



SUMMARY

CAPITAL CROSSROADS 2.0 STRATEGY

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INTRODUCTION

The ten strategic Capitals¹ confirmed in the first Capital Crossroads process continue to resonate. Leaders of the initiative feel the current Capitals remain viable for the five-year implementation period of Capital Crossroads 2.0 and should be maintained. **The existing and planned work of these Capitals forms the base of strategic activities for the 2.0 plan.** However, Central Iowa finds itself in a different place in 2016 with opportunities to leverage the region's tremendous recent momentum to aim higher and dream bigger with Capital Crossroads 2.0. Ambitious **enhanced and new programs and projects** have emerged from research and extensive feedback from stakeholders across the public and private spectrum in Central Iowa that warrant incorporation in to the Capital Crossroads framework.

Strategic Framework

Capital Crossroads leaders believe that the ten strategic Capitals approved in 2012 remain valid for the 2.0 vision plan. As such the strategic Capital framework is unchanged from the first plan. The following headings comprise the structure of the draft Capital Crossroads 2.0 strategy. Below the strategic Capitals are Objective Areas, followed by Strategic Priorities, and Tactical Opportunities and Information. Each successive structural level provides additional detail on the Capital Crossroads recommendations.

STRATEGIC CAPITALS

Objective Areas

STRATEGIC PRIORITIES

Tactical Opportunities and Information

¹ Note: A Capital committee was created to implement Capital Core's Urban Capital Initiative but has since been folded into other Capital teams.

CAPITAL CROSSROADS 2.0 PRIORITIES

The project Steering Committee voted through an online survey on the highest impact priorities for implementation of the 2.0 strategy. Upon confirmation at the November 9 meeting, these will be incorporated into this strategic plan as the highest profile opportunities to pursue through implementation.

CROSS-CAPITAL INITIATIVES

Recurring public input themes from Capital Crossroads implementation leaders and partners were the opportunities inherent in cross-Capital efforts. In reality, just about every Capital Crossroads activity has at least one or more cross-Capital interaction or partnership. However, initiatives that were intentionally approached from a cross-Capital perspective like the Iowa Soil and Water Future Task Force, the Green and Blue Network, the Transit Future Work Group, and the Community Health Needs Assessment demonstrated most clearly the benefit of cross-functional work teams collectively approaching opportunities and challenges.

Leaders would like to see additional strategic activities called out as cross-Capital partnerships. Whether these are existing efforts formalized into more purposeful collaborations or new initiatives designed and launched from the outset as cross-Capital programs, stakeholders want a focus on “things that impact lots of Capitals so as to have a ‘waterfall’ effect.” Indeed, the most transformative impacts of a coordinated implementation framework of over 600 volunteers will come from harnessing their collective knowledge bases, expertise, and influence in pursuit of local and regional goals.

The following comprise cross-Capital initiatives recommended by regional leaders and stakeholders:

- Active Wellness
- Central Iowa Food Initiative
- Civility
- Diversity, Inclusion, and Equity
- Housing



CAPITAL CORE

Capital Crossroads 2.0 continues the initiative's attention on Des Moines' core through a holistic focus on the city's downtown and central neighborhoods. Above all, leaders would like to see more aggressive, bold, and innovative strategies applied to Downtown's core districts and a "culture of yes" fostered among stakeholders to realize transformative projects and events in central Des Moines.

OVERARCHING GOAL

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

Downtown Vitality

While many cities across the country have seen downtown reinvestment and revitalization, Des Moines stands out for the breadth and diversity of its projects for a community of its size and the transformational impact of these investments on internal and external perceptions of the region

DESIRED OUTCOME

Establishment of downtown Des Moines as a true 24-7-365 district for workers, residents, and visitors.

INCREASE THE CAPACITY AND DIVERSITY OF DOWNTOWN AMENITIES.

More can be done to help prime the pump for downtown retail and assess the key trigger points to spur additional investment. All development classes will be supported by increased capacity in downtown amenities that help attract new investment, visitors, residents, and companies to the district.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Conduct a downtown Des Moines retail analysis and attraction study.

- ✓ A comprehensive assessment of the downtown retail climate would identify unmet demand, purchasing "leakage" outside the district, and include potential strategies to attract new brands to downtown Des Moines.

II. Support the aggressive marketing of downtown for tourism, entertainment, meetings, and conference/convention activities.

- ✓ Economic development partners should pursue all opportunities to work with the CVB to support the identification and attraction of industry-specific shows and events, and other opportunities to utilize Events Center space.

- The hotel development will likely lead to investor interest in the IEC district. As such, an assessment of opportunities to foster additional redevelopment of underutilized sites adjacent to the Events Center could further support tourism in the area.

III. Enhance downtown Des Moines activity and event programming.

- ✓ Many existing programs like the Downtown Farmers' Market have already been implemented to engage downtown residents, workers, and visitors. These programs should continue to be assessed, optimized, and supplemented with new opportunities to populate downtown streets and businesses.

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

- ✓ Availability of the former Riverfront YMCA facility and other key parcels provide opportunities to foster additional development of all types and bring more businesses, workers, residents, and visitors into the district.

V. Assess potential opportunities to complement downtown Des Moines river recreation projects.

- ✓ Downtown Des Moines segments of the proposed water trail system (see Physical Capital) will create dynamic opportunities to complement these attractions with follow-on developments in multiple categories, including retail, recreation, beautification, activity programming, and others.

VI. Study the viability of construction of a major downtown sports stadium.

- ✓ Based on the interest of key downtown and metro partners, the City of Des Moines could initiate a study process for a downtown stadium/event facility. Based on the results of the analysis, formal efforts to fund, construct, and market the facility, as well as pursue franchise agreements, should commence.

BUILD AND SUSTAIN DOWNTOWN HOUSING AT MULTIPLE PRICE POINTS.

Thousands of new housing units and hundreds of millions of dollars have been invested in recent years in downtown Des Moines residential development. As the area's popularity has increased, lower-income buyers and renters are finding it increasingly difficult to afford staying in or moving to downtown Des Moines. Developed by Polk County Housing Trust, **Housing Tomorrow** focuses on diverse housing choices, existing inventory, location, collaboration, resources, and community dialogues to ensure "all Central Iowans have access to safe, stable, and affordable housing options now and in generations to come."

TACTICAL OPPORTUNITIES AND INFORMATION:

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

- ✓ Officials marketing downtown should continue efforts to target new housing for prioritized growth districts and ensure product is consistent with downtown's vision for walkable, mixed-use urbanism.

II. Assess the need to develop a Downtown Des Moines Workforce Housing Plan.

- ✓ Analysis should confirm the need for creation of a downtown Workforce Housing Plan under the framework of the Housing Tomorrow strategy. If pursued, recommendations would focus on best-practice tools to address downtown's specific workforce housing needs and issues, potentially including land banking; workforce housing incentives; support for existing renters; special zoning categories; and others.
 - The Plan could also formalize an **infill development toolkit** for use by developers seeking approval for projects incorporated into the existing urban fabric.

III. Support transportation options that promote urban living and increased affordability.

- ✓ Residential affordability can be enhanced through capacity-building in bicycle and pedestrian infrastructure, transit accessibility and frequency, car-sharing programs, partnerships with transportation network companies (TDS), and other opportunities.

FOSTER DEVELOPMENT OF CONNECTED, PEDESTRIAN-FRIENDLY DOWNTOWN ENVIRONMENTS.

Multiple studies of individual preferences in built environments have shown that people are increasingly seeking pedestrian-scale, walkable neighborhoods and activity districts as their communities of choice; this is true of both urban and suburban districts. Des Moines has already taken steps to advance walkability and urbanity in its downtown and should continue to ensure that growth meets these criteria.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Implement strategies to encourage downtown mobility alternatives.

- ✓ Urban Land Institute (ULI) Iowa, the Des Moines Area MPO, the Greater Des Moines Partnership, and dozens of other stakeholders are supporting a mobility study branded **Connect Downtown**. Approved Connect Downtown strategies to make the district more pedestrian friendly and improve overall mobility and walkability should be advanced to enhance the district's appeal to talent, businesses, and visitors.

II. Expand downtown Des Moines skywalk system planning and integrate into broader downtown walkability and mobility initiatives.

- ✓ In 2010, the City of Des Moines commissioned a Skywalk Assessment Study that provided an overview of current conditions of the system's structural and mechanical components and interior finishes and openings. While improvements were recommended, the Study context did not include overall reactivation or reprogramming of the system. A new **Skywalk Activation Plan** complementing the 2010 study with specific programmatic and activity strategies would provide valuable benefit for downtown Des Moines.

