementation of the approved Master Plan for Des Moines Water Works Park.
- ✓ Ensure timely development of projects funded by the approved Polk County Water and Land Legacy Bond legislation.
- ✓ Continue constructing and connecting active and passive trail networks to make Central Iowa the "trails capital of the world."
 - Promote the new trail map application from the Iowa Natural History Foundation along with other printed and electronic tools supporting the use of Central Iowa trails.

ACTION 10.2.2 ADVANCE STATEWIDE EFFORTS SUPPORTIVE OF OUTDOOR RECREATION.

- ✓ Ensure the Green Ribbon Commission on State Parks' work to improve connectivity, user experiences, and funding stability for Iowa's state parks is equitably focused on Central Iowa assets.
- ✓ Advocate to fully fund the state's Natural Resources and Outdoor Recreation Trust Fund, not only to support outdoor recreation and trails but other opportunities as well.

10.3 Air / Water / Soil

ACTION 10.3.1 WORK TO PRESERVE AND SUSTAIN CENTRAL IOWA'S RIVERS, STREAMS, AND WATERSHEDS.

- ✓ Continue efforts to add new streams to the Metro Waste Authority's Adopt-a-Stream program.
- ✓ Encourage additional conservation easements similar to those secured by the Iowa Natural Heritage Foundation for 400 acres along three miles of the Raccoon River in West Des Moines.³
- ✓ Revisit the designated Des Moines River Corridor and influence upstream issues and practices that connect to Central Iowa.

ACTION 10.3.2 EFFECTIVELY MANAGE STORMWATER ISSUES IN CENTRAL IOWA.

- ✓ Continue establishing Stormwater Management Authorities for priority rivers and creeks in the region.
- ✓ Pursue opportunities for the Des Moines MPO, Capital Crossroads, and the Tomorrow Plan to jointly develop stormwater management plans.
- ✓ Ensure connectivity between Natural Capital and Physical Capital efforts related to flood control, stormwater protection and mitigation, and activities proposed in a Biogenic Utility (see 10.3.4).

ACTION 10.3.3 SECURE AND LEVERAGE RESOURCES TO ENHANCE AND PROTECT CENTRAL IOWA'S NATURAL ENVIRONMENTS.

- ✓ Consistently identify the highest and best use for funds appropriated from the Polk County Water and Land Legacy Bond legislation.
- ✓ Lobby for continued funding for Central Iowa from the REAP (Resource Enhancement and Protection) program.
 - Seek private contributions to supplement public monies to further enhance regional capacity.

ACTION 10.3.4 CONTINUE DISCUSSIONS ON THE POTENTIAL TO CREATE A BIOGENIC UTILITY FOR ENVIRONMENTAL SERVICES IN CENTRAL IOWA.

- ✓ Focus the Utility on issues of flood and pollution control and nutrient reduction in waterways and watersheds.
- ✓ Consider commissioning a cost-benefit analysis or some other type of data-driven issue paper demonstrating the fiscal and environmental benefit of a Biogenic Utility.

³ See The Tomorrow Plan's "Open Spaces" Initiative.

- Identify sustainable revenue sources and assess the level of public support for potential user fees and other funding mechanisms.

10.4 Marketing and Education

ACTION 10.4.1 EDUCATE CENTRAL IOWANS ON NATURAL CAPITAL ISSUES, STRATEGIES, CHALLENGES, AND SUCCESSES.

- ✓ Promote the vision and work of the Natural Capital Committee and each subcommittee.
- ✓ Produce periodic “Greener Greater Des Moines” studies to show the value of green jobs to the regional and state economies.
 - Determine what additional elements of Natural Capital can be the subject of targeted research studies.
- ✓ Leverage the marketing and outreach tools of the Greater Des Moines Partnership and Capital Crossroads’ partner organizations to communicate desired messages.

ACTION 10.4.1 IMPLEMENT THE ENVIRONMENTAL EDUCATORS STRATEGIC PLAN.

- ✓ Work to achieve goals enabling environmental educators to strengthen and better coordinate their efforts.
- ✓ Ensure educators are consistently provided information on Natural Capital efforts and related initiatives from other Capital Crossroads strategic capitals impacting Central Iowa’s environment and natural systems.

Operations

Capital Crossroads is an extremely comprehensive strategic effort, touching nearly every competitive category that can possibly affect a community. The creation of 10 capital committees and dozens of subcommittees and work teams to oversee implementation of the plan resulted in hundreds of volunteers coming together behind these efforts as well long hours committed from committee chairs, multiple staff of the Greater Des Moines Partnership and its many partner organizations. In essence, what has been created is a large, complex, interdependent, and constantly shifting network of implementation teams that all require some type of management, coordination, communication, and oversight. This phenomenon is increasingly being labeled using a recently coined term: “collective impact.”⁴ To maximize a collective impact initiative, it is necessary to more formally and professionally administer its membership, engagement processes, and inter-relationships.

The following pages offer proposed enhancements, adjustments, and additions to the operational management of Capital Crossroads to ensure that the initiative continues to be a national leader in holistic, community, economic, and workforce development strategic implementation.

VOLUNTEER MANAGEMENT

According to Capital Crossroads volunteers spoken to for the Mid-Course Assessment process, many in their ranks are starting to experience “volunteer fatigue,” a normal condition that results from countless hours of unpaid work on top of everyday jobs and home lives. In order to ensure that its volunteer base remains engaged and energized, Capital Crossroads should establish more formalized and specific guidelines for volunteer responsibilities and terms of service. While there can certainly be some variation between strategic capitals, these should be discussed, approved, and recorded by the Capital Crossroads Coordinating Organization (known in the parlance of collective impact as the “backbone organization”).

Potential Actions:

- ✓ Maintain a **central database** of all Capital Crossroads volunteers, regardless of term of service, from every capital committee and subcommittee. Include name, affiliation, and contact information. Ensure that capital co-chairs regularly vet and update membership information.
- ✓ Develop a **list of roles and responsibilities** for capital committee co-chairs and committee/subcommittee members to review prior to assuming their positions.
- ✓ Establish **terms of service** for capital committee members. Request that volunteers commit to a minimum term of service with the potential to opt out or continue their participation at the end of the term.

⁴ The concept of *collective impact* hinges on the idea that in order for organizations to create lasting solutions to social issues and opportunities on a large-scale, they need to coordinate their efforts and work together around clearly defined goals. The concept of collective impact was first articulated in a 2011 Stanford Social Innovation Review article. Collective impact was chosen as the #2 philanthropy buzzword for 2011, and has been recognized by the White House Council for Community Solutions as an important framework for progress on social and economic issues. (Source: Wikipedia)

- Establish similar term limits and renewal procedures for capital committee co-chairs. Formalize a leadership-transition protocol if a co-chair steps down or leaves his or her post before the end of the term. Similarly, establish formal procedures for new members to join capital committees and sub-committees.
- ✓ Build in **safeguards** to ensure that all strategic capital subcommittees remain under the framework of Capital Crossroads. These may include the responsibility to work through the Coordinating Organization to set meeting dates, plan agendas, and report back on meeting discussions and subcommittee activities.
- ✓ Consider whether it is feasible in some cases to **commit institutions** (i.e., corporations, organizations, governments, associations, etc.) to Capital Crossroads service and let them determine the composition of rotating rosters of volunteers engaged in capital committees and subcommittees.
- ✓ Support should be provided to ensure that capital committee and subcommittee **meetings are valuable and impactful**. The Capital Crossroads Coordinating Organization should work with committee and subcommittee chairs and co-chairs to help them establish meeting frequencies, dates, times, and agendas. Agendas should lead to fast-paced, discussion-rich, and outcome-oriented meetings that maximize the time contributed by volunteers. All information from the meeting should be recorded and reported. Discussions at the close of meetings should query participants as to the potential agendas and expectations for the next meeting.
 - Meetings between co-chairs, subcommittee leaders, and Coordinating Organization staff could be held in person, via video chat, or over the phone to discuss capital committee and subcommittee meetings agendas, ongoing activities, persistent challenges, and other issues.
- ✓ The Capital Crossroads quarterly Steering Committee meetings and report presentations **should be reimagined** to make them more dynamic, interactive, and impactful. Discussions should be held with Steering Committee members to determine what would be the optimal structure and program for the meetings.
 - Capital co-chairs should not be responsible for writing the quarterly reports for presentation and/or discussion at the meeting. Staff from the Coordinating Organization should leverage information from capital committee and subcommittee meetings and ongoing communication with committee/subcommittee chairs to put together the quarterly reports. Each should be submitted to all chairs for review and approval prior to the quarterly meeting.
- ✓ There should be some type of ongoing **tool(s) to recognize Capital Crossroads volunteers** and acknowledge the contributions they have made to the strategic campaign and Central Iowa. Whether these take the form of an annual Volunteer Appreciation event, a "Volunteer of the Month" designation, or acknowledgement on Capital Crossroads and affiliated websites, in editorials, or some other venue, the commitment and passion demonstrated by volunteers should not be minimized.