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

- ✓ Strategies could ultimately involve formalizing shared parking agreements with private and institutionally-operated lots and structures, continuing to relax on-street parking restrictions, and real-time parking availability software for smart phones and tables. The Plan DSM zoning update will also formalize parking requirements for new and redeveloped properties.

IV. Launch an initiative to reconnect neighborhoods bisected by infrastructure construction.

- ✓ An increasing number of cities are seeking to repair these rifts through multi-plank strategies fostering physical and virtual connectivity. A **coordinating committee** of downtown stakeholders, neighborhood leaders, public officials, and social services providers could be empaneled to determine project scope and geography, confirm research findings, and oversee the development of an actionable plan to reconnect selected neighborhoods for the benefit of their residents and businesses.

Neighborhood Improvement

The Capital Core **Neighborhood Improvement Committee** has served as the gathering place for stakeholders and ideas focused on enhancing the vitality of Des Moines' urban-core neighborhoods. Progress has been made and positive results have been seen. Ultimately, reshaping urban neighborhoods as destinations of choice will enhance the desirability of all greater Des Moines.

DESIRED OUTCOME

A Des Moines urban core with thriving, mixed-income, diverse, safe, and economically sustainable neighborhoods.

LEVERAGE EFFECTIVE STRATEGIC MODELS FOR NEIGHBORHOOD IMPROVEMENT.

In May 2014, the Des Moines City Council endorsed the **Capital Core Neighborhood Improvement Implementation Plan** as official city policy and has made progress implementing many of its recommendations. Though the plan components remain valid, identification of sufficient resources to fully implement its strategies has been a challenge. Even so, much work has been done to stabilize and revitalize Des Moines' inner core neighborhoods.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Continue to seek resources to advance the Neighborhood Improvement Implementation Plan (NIIP).

- ✓ The tenets of the Plan remain viable and include such diverse strategies as addressing blighted properties, building value-added housing, revitalizing commercial areas, upgrading infrastructure, and improving perceptions and connections of Des Moines neighborhoods and schools. Public input noted that stronger private sector partnerships leading and championing the neighborhood work and advocating for increased investments would help advance neighborhood-based initiatives.

II. Utilize the Viva East Bank! program as a model for additional neighborhood improvement initiatives.

- ✓ The Capital Core Neighborhood Improvement Committee could support implementation efforts through a cataloguing of tactical activities and oversight agencies, and determination of requisite Capital coordination opportunities through the Capital Crossroads framework. The Viva East Bank! narrative, development process, implementation tactics, and contact information should then be formalized into a **Model Program Toolkit** for use and application to interested neighborhoods.

III. Implement effective corridor-improvement strategies.

- ✓ Community, civic, and private sector leaders have developed action plans for the revitalization of Des Moines' **SW 9th Corridor**, **6th Avenue Corridor**, and **Drake Neighborhood commercial corridors**. These efforts are ongoing, with new tools and programs coming online to facilitate commercial and residential investment and redevelopment. As with Viva East Bank!, corridor initiatives should be supported by all means necessary through the coordination function of the Capital Core Neighborhood Improvement Committee.

IV. Launch an anchor-based community wealth building (CWB) initiative.

- ✓ Community wealth building strategies partner with "anchor" institutions such as hospitals, universities, and government centers to divert a portion of their annual expenditures to establish a network of cooperative enterprises in surrounding neighborhoods. Local officials should pursue the development

of a **pilot CWB initiative** in an underserved Des Moines central city neighborhood. This initial corporation could then serve as a model for additional enterprises across Central Iowa.

CREATE AND LEVERAGE A DIVERSE ARRAY OF NEIGHBORHOOD-IMPROVEMENT TOOLS

The availability and use of programs, policies, and funds to support neighborhood revitalization is of course a key component of the district and corridor plans detailed in the previous section. But the identification of the need for and development and implementation of these tools is often a process independent of revitalization strategies themselves.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Continue utilization of key non-profit neighborhood revitalization resources, tools, and personnel.

- ✓ The Neighborhood Finance Corporation (NFC) and Neighborhood Development Corporation (NDC) are important non-profit entities investing in neighborhood revitalization. The Neighborhood Improvement Implementation Plan calls for soliciting additional private sector funding to match the City of Des Moines' investment and support expanded activities by these agencies.

II. Support and create district-based financing and investment tools.

- ✓ Existing tools such as **SSMIDs** (Self-Supported Municipal Improvements Districts) can be supplemented by development of a **Des Moines Land Bank**.
- ✓ Greater Des Moines leaders should also support and promote efforts in 2017 to seek state legislative approval for individual localities to propose and approve **local option sales taxes** (LOST). This tool would support neighborhood improvement efforts by identifying specific local projects for funding through short-term tax increases approved by the community's voters.



BUSINESS CAPITAL

Central Iowa is a regional leader in economic growth. Data shows that the region's economy continues to outperform all Midwestern comparison areas and is among the strongest in the nation. Long known as a corporate region, Central Iowa has experienced notable advances in its entrepreneurial ecosystem. A new focus on export opportunities to key foreign economies also has the potential to further enhance high-value job creation. Among business leaders, top concerns involve availability of talent to sustain growth and ensuring that Iowa's business climate remains competitive.

OVERARCHING GOAL

Central Iowa will remain a regional leader in economic growth.

Targeted Industry Growth

The Greater Des Moines Partnership currently targets the following priority employment sectors, which align with the region's key industry clusters: **Insurance and Financial Services; Data Centers; Bioscience; Advanced Manufacturing;** and **Logistics**. Bioscience efforts are concentrated in the Cultivation Corridor economic development initiative, a collaborative effort of the Greater Des Moines Partnership, Ames Economic Development Commission, Iowa State University, and private-sector investors. The growth of the Iowa Events Center and pending completion of an attached convention hotel positions **Central Iowa's tourism industry** to make even greater contributions to the regional economy.

DESIRED OUTCOME

The pursuit of a diverse set of high-value target business sectors to help drive sustainable economic growth.

EFFECTIVELY RETAIN AND EXPAND EXISTING BUSINESSES.

With over 80 percent of local job creation coming from current employers, facilitating growth of existing businesses is a critical economic development strategy. The Greater Des Moines Partnership implements business retention and expansion (BRE) programming and empaneled industry leaders on Target Industry Councils to guide and inform action planning to grow these employment categories. Local economic development organizations (EDOs) lead the outreach to support existing business expansion.

TACTICAL OPPORTUNITIES AND INFORMATION:

1. Utilize Target Industry Councils to inform sector-based action planning.

- ✓ **Sector-based action plans** should be developed for all Target Industry Council sectors and sustained as roadmaps for growth in these categories.

- ✓ Economic development officials and directors of the Greater Des Moines CVB should consider the creation of a CVB-led **Hospitality Collaboration Council** to identify ways for traditional economic development to support the CVB in growing the region's tourism economy and assets.

II. Leverage BRE visits to inform business expansion and attraction efforts.

- ✓ Existing business staff should continue to assess the most effective survey techniques necessary to identify a company's principal competitive challenges and opportunities and leverage the Synchronist Business Information System to track assistance activities in support of business expansion.

III. Continue to advance economic activities with local small businesses.

- ✓ The Greater Des Moines Partnership's **Look Local First** campaign encourages the public to utilize both B2B and B2C spending within Greater Des Moines. All Capital Crossroads partners should explore and promote opportunities to spend dollars locally, whenever possible.

IV. Connect Central Iowa employers to the state's economic gardening program.

- ✓ Midsized employers eligible for economic gardening assistance likely fall through the cracks between BRE visitation and entrepreneurial-support services. Therefore, more robust outreach and communications are needed to reach these executives and promote the benefits of collaboration with the **Advance Iowa** economic gardening program.

V. Continue to partner with local EDOs to retain and expand businesses.

- ✓ Even the most robust regional BRE programs cannot visit all companies of size in the community. Regional development professionals must rely on local practitioners to communicate issues and opportunities of local firms that would benefit from attention at the regional scale.

PROMOTE GREATER DES MOINES AND CENTRAL IOWA IN TARGETED EXTERNAL MARKETS.

While the vast majority of new jobs are created by existing businesses, it is still important for regions to maintain an external presence to build brand awareness and proactively influence potential corporate prospects, investors, entrepreneurs, and talent. This is accomplished through a multi-platform initiative leveraging electronic communications, person-to-person visitation (both outbound and inbound), and public relations strategies.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Promote Central Iowa through multi-media platforms and technologies.

- ✓ The Greater Des Moines Partnership's website will be user-friendly for site consultants and corporate relocation officials that utilize websites as their first point of contact. In addition, such websites should be current, compelling and incorporate multi-media, as budgets allow. It is also important to maintain

a presence for Central Iowa on the top social media platforms and utilize e-newsletters and publications for disseminating regional news.

II. Conduct targeted outbound promotional trips to priority markets and events.

- ✓ Conducting regular out-of-market trips to priority target geographies and industry events continues to be helpful for building brand awareness, identifying and soliciting prospect companies, selling Central Iowa's competitive advantages for business, and ultimately securing a relocation to and/or an expansion in Central Iowa.

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

- ✓ Building relationships with site selectors and corporate real estate professionals at out-of-market events is a core component of most economic development programs. Central Iowa economic developers must consistently assess the most desirable incentives to draw key decision-makers to the region.

IV. Leverage public relations investments to secure earned-media placements.

- ✓ As economic growth continues in the region, public relations strategies among partner organizations should work to tell these stories to national and international audiences via electronic and traditional media, as resources allow. This is a vital component of Central Iowa's holistic marketing efforts.

V. Encourage synergies between economic development and hospitality marketing.

- ✓ Top officials from economic development and hospitality and tourism should partner to seek opportunities for co-marketing, coordination of messages, and cross-pollination of outreach strategies when beneficial for the region. The focus should be on key industry-specific events and economic development relationship-building with business leaders.

VI. Collaborate effectively with state and local economic development partners.

- ✓ Whenever possible, Central Iowa EDOs should accompany State of Iowa economic development partners on domestic and international travel in order to allay expenses and capitalize on the presence of elected officials or top corporate executives. The Greater Des Moines Partnership should also continue to work closely with local practitioners to disseminate information and accompany the region as desired on outbound prospecting trips, both domestically and internationally.

MAINTAIN AN EFFECTIVE CENTRAL IOWA BUSINESS CLIMATE.

Multiple inputs help inform the identification of Central Iowa's most important policy issues for pursuit at the state and federal level. The challenge – and one that Central Iowa has always tackled in a collaborative, regional way – is to formalize processes to identify policy issues and opportunities and act on them collectively.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Continue to work with all necessary local, regional, and state partners to inform and promote state and federal policy agendas.

- ✓ The creation of the region's annual state and federal legislative agendas culminates with the official release of annual legislative priorities as a precursor to travel by top regional public, private, and non-profit leaders to the state capitol in Des Moines and Washington, D.C. to visit with elected officials from across Iowa. Demonstrations of regional unity on legislative priorities continue to be Central Iowa's most important contribution to the enhancement of regional business climate.

II. Redouble efforts to increase Des Moines International Airport's (DSM) direct connectivity to key markets.

- ✓ In addition to new direct service to destinations such as Las Vegas, St. Louis, and Salt Lake City, business leaders feel that more nonstop flights to key markets will be important to fostering domestic and international growth in Central Iowa companies. Economic development officials should pursue more aggressive strategies to incentivize new direct destinations and ensure they are sustainable.

Entrepreneurial Dynamism

Central Iowa is pursuing purposeful efforts to support the launch and growth of startups in the region's most concentrated economic sectors. While much work is being done to seed new enterprises in Central Iowa, supporting them through the numerous phases leading to fiscal stability will be critical.

DESIRED OUTCOME

A thriving entrepreneurial ecosystem attracting talent and investment nationwide.

SUPPORT AND ENHANCE KEY FACETS OF CENTRAL IOWA'S DIVERSE ENTREPRENEURIAL ECOSYSTEM.

Central Iowa's ecosystem has a number of key assets and is building more capacity and momentum every year. Established entrepreneurs and economic development staff are working to ensure that an enterprising entrepreneur with a viable new business idea receives the support and guidance necessary to take his or her company to profitability in Central Iowa.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Maximize the benefit of startup acceleration services and facilities.

- ✓ Greater Des Moines currently features the following acceleration programs: **Square One DSM** and the **Global Insurance Accelerator (GSA)**. Modeled after GIA, a **new business accelerator focused on**

agriculture technology will be launched in Central Iowa with the support of key industry investors. The creation of additional sector-specific accelerators should be carefully considered and only pursued if the region can claim a true competitive advantage in the industry.

- ✓ To complement industry-specific accelerators, Central Iowa should launch a **startup commercialization program** focused on partnering established companies with technology entrepreneurs across multiple sectors to help them build businesses through tactical training and commercial guidance.

II. Fully leverage entrepreneurial support spaces, programs, and events.

- ✓ Central Iowa's many co-working spaces and incubators can always benefit from event and program sponsorships and promotion, connections to capital and mentorship resources, and inclusion in business networks. In order to further advance "incubator culture" in Central Iowa, all efforts to establish co-working and incubation spaces beyond the region's population centers should be pursued.
- ✓ **Area515**, an existing Des Moines makerspace should be provided support to diversify its funding model and dedicate full-time staff to manage its day-to-day operations. An enhanced Area 515 could also serve as a location for K-12 education, adult learning, and professional engagement
- ✓ **Entrepreneurial networking events** ("meetups") are the lifeblood of most ecosystems and should be effectively planned, populated, and leveraged. Leaders also feel that a more robust interdisciplinary version of **Accelerate DSM** could become a signature annual event for Central Iowa's ecosystem

III. Capitalize on enterprise-development opportunities at Iowa State University (ISU).

- ✓ The University has recently created an economic development hub for commercialization and business startup resources at the ISU Research Park's \$12 million **Core Facility** to house multiple departments, partners, and programs like the new **Startup Factory**.
- ✓ To compete with the top ag-bio focused commercialization centers, the **ISU Research Park** must continue to add capacity in shared lab and plant-cultivation space, in-house mentoring, and cost-competitive speculative office suites for short term and long term use.
- ✓ All connections should be leveraged to provide the University with the necessary support to achieve its goals of commercialization and startup development, including prioritizing ISU issues in annual state and legislative agendas.

IV. Facilitate the provision of seed and growth capital.

- ✓ What Central Iowa has done, and must continue to do on the capital front is leverage existing groups like **Plains Angels**, identify governmental and institutional sources of capital, and connect local startups to regional funds focusing on the Midwest geography and national funds investing in specific markets or technologies. Additional attempts to create **seed and proof-of-concept funds** should be pursued.

PROMOTE A DIVERSE, NETWORKED CULTURE OF ENTREPRENEURSHIP.

Many participants in Capital Crossroads 2.0 input noted that for technology entrepreneurship to become more established in Central Iowa, those with the skill set to be successful startup founders must see entrepreneurship as a viable career path. Enhancing Central Iowa's entrepreneurial culture will require a full commitment from education and training providers, businesses, governments, institutions, and economic development organizations to partner on coordinated and consistent outreach and program development for targeted audiences.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Encourage "intrapreneurship" in Central Iowa companies.

- ✓ Inculcating entrepreneurial principals in Central Iowa corporations through "intrapreneurship" programs would help advance the concept of and benefits from enterprise development in existing employees, their networks, children, and extended families.

II. Effectively nurture the full diversity of potential entrepreneurs.

- ✓ Every attempt should be made to institutionalize the teaching of entrepreneurship in all Central Iowa schools, even at the middle and primary levels. Programming should also be developed to expand support for women, military veteran, and immigrant and refugee entrepreneurs.

International Expansion

Through its participation with the Brookings Institution in its **Global Cities Initiative**, Greater Des Moines got a leg up on regions that must develop export-assistance programs on their own. The Brookings partnership ultimately led to the development of the **Global DSM Trade and Investment Strategy**, a roadmap for opening up new foreign markets for regional businesses and increasing foreign-direct investment opportunities in Central Iowa.

DESIRED OUTCOME

Substantial export-fueled job creation in Central Iowa companies leading to strong economic growth and wealth building.

ACCELERATE GROWTH OF KEY INDUSTRY CLUSTERS THROUGH GLOBAL ENGAGEMENT.

Central Iowa's long-term economic competitiveness will be maximized by aligning economic development efforts around foreign-direct investment opportunities in key target clusters, focusing on the opportunities and impacts of globalization, and strengthening the "global mindset" in the region through creation of an export "culture" and attraction of international talent.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Utilize the Cultivation Corridor to elevate Central Iowa as a global leader in agricultural bioscience.

- ✓ The Cultivation Corridor initiative will serve as the region's principal branding and marketing program to support domestic and international growth in agricultural bioscience. In addition to direct engagement with foreign partners and governments, the Corridor will represent Central Iowa at internationally-based and/or focused conventions and events.

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

- ✓ In addition to fully leveraging the international potential of the annual **Global Insurance Symposium**, efforts will focus on attracting international entrepreneurs to the Global Insurance Accelerator and participating in global trade shows and industry events.

III. More effectively incorporate export assistance into BRE activities.

- ✓ Economic development practitioners will implement multiple tactics to connect export companies and foreign-owned enterprises (FOE) with resource partners, collaborate with state and federal export agencies, swiftly respond to merger and acquisition (M&A) transactions, and expand export reach through use of Synchronist BRE software.