COMMUNICATIONS PLAN

With 10 capital committees, countless subcommittees, and hundreds of volunteers engaged in Capital Crossroads activities, the amount of information being generated in meetings, programs, projects, and partnerships is staggering. Participants in every focus group and interview conducted for this process expressed a desire to be more informed about what the other “moving parts” of Capital Crossroads were doing. The quarterly Capital Crossroads Steering Committee meetings and corresponding update reports are useful, volunteers said, but not nearly enough for the full complement of the initiative’s participants to feel informed and up to date on strategic implementation progress. This is especially true for volunteers who are not present at the quarterly meetings. There is no formal process or tools to keep volunteers “in the loop” on Capital Crossroads activities. The same holds for Central Iowa citizen awareness of what Capital Crossroads is, what it does, what it has accomplished, and how it differs from other major initiatives such as the Tomorrow Plan, DART Forward 2035, local comprehensive plans, etc. Thus, **both internal and external communications plans are needed.**

Potential Actions:

- ✓ The principal internal and external communications tool should be a **refreshed and repurposed Capital Crossroads website**. Whether the site is internal, public, or public with a password-protected volunteer portal, volunteers clearly said there needs to be an online “home” for all Capital Crossroads-related information.
 - The website could be structured like CarpeDM in that content is user generated or be controlled by a web manager at the Coordinating Organization. Or, as with the site itself, the provision and dissemination of information could be a mix of both user-generated and managed content.
 - The website should list the dynamics proposed in the Volunteer Management section related to co-chair and committee member roles and responsibilities, as well as information on how new members can “plug in” to the Capital Crossroads volunteer or partner networks.
 - The website could also include a “needs page” in which capital committees and subcommittees seeking some type of assistance – whether it be fiscal, informational, personnel-related, or some other request – could receive help from other Capital Crossroads volunteer teams or perhaps the public at large. This page could include some type of crowdfunding component to facilitate implementation of activities lacking resources or support.
 - The site could also serve to stimulate discussion across capitals related to potential solutions for initiatives that are falling short, getting sidetracked, or losing momentum. These electronic “brainstorming” sessions could potentially lead to in-person meetings and discussion sessions among Capital Crossroads volunteers.
 - There must be a *process* – a reporting system – for how information is pushed out to Capital Crossroads volunteers and partners. In the early months of implementation, the

Greater Des Moines Partnership set up a Basecamp account for volunteers to serve as an information exchange and dispersal system, but it was not used. The Partnership should work with interested volunteers to set up an information exchange system participants feel will be utilized on a long-term basis.

- There is also the potential to send e-newsletters to either internal and external audiences, or a customized communications piece that addresses both groups in the same electronic document.
- ✓ A detailed **external communications plan** for Capital Crossroads should be developed and implemented. The campaign should be multi-channel and feature regular and consistent outreach to general and specialized audiences. The campaign would also serve to support the public-outreach components of multiple Capital Committees, including the Capital Core's Neighborhood Subcommittee and the Natural Capital's Marketing and Education Subcommittee. Components of the plan could include:
 - The aforementioned refreshed Capital Crossroads website with customized content and interactive features for non-volunteers and casual visitors.
 - The aforementioned e-newsletter, distributed to the media, partner organizations in Central Iowa and powerful groups outside the state, and other national and regional "influencers."
 - A more aggressive, frequent, and content-rich social media campaign. Existing Twitter and Facebook feeds could be complemented by YouTube postings, a LinkedIn presence, and other tools. Campaigns could be customized based on the medium being utilized.
 - A print media campaign including potential tools such as monthly op-eds (perhaps on a capital-by-capital basis), quarterly and/or biannual or annual inserts in the Des Moines Register and Des Moines Business Record, and a public-relations component specifically dedicated to Capital Crossroads, both regionally and nationally.
 - Continued programming and hosting of an annual Capital Crossroads Summit. Thought could be given to making the celebration more public-facing and celebratory.