IV. Focus on the attraction of foreign talent to Central Iowa.

- ✓ To support the talent development goals of the Trade and Investment Strategy, a Task Force was empaneled to oversee creation of a **Global DSM International Talent Strategy**. Implementation of this plan will require cross-Capital activity and coordination. Most prominently, work on the Des Moines **Immigration Integration Initiative** will be the province of Human and Social Capital.



CULTIVATION CORRIDOR

Nearing the conclusion of its initial three-year term, the Cultivation Corridor Board of Directors developed a new strategic framework to inform the organization's work for its next three-year cycle. Following Board approval, the new work plan was unveiled to the public in fall 2016 as the **Cultivation Corridor Strategic Framework 2019**. This work plan serves as the Capital Crossroads 2.0 Cultivation Corridor strategy and is summarized in the following strategic priorities and tactical actions.

OVERARCHING GOAL

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

IMPLEMENT THE CULTIVATION CORRIDOR ECONOMIC DEVELOPMENT STRATEGY.

Collaborations with partner entities will continue to be key mandates of Cultivation Corridor work. Principal partners include the Greater Des Moines Partnership, Ames Economic Development Commission, Iowa Economic Development Authority, and the Iowa State University Office of Economic Development and Industry Relations. Lead-generation will be achieved through external travel to trade shows, conferences, and priority target markets, with the management of leads coordinated with partner EDOs in Central Iowa.

TACTICAL OPPORTUNITIES AND INFORMATION:

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

- ✓ Strategic implementation activities will focus on generating qualified investment leads for Central Iowa (supported by investments in new technology), attending targeted trade shows and conferences where the region is not already represented, establishing additional lead-handing protocols with partner EDOs, leading or co-leading an international trade mission, and establishing a regional performance dashboard.

ACTIVELY PROMOTE THE CULTIVATION CORRIDOR BRAND.

Building upon the communications apparatus established in the first three years of the Cultivation Corridor's history, the organization will increase awareness of the Corridor brand and Central Iowa's value proposition as a global center of agbio and agtech investment, talent, and research. Efforts will seek to diversify Corridor membership while broadening access to regional resources.

TACTICAL OPPORTUNITIES AND INFORMATION:

1. Increase brand awareness among targeted audiences.

- ✓ Cultivation Corridor branding will be directed at the North American market and have a primary focus on digital content, including electronic and social media, trade publications, and sponsorships outside of Iowa. Digital media will be supplemented by brand-supportive collateral, with co-branding opportunities inside and outside the Corridor pursued selectively.
- ✓ Brand alliances will be strengthened with the Iowa Economic Development Authority, Greater Des Moines Partnership, the Ames Chamber of Commerce and Iowa State University. A paid media strategy will focus on targeted audiences, while public relations investments will seek to secure earned-media placements. The organization will also organize and execute two Cultivation Corridor-branded events annually.

SUPPORT AGBIO AND AGTECH INNOVATION.

Innovations in products, processes, and services will help transform the production of food and fuel in the coming decades, and the Cultivation Corridor will play a selective, targeted role in advancing these discoveries and then marketing them domestically and internationally.

TACTICAL OPPORTUNITIES AND INFORMATION:

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

- ✓ Though it will not conduct research, the Cultivation Corridor will support the development of shared innovation infrastructure such as the **ISU Research Park** and **BioCentury Research Farm** and also lead select programs and initiatives that advance Iowa's competitiveness for value-added agtech.
- ✓ Cultivation Corridor will also add web-based spatial capabilities to the Iowa Ag/Bioscience Asset database and develop other tools that enable companies and economic developers to better compete for ag capital and talent.
- ✓ Similar to its role in commissioning the influential Biobased Chemicals report, the Cultivation Corridor will opportunistically support research endeavors that reinforce its core mission.



WELLNESS CAPITAL

For Capital Crossroads 2.0, leaders want to take Wellness Capital a step further to address regional issues of mental health and emotional well-being. Wellness Capital will devote much of its upcoming focus to further assessing and helping to address these issues. Above all, leaders want to emphasize that it is focused on advancing a broad health plan with strategies to produce a community with positive well-being.

OVERARCHING GOAL

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

Prescriptive Assessment

In order to design and implement pervasive wellness strategies, it will be necessary to continue to survey residents and businesses on their current conditions and priorities. With its evolving focus on social and emotional well-being, Wellness Capital will seek to understand more about how Central Iowa employers are incorporating these components into their wellness programming.

DESIRED OUTCOME

Consistently updated storehouse of information to customize social and mental health programming.

OPTIMIZE THE USE OF DATA TO INFORM WELLNESS PLANNING.

Wellness Capital partners' regular outreach to residents and businesses to identify wellness needs, challenges, and opportunities should continue into Capital Crossroads 2.0. These surveys and assessments not only reveal important information used to develop programming, but can serve as ongoing quantitative and qualitative records of overall health outcomes and trends.

TACTICAL OPPORTUNITIES AND INFORMATION:

1. Participate in regular community health assessments and tracking.

- ✓ **Community Health Needs Assessments** for Polk, Dallas, Warren Counties should continue to inform the design of programming eligible for state and federal funding but also efforts across the full spectrum of health and wellness services in tandem with public and non-profit partners. The **Gallup-Healthways Well-Being Index** should be incorporated into Wellness Capital data profiles to assess and communicate Central Iowa health and wellness trends.

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

- ✓ Wellness Capital will partner with Iowa State University Extension to survey businesses on employee productivity, the mental health of workers, and companies' responsibilities with respect to these issues. Capital committee members will convene to review survey language before distribution to Central Iowa firms. Results of the survey will help inform opportunities to improve the overall social and emotional well-being of the community through advocacy and awareness.

Programs and Services

Wellness Capital's identification of the benefits of more holistic wellness programming and forthcoming assessment of its utilization in Central Iowa companies will inform its advocacy and awareness-building of existing, enhanced, and new programs.

DESIRED OUTCOME

Awareness and utilization of comprehensive programs and services optimizing the social and emotional well-being of Central Iowans.

RAISE AWARENESS OF THE NEED FOR INTEGRATED MENTAL HEALTH SERVICES.

Though there are currently programs and services offered to improve the mental and emotional well-being of Central Iowa children and adults, health care leaders feel that the issue needs to be elevated to a higher priority by changing the community conversation around the topic. They are seeking to determine the best use of local expertise and resources, how to better advocate for funding, what regulatory changes are needed to improve outcomes, and ways to increase awareness of mental health issues in the community at large.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Convene partners to inform coordinated mental health programming.

- ✓ Wellness Capital should raise the profile of mental health issues and programs in Central Iowa and the need to address identified gaps and services challenges. This could involve the development of a **targeted communications strategy** focused on this issue. All **existing local and regional programs and services** should also be leveraged to improve Central Iowa's social and emotional wellness outcomes.

SUPPORT IMPROVED REGIONAL SOCIAL AND EMOTIONAL WELL-BEING

Wellness Capital will help inform dialogues on wellness programming and outcomes to focus partners, providers, and the public on the potential for more holistic community wellness strategies.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Advocate for holistic Central Iowa wellness programs.

- ✓ Most local governments maintain public health programs and facilities. Whenever possible, programs implemented locally should be pursued regionally as resources allow. There are also many non-profit initiatives contributing to local and regional wellness that should be effectively coordinated, enhanced, and leveraged.



HUMAN CAPITAL

The development of **EDGE (Education Drives our Great Economy)**, a cradle through career initiative, in Central Iowa is considered a signature implementation accomplishment of Capital Crossroads 1.0. The EDGE campaign is managed by the Greater Des Moines Partnership. The **United Way of Central Iowa** also implements a collective impact based education initiative. Capital Crossroads 2.0 will focus its Human Capital strategies on the coordinated networks managed by the EDGE campaign and the United Way for all facets of talent development except worker attraction. EDGE has been designed to bring stakeholders together – including the United Way – to identify and address challenges that have arisen and are hindering goal attainment.

OVERARCHING GOAL

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

Workforce-Supportive Policies

State and federal regulations, policies, and performance requirements have significant impacts on education and training processes and providers' ability to effectively educate local students. Greater Des Moines Partnership's EDGE and policy team members work together to ensure that talent development advocacy priorities are incorporated into state and federal legislative agendas and lobbying.

DESIRED OUTCOME

A regulatory and assessment climate conducive to meeting Central Iowa's talent development goals.

IDENTIFY AND LOBBY FOR EDUCATION POLICIES BENEFITTING CENTRAL IOWA.

In addition to incorporating education and workforce policy priorities into annual state and federal agendas, Central Iowa should be prepared to act quickly to work with elected officials to discuss pending votes.

TACTICAL OPPORTUNITIES AND INFORMATION:

1. Leverage partners to inform policy priorities.

- ✓ The Partnership's newly formed Business/Education Advisory Council whose membership will consist of Central Iowa business, education, workforce, and not-for-profit leaders. Their conversations, along with information gathered by the United Way through its collective impact initiative, should serve as key avenues to identify the region's top education-related legislative issues.

II. Consider the promotion of education-specific policy issues.

- ✓ It may be beneficial to highlight education and training policy priorities in a separate legislative agenda from regional issues as a whole. Education-related trends and legislative priorities have also been and will continue to be promoted and discussed at The Partnership's **Annual Excellence in Education Summit**.

Cradle through Career Pipeline

Capital Crossroads is acknowledging the principal role the United Way plays in the birth to college talent development process by incorporating its **Targeted Education Strategies** into the 2.0 vision plan. However, recommendations from Central Iowa stakeholders to further enhance the region's education and training capacity with new programs and projects will also be incorporated into tactical opportunities.

DESIRED OUTCOME

Graduates at all levels prepared for the demands of the Central Iowa workplace.

PARTNER WITH THE PRIVATE SECTOR TO MAXIMIZE THEIR IMPACT ON TALENT DEVELOPMENT.

Central Iowa employers have long been engaged in talent development. Even with such sustained and robust interactions between the demand (companies) and supply (institutions) sides of talent development, stakeholders say even more can be done to ensure that the private sector is engaged in, informs, and leverages the work of education and training providers.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Conduct a private-sector-led Community Needs Assessment for higher education.

- ✓ Education leaders feel that insufficient measurement of student interest or preparation for various professions rather than lack of programmatic capacity is contributing to local talent shortages. Recognizing that Iowa is best served by a healthy eco-system of public and private institutions of higher education, the Assessment should prescribe strategies to optimize the role of higher education in meeting regional workforce demand.

II. Optimize coordination and communication with private-sector partners.

- ✓ Through the EDGE campaign, interactions of individual institutions and organizations with private sector volunteers should be coordinated as necessary to ensure that business perspectives are understood and leveraged by all partners. Information-sharing about ongoing results of programs and partnerships with the private sector should be formalized to optimize the regional training pipeline.

ENSURE SCHOOL-READINESS IN YOUNG CENTRAL IOWA CHILDREN.

Beyond care for newborns and infants, studies have found that children who participate in pre-Kindergarten classes or programs enter elementary school better prepared for success.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Support early childhood development through access to preventive health services.

- ✓ Multiple local programs are offered by government agencies and non-profit providers across Central Iowa. Families must be aware of these programs and also how to access them. Communicating with eligible families should be pursued through all effective channels, including neighborhood associations and faith-based organizations.

II. Optimize the provision of early childhood and pre-school learning.

- ✓ All eligible Central Iowa families must be aware of resources and support that strengthen their interactions with their children and promote early learning in home environments. Central Iowa should also strive to identify resources to support the provision of pre-K education for all eligible students.

PROVIDE SUPPORT FOR EARLY-GRADE SUCCESS.

Support for children and families during elementary school will lay the groundwork for success in middle school and beyond.

TACTICAL OPPORTUNITIES AND INFORMATION:

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

- ✓ The United Way of Central Iowa has set a goal of 90 percent reading proficiency for all Central Iowa 3rd grade students by the end of 2020. Programs that support this outcome include **READ to SUCCEED**, **Book Buddy**, and **Power Read**.

II. Dedicate capacity to providing quality, engaging out-of-school opportunities for elementary school children.

- ✓ Central Iowa offers programs that reinforce and enhance academic, social, and emotional learning during out-of-school hours including **Summer in the City** and a **Summer Reading Program**. Central Iowa youth also benefit from interactions with **Academic Coaches**, who work with elementary and middle-grade students out of school to improve behavior, academics, and school engagement.

EFFECTIVELY BRIDGE STUDENTS FROM ELEMENTARY TO HIGH SCHOOL.

Many of the same strategies for supporting elementary school students extend into their middle-school years. Though the intent of the programs is similar, the strategies to engage and enhance academic performance become more challenging as students approach their teenage years.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Implement programming supportive of middle-school student needs.

- ✓ As with programs targeting elementary school children, students in the middle grades must benefit from services that promote learning, reduce school absence, engage them during out-of-school periods, optimize their physical and mental health, and help reduce summer learning “melt.”

GRADUATE CENTRAL IOWA HIGH SCHOOL STUDENTS COLLEGE AND CAREER READY.

High school students should be provided the tools necessary to enter college or the workplace primed to succeed. United Way of Central Iowa, the Greater Des Moines Partnership, Central Iowa Works, and numerous other partners are collaborating to achieve these goals, but changing demographics in the region are necessitating the creation of new and ever-evolving strategies.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Successfully advance students to graduation.

- ✓ Programs supporting the successful transition to high school, particularly for at-risk students, are necessary to ensure that graduation-rate goals are reached. Support services focused on time spent at school, out-of-school, and during the summer are also still important to optimize performance and student mental and physical health.

II. Support college and career readiness in Central Iowa high schools.

- ✓ It is incumbent on EDGE partners, the Partnership, the United Way, and other organizations dedicated to improving educational outcomes to work with schools to support them however necessary to provide best-in-class programming for students. This includes the United Way of Central Iowa **post-secondary planning** with students, the Greater Des Moines Partnership’s **Connect 2 Business** portal, and many other programs.
- ✓ Capital Crossroads volunteer leaders and stakeholders also expressed a strong preference for the creation of a **Coding Academy** – ideally offered region-wide – to train students in this critical 21st Century technology.

MAXIMIZE THE OUTPUT OF POST-SECONDARY EDUCATION AND TRAINING.

Data showing subpar completion rates for many two- and four-year colleges are highlighting an important realization: it is not just enough to get kids into college; they must be supported with the same-wrap-around services as in high school to ensure that they receive their degrees.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Leverage higher education institutions and programs to fulfill employer demand.

- ✓ The thousands of students enrolled in two- and four-year programs at Central Iowa public and private colleges and universities represent opportunities to prepare them for degrees satisfying the hiring requirements of regional companies. The private-sector-led Community Needs Assessment for higher education detailed earlier in this section will provide valuable input to inform higher educational programming.

II. Support the development and sustainability of programs that are required to fill critical workforce needs.

- ✓ In areas where the Community Needs Assessment identifies a shortage of academic offerings to meet student and employer demand, consider the development of programs offered by the Iowa Board of Regents. If there is sufficient need for campus-based programs (versus online programs) to fill those shortages, support for a Regent Resource Center in Greater Des Moines may be warranted.

Life-Long Learning

A key emerging issue in Central Iowa is the need for “mid-level” skills in current and prospective employees. The potential to upskill employed workers and bring adults who have dropped out of the system into the workforce through acquisition of high school equivalency degrees, college degrees, certificates, or credentials should be pursued aggressively.

DESIRED OUTCOME

Seventy-five percent of Central Iowa adults possessing a college degree or credential by 2025.

HELP CENTRAL IOWA ADULTS ADVANCE THEIR EDUCATION AND CAREER OPPORTUNITIES.

Multiple programs, providers, and support entities currently comprise the adult-education landscape in Central Iowa.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Support local adults seeking to complete high school and college degrees.

- ✓ Key Central Iowa programs and facilities to leverage include Bridges to Success, DMACC's Workforce Training Academy, the Evelyn K. Davis Center for Working Families, Skills2Compete, and many others.
- ✓ A public-private consortium of regional institutions, organizations, and companies should launch a program to enable these "non-completers" to secure a degree, credential or certification.

ENHANCE ADULTS' ABILITY TO ACCESS JOBS AND TRAINING.

Many Central Iowa residents who could benefit from participation in training programs or are interested in seeking employment are unable to do so because of externalities including limited transportation access and lack of affordable child care.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Develop a comprehensive Affordable Child Care Action Plan.

- ✓ A far-reaching Affordable Child Care Action Plan – ideally for the full Central Iowa region – was identified as a priority by area leaders. A **Task Force** of key stakeholders should be named to oversee the development of the plan and a lead coordination entity identified and approved.

II. Improve transportation access to jobs and training.

- ✓ Through its **DART Forward 2035 plan update** – to be discussed in greater detail in Physical Capital – the agency will continue to enhance route and schedule planning to support worker mobility. Transportation accessibility is also a priority of the OpportUNITY plan.

Talent Retention and Attraction

Complementing talent development efforts, talent retention and attraction is an important strategy for enhancing Central Iowa's workforce capacity and external perception.

DESIRED OUTCOME

Effective retention and attraction of skilled talent with a choice of multiple destinations.