CROSS-CAPITAL SYNERGIES

In addition to desiring more information on what other capitals were doing, volunteers overwhelmingly wanted a better understanding of opportunities to leverage the work and/or membership of other capital committees and subcommittees to advance their strategic activities. Volunteers also raised concern over the potential for overlapping work if they were not fully aware of what other capitals were doing. To address these concerns and fully leverage the incredibly robust level of commitment and activity that has occurred around Capital Crossroads, **two things must happen**: 1) someone must construct a "master view" of the Capital Crossroads universe and its interconnections, and 2) implementation volunteers, staff, and partners must be brought together in contexts that enable them to brainstorm ideas and activities, build cross-capital synergies, and advance shared efforts and initiatives.

Potential Actions:

- ✓ Charge the Capital Crossroads Coordinating Organization with **developing a strategic “map”** of the Capital Crossroads implementation framework and activity matrix.
 - This visual tool will serve as a Venn diagram showing the activities of all capitals and where they intersect. It is at these points of intersection that volunteers could be brought together to discuss opportunities for shared efforts. The Natural Capital has utilized “interns-in-residence” to begin thinking about and designing a map of the intersection of Natural Capital and other capitals. This exercise can inform the development of a strategy-wide mapping project.
 - A narrative document should be developed to accompany the Venn diagram to further extrapolate the intersections and potential synergies between strategic capitals.
- ✓ Create **face-to-face and “virtual” contexts** for volunteers and staff across strategic capitals to meet and discuss opportunities for coordination, collaboration, and development of shared efforts.
 - The proposed internal communications portal on the Capital Crossroads website could be one tool for fostering cross-capital discussion and idea exchange. The Coordinating Organization could set up a specialized discussion group or MindMixer-type interactive web tool to enable volunteer communications across capitals. If the Crossroads website is not used for this purpose, another electronic tool (i.e., LinkedIn) should be identified and promoted. The Coordinating Organization could even identify specific volunteers or groups of volunteers who would benefit from joint discussions.
 - Social get-togethers, brainstorming sessions, more structured and formal meetings, and/or other in-person contexts should be established to foster cross-capital exchanges, relationship-building, streamlining of activities to reduce overlap, resource sharing (fiscal and human), and development of paired strategic efforts. One focus group participant called for a type of “facilitated mixing” to foster cross-capital synergies. Regardless of the format, these meetings should be planned, structured, programmed, recorded, and managed by the Coordinating Organization.

CAPACITY DEVELOPMENT/IDENTIFICATION

Another of the most consistent issues expressed by volunteers was the lack of capacity to implement the actions in their strategic capitals. While these issues often concerned personnel and staff capacity, they also related to fiscal limitations to advance one or more initiatives. The “volunteers-as-staff” capacity dedicated to many Capital Crossroads activities is simply not sustainable. While an optimal capacity level is likely not financially feasible, there is the potential for additional resource provision and development if capitals work with the Coordinating Organization, its partners, and amongst themselves to discuss opportunities for capacity-building. Capital Crossroads leaders could also discuss the potential for some type of public-private resource campaign to supplement partner monies for implementation.

Potential Actions:

- ✓ As noted previously, the **Capital Crossroads website** could be leveraged as a communications tool to identify opportunities for resource-sharing, staff-sharing, or crowdsourcing of under-capitalized initiatives.
- ✓ The **in-person meetings** between Crossroads-affiliated implementation staff and volunteers could also include agenda items specifically directed to discussions of resource issues and solutions.
- ✓ The potential exists for Capital Crossroads implementation partners to take advantage of a “loaned” **grant writer** or pool monies to hire a permanent employee dedicated to sourcing outside grant monies for strategic implementation. The employee would work with implementation partners without in-house capacity to identify grant opportunities and pursue them. The Coordinating Organization could also apply staff capacity to identifying available grants and leverage a contracted or loaned grant writer to develop the application package.
- ✓ Though Capital Crossroads partners have stated in the past that a **resource campaign** to support strategic implementation was not desired, this contingency could be reconsidered based on volunteer feedback that resource availability was a key impediment to greater implementation success. On the public side, Central Iowa governments could be asked to make a commitment to Capital Crossroads based on their relative population size. Private contributions could be solicited in exchange for a governance role in Capital Crossroads implementation.