RETAIN SKILLED RECENT GRADUATES AND INTERNS.

Central Iowa residents attending regional colleges and universities and students from elsewhere in Iowa, the U.S., and overseas represent a captive audience for talent retention activities.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Leverage tools and relationships to support talent retention.

- ✓ The **CarpeDM (Seize Des Moines)** talent portal managed by the Greater Des Moines Partnership is a dynamic tool to engage individuals interested in Central Iowa. Efforts will be made to expand the use of the site.
- ✓ The **Young Professionals Program (YPC)** managed by the Greater Des Moines Partnership is the region's largest network of YPs. Its members could be valuable stewards and ambassadors for Central Iowa with existing college students and recent graduates.

II. Provide comprehensive internship and intern-support programs.

- ✓ For seven years, the Greater Des Moines Partnership has also implemented the **Seize the City** program, a series of community engagement and professional development opportunities for summer interns. For employers, the Greater Des Moines Partnership has launched a new internship toolkit called **Internships 101**.

III. Capitalize and promote a Debt Forgiveness Program to incent graduates to remain in Central Iowa to live and work.

- ✓ By offering qualified talent a program to forgive a portion or all of their debt if they remain in Central Iowa to live and work for a set period, the region would create a powerful talent retention incentive.

ATTRACT TOP TALENT TO CENTRAL IOWA.

Significant effort and resources are currently invested to promote Central Iowa to external talent through multiple media, events, and on-campus visits across the upper Midwest.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Promote Central Iowa through external events and visitation.

- ✓ **Recruitment trips** to college campuses across the upper Midwest have provided venues to tell the Central Iowa story to current students. Establishing a Central Iowa presence at the internationally renowned SXSW festival in Austin, Texas through the **Des Moines Embassy** venue has also provided opportunities to showcase the many attributes and opportunities in Central, including our burgeoning tech ecosystem and live music industry.
- ✓ Greater Des Moines has implemented the **Home Base Iowa** program to provide veterans and transitioning service members and their families with opportunities and benefits for a successful transition in Central Iowa.

II. Enhance targeted outreach and engagement with talent prospects.

- ✓ Research could also identify markets with large numbers of former Central Iowa residents that could be utilized to build on previous “**Come Back**” campaign events in already targeted and/or newly identified communities or at invitation-only events in Des Moines.
- ✓ The Greater Des Moines Partnership has already begun a large-scale integrated social media and engagement campaign to increase CarpeDM content creation and expand the pool of contributors through a newly launched #SeizeDesMoines Facebook group.

III. Work to attract international talent to the region.

- ✓ An Immigration Integration Initiative Task Force comprised of key Central Iowa leaders oversaw the development of the **Global DSM: International Talent Strategy**, a collaborative effort of the Greater Des Moines Partnership and the Partnership for a New American Economy that aims to make Central Iowa a premiere destination for foreign-born talent.



SOCIAL CAPITAL

Those engaged in implementing Social Capital goals suggest tenets be applied across all Capitals and be positioned as the catalyst for driving community conversations on topics that will define the region's future. This would entail identifying common concerns around leadership, diversity, equity, inclusion, and civility; defining shared goals and the strategies; and determining how success will be tracked and measured.

ESTABLISH COMMUNITY GOALS FOR LEADERSHIP, DIVERSITY, EQUITY, AND INCLUSION, AND CIVILITY.

Social Capital has and should continue to inform and advance the three critical drivers of success in Capital Crossroads' implementation: 1) leadership, 2) diversity, equity, and inclusion, and 3) civility. The first step in this process should be building grassroots consensus through systems-thinking-based conversations to drive deep understanding of key issues before positive and lasting progress can be made.

I. Assess and confirm a conceptual framework for Social Capital action.

- ✓ In order to arrive at actionable tactics to positively affect the drivers of success for Social Capital, a process for assessing issues and identifying strategic tactics should be agreed upon, including identifying and incorporating existing efforts.

II. Reach agreement on priorities affecting Social Capital focus areas.

- ✓ Social Capital leaders will conduct constituent outreach to determine a prioritization of issues and identify gaps impacting leadership, diversity, equity, inclusion, and civility trends in Central Iowa.

III. Set community goals around leadership, diversity, equity, inclusion, and civility to drive strategic activities.

- ✓ Community partners- both currently engaged and those not yet involved- will be invited to participate and set goals to ensure progress toward implementation. Results of goal-setting will directly inform the ultimate strategies prescribed to enhance leadership, diversity, equity, inclusion, and civility in Central Iowa.

LEVERAGE AND ENHANCE EXISTING EFFORTS.

As Central Iowa develops a strategy to optimize the drivers of success for Social Capital, it is critical that the community recognize, celebrate, and continue to lift up successes since Capital Crossroads' inception in leadership development, diversity, equity, and inclusion, and civility.

I. Formalize strategies to achieve established goals.

- ✓ Regional leaders believe that more must be done to enhance leadership, diversity, equity, inclusion, and civility and that intentionality of efforts and full stakeholder engagement will be important. Outreach processes and discussion will lead to formalized strategies to advance Social Capital goals.

CONFIRM STRATEGIC IMPLEMENTATION DYNAMICS AND OUTCOMES.

Successfully advancing a coordinated effort to improve leadership, diversity, equity, and inclusion, and civility in all aspects of Central Iowa community and professional life will be daunting. Organizations must engage in the overall initiative as well as its components; implementation resources must be identified and sustained; and activities tracked, measured, reported, and enhanced as work proceeds on the action plan.

I. Define a framework for implementing the Social Capital action plan.

- ✓ Partners engaged should work together to determine implementation roles and responsibilities. As a cross-Capital initiative, it is assumed that existing Capital Crossroads partner entities will be leveraged in current and expanded roles for implementation of a strategy directed at Social Capital's drivers of success. Identification of resources to sustain enhanced strategic efforts will be the principal challenge of implementation partners and the community at large.

II. Determine desired outcomes and metrics of coordinated leadership, diversity, equity, inclusion, and civility strategic implementation.

- ✓ Short- and long-term outcomes of strategies advancing Social Capital focus areas should be discussed and confirmed to guide implementation efforts and tracking of progress toward goals. When possible, previously identified community measures should be utilized as part of Social Capital.

CULTURAL CAPITAL

As Capital Crossroads enters its next strategic cycle with the 2.0 plan, Greater Des Moines is proceeding with the development of a new **Regional Cultural Assessment**, funded by Bravo and guided by an independent steering committee of top area leaders. The process will give the community a comprehensive view of the current state of the region's cultural assets and identify specific actions and priorities to leverage arts and culture to enhance quality of life and regional economic development. Cultural Capital strategies in Capital Crossroads 2.0 will defer to the final approved actions and tactics in the Cultural Assessment, scheduled for release in mid-2017.

OVERARCHING GOAL

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

Regional Arts Sector

Greater Des Moines' arts and cultural sector already has a strong influence on quality of life and economic activity in the region. A recent Bravo-commissioned study found that organizations funded by Bravo had a combined regional economic impact of \$120.9 million in 2015, were responsible for the direct and indirect employment of 2,336 people, and engaged over 3.7 million attendees and participants.

DESIRED OUTCOME

Attainment of arts and culture goals approved through the Regional Cultural Assessment process.

PROVIDE ONGOING SUPPORT FOR ARTS AND CULTURE ORGANIZATIONS AND PRODUCERS.

Before and after the delivery of the Regional Cultural Assessment, these entities will continue to require funding, patronage, and support.

TACTICAL OPPORTUNITIES AND INFORMATION:

1. Ensure arts entities contribute effectively to the cultural ecosystem.

- ✓ Through the Cultural Capital framework, leaders from across the spectrum of Greater Des Moines arts entities must continue to come together regularly to discuss how they can best support each other's goals and programs. Regional Cultural Assessment strategies will then be integrated into Cultural Capital and advanced through Capital Crossroads implementation.

II. Support arts-related facilities, programs, and events.

- ✓ There are far too many entities in Greater Des Moines' arts ecosystem to list here. Tactical strategies to address the full breadth of their issues and opportunities identified through Regional Cultural Assessment planning will be proposed and affirmed by the approval of the project's Steering Committee.

DEVELOP AND IMPLEMENT A CULTURAL ASSESSMENT FOR THE REGION.

Working closely with a Steering Committee led by Drake University's president, Bravo will coordinate the Regional Cultural Assessment to serve as Greater Des Moines' and Cultural Capital's strategic plan for the duration of its implementation cycle.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Effectively support and implement the region's Cultural Assessment.

- ✓ While the Capital Crossroads 2.0 plan will not prescribe specific actions for strategic implementation, there were nevertheless many suggestions made to enhance Central Iowa's arts and cultural sector. The recommendation which seemed to receive the most traction was the development and implementation of an action plan to grow the region's music sector.



PHYSICAL CAPITAL

Central Iowa must consider how to maintain and improve existing resources, how to fund and develop new infrastructure, and how to proactively embrace emerging technologies that could fundamentally change regional mobility. To support the rapid growth anticipated in Central Iowa, the region must ensure that smart and coordinated infrastructure investments are made and that development policies result in the type of built environment desired by stakeholders. Leaders feel that transportation investment should be prioritized on fixing current issues and optimizing the existing system as opposed to capacity expansion.

OVERARCHING GOAL

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

Transportation and Mobility

The Des Moines Area MPO has found that, without any future capacity enhancements to the street system, the road network still would not experience unstable or broken flows. The region must invest in a complete transportation system, beyond one geared solely towards automobiles, if it is to become a more sustainable community.

DESIRED OUTCOME

A fully efficient transportation network with complete and connected mobility options.

OPTIMIZE TRANSPORTATION INFRASTRUCTURE AND SERVICES

Regional transportation officials encourage a “fix-it first” mentality for roads, encouraging governments to prioritize the protection of prior investments and to improve upon their safety and reliability. Additionally, the freight and goods movement network within Greater Des Moines should be safe, reliable, and efficient.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Create a non-partisan Mobility Alliance as a business-led partnership to advance multi-modal mobility in Central Iowa.

- ✓ Central Iowa should pursue development of a Mobility Alliance that can “own” the issue regionally, help bring established plans together, inform project prioritization and funding opportunities, and address any disconnects between key private, governmental, institutional, and citizen constituencies.

II. Insure efficient use of existing transportation investments.

- ✓ In order to maintain regional traffic operations and capitalize on significant investments made in the last decades, Greater Des Moines should invest in the rehabilitation of existing infrastructure. This

would be implemented through a systematic, collaboratively developed, regional approach providing for the safe and effective management and operation of new and existing transportation facilities.

- ✓ Recognizing the proven connection between land use policy and mobility, policies to encourage compact, mixed-use development should also be prioritized to make the most efficient use of existing transportation investments.

FOSTER DEVELOPMENT OF CONNECTED, BICYCLE- AND PEDESTRIAN-FRIENDLY ENVIRONMENTS.

Like The Tomorrow Plan and Mobilizing Tomorrow, Capital Crossroads envisions shifting from a historical auto-oriented model to a greater mix of transportation choices, including a robust transit network, an active carpool culture, and land use and design that support walkability.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Implement strategies to encourage mobility alternatives.

- ✓ Transportation funding should be reprioritized to maintain the existing system but increase resources to improve transit, pedestrian, and bicycle networks. A multi-modal focus will provide additional mobility options, especially for non-drivers.

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

- ✓ Parking supply should be managed as a comprehensive system. On-street, off-street, public, and private resources should be managed collectively. Efforts should also continue to assess the viability and value of demolishing under-utilized public parking decks for conversion into mixed-use developments.

III. Advance and swiftly transition key policies into implementation mode.

- ✓ Transportation projects, especially related to road building, typically have long development timeframes. However, there are timelier activities that can be pursued to enhance mobility, especially if supportive policy frameworks are in place.

ENHANCE REGIONAL TRANSIT CAPACITY.

Regional leaders, including many millennials, argue that transit expansion is key to Greater Des Moines' ability to retain and attract top talent. Guiding transit investments in the Des Moines region will be the approved update of the **DART Forward 2035 Transit Services Plan**. A **Transit Future Work Group** empaneled by Capital Crossroads and comprised of regional business, community, and civic leaders was also launched to get discuss and recommend transit development opportunities and priorities in the region.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Provide ongoing support for implementation of DART Forward 2035.

- ✓ Operational and funding solutions will be necessary for DART's and the region's long-term success. Thus, it is essential to provide funding for a variety of mobility options to ensure the region's competitiveness.

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

- ✓ The success of public transportation is directly tied to land use patterns, density, and urban form. The DART Forward 2035 Plan recommends route alignments and service frequencies based on existing and planned growth and densities.

III. Embrace emerging technologies and opportunities to coordinate with other modes.

- ✓ The DART Forward 2035 update calls for the development of mobility hubs that would co-locate transit stops, B-Cycle stations, and possibly car-share stations. The Plan update also notes the potential of transportation network companies such as Uber to supplement transit service.

IV. Design, fund, and launch a starter bus rapid transit (BRT) line in Des Moines.

- ✓ Capital Crossroads leaders voted to reestablish efforts to identify and construct a starter BRT line in Des Moines.

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

- ✓ An August 2014 Feasibility Study of transit opportunities in the **Ames-Des Moines I-35 commuter corridor** conducted by the Des Moines Area MPO found sufficient demand for an alternative transportation mode between Ames and Des Moines. Regional leaders still feel the connection would provide benefit as well as pursuit of **passenger rail** connectivity in Central Iowa.

CONSTRUCT A STATE-OF-THE-ART PASSENGER TERMINAL AT DES MOINES INTERNATIONAL AIRPORT.

After multiple studies and iterations, the Des Moines Airport Authority Board voted unanimously in October 2016 to build a new \$500 million, 14-gate terminal on the east side of the airport adjacent to the current facility, roughly \$140 million cheaper than the originally proposed southside location.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Proceed with the timely construction of the new passenger terminal.

- ✓ With a plan and location for the new terminal approved, lobbying will now support its timely funding and construction. Because the terminal has regional economic impact, support for its development should also be regional.

II. Consider efforts to regionalize the Des Moines Airport Authority.

- ✓ Capital Crossroads volunteer leaders feel that the time is right to consider regionalizing the Airport Authority Board to reflect DSM's critical impact on regional economic development and the need for broader support for the facility.

DEVELOP KEY FREIGHT INFRASTRUCTURE.

The Des Moines Area MPO and its Freight Roundtable received a grant from the Iowa DOT to complete a study for a Des Moines area rail port facility. The study confirmed the need for a transloading facility and recommended a 20-acre city-owned site in southeast Des Moines. Recently, the city requested a federal grant to help build the new rail yard.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Design and promote a regional multi-modal transload facility.

- ✓ Upon completion, the transload facility could be branded and marketed to potential regional and external users.

Destination Amenities

As lines blur between economic and talent development, the availability of amenities that can support tourism and provide assets supportive of talent retention and attraction becomes a critical component of today's community infrastructure.

DESIRED OUTCOME

Enhanced recreational capacity to benefit communities and support Central Iowa tourism.

DEVELOP A WORLD-CLASS SYSTEM OF LAND AND WATER TRAILS.

Recent efforts have sought to complement the region's aggressive construction of land trails through development of a comprehensive network of water trails. The Iowa Department of Natural Resources (DNR) commissioned the Des Moines Area MPO to develop the **Greater Des Moines Water Trails and Greenways Plan**, the state's first region-wide blueprint for water trails.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Develop and connect Central Iowa's network of land trails.

- ✓ In addition to developing new trails, gaps between existing segments as outlined in the MPO's Mobilizing Tomorrow plan must be bridged. Provision of on-street bike infrastructure will help relieve congestion on urban trails. To coordinate regional trail needs to expand tourism and ensure targeted

use of limited maintenance funding, regional leaders support the establishment of a **Regional Trails Authority** to oversee development of a unified network in Central Iowa.

II. Build an extensive system of regional water trails.

- ✓ While the Greater Des Moines Water Trails and Greenways Plan provides recommendations for water trail development, an engineering study is necessary to determine project feasibility, cost-estimates, strategies, and priorities for implementation. The **centerpiece of the water trails system** could be activating the Des Moines River in downtown Des Moines through dam mitigation and shoreline improvements to create opportunities for water recreation.

REFURBISH DRAKE STADIUM TO OLYMPIC STANDARDS.

Drake Stadium requires additional refurbishment in order to be legitimately considered as a host for the U.S. Olympic Trials in track and field. Raising Drake Stadium to world-class standards would be a boon for Drake University, the Drake Relays, and the prospects for sports tourism in Central Iowa.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Continue major renovations to Drake Stadium.

- ✓ An **economic assessment** of the direct and indirect impacts of hosting the U.S. track and field Olympic Trials in Des Moines would help justify the investment in further renovations. A private fundraising campaign to support construction could be supplemented by public monies based on the projected value to the region and state from hosting additional major national and international events.

CONSTRUCT A MAJOR INDOOR SPORTS COMPLEX.

In order to be in consideration for many of the largest and most lucrative youth sports tournaments, a region must possess suitable infrastructure to accommodate the needs of the organizer. When not hosting tournaments, the facilities are typically made available for public use.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Secure commitments and resources to develop a tournament-caliber indoor sports facility in Central Iowa.