IMPLEMENTATION COORDINATION

Whenever this report mentions the *Coordinating Organization*, it is assumed that the Greater Des Moines Partnership will continue to serve this role. Other entities have taken responsibility for one or more specific actions and/or initiatives in Capital Crossroads, but the GDMP is accountable for coordinating, managing, and advancing the overall strategy. Currently, the Partnership does not have a staff person dedicated full-time to overseeing Capital Crossroads implementation. In order to manage the responsibilities proposed in this “Operations” section, the Partnership will need to hire one or more coordinators to provide the necessary capacity to accomplish these tasks.

Potential Actions:

- ✓ Hire a full-time **Capital Crossroads Strategic Coordinator**. One coordinator should be sufficient to start. But if this initial hire is overwhelmed with work and responsibility, consideration should be given to hiring a second staff person. A number of the potential roles of the Coordinator have already been referenced in this Operations section. These and others include:
 - Working with capital co-chairs and subcommittee chairs to plan, schedule, program (i.e., develop an agenda), obtain a record of, and report the results of all meetings. While the Coordinator should attend all strategic capital meetings, he or she would not be required to attend all subcommittee meetings. Instead, the Coordinator should arrange for the subcommittee chair and/or member(s) to take minutes at the meeting and deliver them back to the Coordinator.

- Securing all content and writing up progress reports for all strategic capitals for the Capital Crossroads quarterly reports.
- Assisting with scheduling and programming quarterly Steering Committee meetings and the Annual Summit.
- Requesting, formatting, posting, and disseminating all implementation-related information on a variety of internal and external channels and formats.
- Managing the content and interactive features of the Capital Crossroads website, including all social media feeds.
- Developing the strategic “map” (Venn diagram) of the Capital Crossroads implementation framework and activities and identifying potential intersections and cross-capital synergies to be pursued by staff and volunteers.
- Serving as a repository of Capital Crossroads information for the media and public at large.

METRICS AND PERFORMANCE TRACKING

Currently, the Greater Des Moines Partnership tracks eight performance measures to assess Capital Crossroads implementation progress. While these are useful, a more robust, aspirational, and comparative tracking process should be considered to provide a fuller perspective of implementation-related successes and challenges.

Potential Actions:

- ✓ Develop a **more comprehensive list** of Capital Crossroads-specific performance metrics.
 - Ascribe performance expectations to each indicator with the understanding that effective implementation will drive improved performance versus past trends. Establish baseline data and projected performance numbers at the end of the Capital Crossroads 1.0 implementation period.
 - Identify a number of high-capacity communities to use as comparison regions in the tracking of strategic implementation performance. The use of these benchmark areas will provide Capital Crossroads and Central Iowa leaders with even greater perspective on the efficacy of the initiative and its continuing challenges.

CONCLUSION

The initial implementation of the Capital Crossroads strategic vision plan has been the most aggressive, comprehensive, inclusive, and impactful process *Market Street* has seen among our client communities. Over 500 volunteers and countless organizations have stepped up to contribute to advancing the dozens of activities included in the plan's 10 strategic capitals.

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 gate 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 Strategic Adjustment plan has sought to gain a complete perspective of the first half of Capital Crossroads implementation in order to adjust and position the initiative for its final years based on the actual activities taking place or planned in its 10 strategic capitals. As this analysis has shown, a tremendous amount has been accomplished and much more is ongoing or "in the pipeline" for future activity. However, above and beyond the work of implementation staff and volunteers themselves, the Mid-Course Assessment process has identified the pressing need for more coordination capacity to be applied to the Capital Crossroads implementation framework, inclusive of its multiple committees, sub-committees, and affiliates.

As the Capital Crossroads Strategic Adjustment is incorporated into the operations of the Greater Des Moines Partnership and its implementation partners, the first order of business will be to convene all capital committees and offer them the opportunity to "reboot" in coordination with Strategic Adjustment implementation. The committees would work with the (proposed) Strategic Coordinator and other staff to vet the Adjustment plan and apply operational recommendations to their committee structures and volunteer dynamics. As such, the Mid-Course Assessment process, findings, and recommendations provides a useful catalyst for volunteers to think about, discuss, and come to agreement about a more formalized committee membership term, responsibilities, and expectations. They will also be empowered and challenged to utilize new communications, coordination, and collaboration tools to enrich their experience with Capital Crossroads and enhance the impact of the strategy and its programs.

Ultimately, the sustainability of the Capital Crossroads volunteer network will be the defining criterion of the initiative's long-term viability and success.