- ✓ A **Task Force** comprised of regional leaders in tourism, government, and business could be charged with determining the feasibility of an indoor sports facility. Assessment findings would then inform and direct strategies to site, fund, design, build, and promote the indoor athletics complex for youth sports tournaments.

21st Century Technologies

Cities are quickly becoming the country's most dynamic test beds for cutting-edge technologies that promise to forever change people's lifestyles, mobility, and interactivity with their communities. Facilitating these advancements are lightning-fast internet-connectivity speeds and capacities necessary to not only accommodate "smart" urban infrastructure but also the communications needs of businesses and residents.

DESIRED OUTCOME

High-speed connectivity enabling Central Iowa communities to become forerunners of the Smart City movement

SECURE COMPETITIVE BROADBAND SPEEDS FOR ALL REGIONAL COMMUNITIES.

A key strategy incorporated into Capital Crossroads during the mid-course review process was the implementation of gigabit internet connection speeds across the region. Central Iowa cities could either wait for private providers to develop high-speed infrastructure or pursue public-private or fully publically funded gigabit internet. It is likely that different strategies will be pursued by individual communities.

TACTICAL OPPORTUNITIES AND INFORMATION:

1. Identify viable means to secure gigabit internet for Central Iowa communities.

- ✓ Local governments in partnership with Physical Capital leaders should assess the opportunities that make the most sense for implementation of gigabit internet strategies. There is also the potential for communities to form alliances to fund and construct the necessary infrastructure for high-speed connectivity.

PURSUE SMART CITY STRATEGIES IN CENTRAL IOWA.

Transportation for America envisions Smart City technology infrastructure and data analytics as tools to combat urban challenges such as congestion, economic inequality, and pollution in new and more efficient ways to create vibrant, attractive, inclusive, and prosperous communities.

TACTICAL OPPORTUNITIES AND INFORMATION:

1. Launch a coordinated Smart City initiative.

- ✓ To the extent possible, leaders should pursue coordinated Smart City initiatives to ensure that technologies are consistent across governmental borders. Public outreach to assist stakeholders with understanding and growing comfortable with the Smart City concept will also be critical to building momentum for these strategies.

- ✓ The potential exists to develop and incorporate so-called “eGovernment” programs under the Smart City framework. These strategies utilize information and communication technologies (ICTs) to improve the activities of public sector organizations.

Neighborhoods and Housing

For residents to be able to truly enjoy the high quality of life for which Greater Des Moines is known, health and well-being, in all senses of those terms, need to be actively promoted throughout the region.

DESIRED OUTCOME

Resilient communities with affordable housing options for all residents wishing to call Central Iowa home.

ENSURE REGIONAL DIVERSITY IN NEIGHBORHOOD AND HOUSING COSTS, STYLES, AND LOCATIONS.

The desire to maintain affordability for all residents in the face of anticipated growth necessitates equal access to housing opportunities and consideration of housing location in relation to the job centers they serve.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Build “missing middle” housing types.

- ✓ Central Iowa communities should promote and regulate the development of a diverse housing stock that provides choices for individuals of all races, cultures, ages, and economic backgrounds. These housing types include cottages, townhouse, duplexes, triplexes, fourplexes, small apartment buildings, mansion apartments, live-work units, and apartments above shops.

II. Implement the Housing Tomorrow plan to address regional affordable housing needs.

- ✓ The Plan contains a strong focus on development of affordable housing, especially near low-wage job centers and near public transit routes. Recommendations call for creation of incentives and reduction of barriers for developers to provide units for households earning less than 30 percent of the region’s median income.
- ✓ A regional dialogue on housing issues, needs, and solutions should be continued among housing agencies, transportation organizations, developers, municipalities, and other stakeholders to ensure that affordability is prioritized as a key concern.

III. Promote infill development and the rehabilitation of vacant structures.

- ✓ As Des Moines and other Central Iowa cities age and certain districts experience disinvestment, opportunities for redevelopment/rehabilitation of existing structures and infill projects become more

viable. These projects can be supported by adoption of building codes and financial incentives that make redeveloping old structures and building infill projects more feasible and profitable for developers.

IV. Develop vibrant neighborhoods and communities.

- ✓ Neighborhood resiliency should be institutionalized through development guidelines such as comprehensive plans, zoning codes, and subdivision regulations. These tools can prescribe the consideration of regulatory elements that foster neighborhood resiliency such as housing and transportation choice, recreation and retail opportunities, education and jobs, health and safety, sense of community, and environmental impact.



GOVERNANCE CAPITAL

One of **The Tomorrow Plan's** four goals is to "increase regional cooperation and efficiency at all levels," and was born out of the realization that new processes were necessary for local governments and regional entities to work effectively together. **Councils of Government (COG)**, also known as regional commissions, are common forms of regional governance that provide a forum for local government representatives to meet regionally. Central Iowa is the only area within the state that does not have a COG, and is the largest metropolitan area in the country not served by an entity of this type.

Local government collaboration in Central Iowa still occurs without a COG, though it takes place through numerous, sometimes duplicative venues. Following Capital Crossroads, more forums for local government collaboration were developed. Governance Capital programs like the **Local Government Collaboration (LGC) Project** and **Central Iowa Code Consortium (CICC)** have improved local process dynamics and are testament to the region's spirit of collaboration..

OVERARCHING GOAL

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

Coordinated Operations and Governance

The Governance Capital committee has provided informal oversight for initiatives focused on inter-governmental collaboration and process improvement. However, a more formalized structure is necessary to ensure that the positive work being done on the operations side is officially validated and sustainable.

DESIRED OUTCOME

Pursuit of all viable opportunities to leverage existing organizational structures to coordinate local government operations in coordination with Capital Crossroads.

PURSUE OPERATIONAL COORDINATION.

The Local Government Collaboration Project was established with 15 cities and three counties in Central Iowa to better collaborate on public services for reducing costs, redundancies, complexity, and time commitments. Born out of the work of the LGC, the Central Iowa Code Consortium is a collaborative effort to improve uniformity and consistency in the adoption and enforcement of local construction codes in Central Iowa.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Continue the evolution of the Local Government Collaboration Project.

- ✓ The Collaboration Project should remain focused on assessing regional needs and capacities around government services and operations to identify opportunities for shared-services agreements based on national best practices.

II. Adopt and sustain the work of the Central Iowa Code Consortium.

- ✓ Code Consortium volunteers have identified statewide codes that need to be improved and warrant being addressed by the CICC. To remain sustainable, more permanent venues for the Central Iowa Code Consortium should be explored.

III. Restructure the Des Moines Metropolitan Area Utility Coordination Committee.

- ✓ The City of Des Moines convenes utility representatives regularly to discuss projects, though regional participation is inconsistent. This group could be restructured to better include all of the Des Moines metro.

ASSESS OPPORTUNITIES FOR REGIONAL GOVERNANCE.

To date, Governance Capital has focused on operational improvements. Volunteers feel that an official governance structure to oversee process improvement work would provide a needed framework to better unify these projects. Local and regional officials in Capital Crossroads 2.0 focus groups and interviews proposed the development a regional council of governments or similar entity that will best fit the needs of all members.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Pursue the development of a regional council of governments or similar entity.

- ✓ If a COG is developed, officials said operations staff would need to acknowledge that the council is the de facto entity overseeing certain operational processes. The function of existing regional entities in a Central Iowa COG would then be determined as the council is developed.

II. Determine the long-term viability of existing regional coordination committees.

- ✓ Numerous entities such as the MPOs, Metro Advisory Council (MAC), and Mid Iowa Association of Local Governments (MILAG) continue meet to be apprised of and discuss regional issues, challenges, and opportunities. An ultimate decision on the future of these organizations how could be streamlined to serve a more formal regional governance role will be part of the analysis conducted on the feasibility of a regional council of governments or repurposing of an existing entity for this purpose.



NATURAL CAPITAL

While water and soil issues are important to Natural Capital volunteers, the objectives and actions contained under the Capital are broad and diverse, encompassing an array of components contributing to the region's environmental and recreational health and vitality. Expansion and regionalization of greenspace in Central Iowa is also a key charge of Natural Capital.

OVERARCHING GOAL

Central Iowa will be recognized nationally as a best practice community for its environmental sustainability and diverse array of natural amenities.

Land Use, Zoning, and Sustainability

As outlined in The Tomorrow Plan, the Des Moines metro area must strive to maximize the efficiency of development patterns, ensure an appropriate range of housing opportunities, understand the impact of rural residential development in unincorporated areas, and provide adequate regional and sub-regional recreation facilities.

DESIRED OUTCOME

Leveraging of current assets while strategically addressing threats to the region's long-term sustainability.

IMPLEMENT POLICY AND RESOURCE FRAMEWORKS SUPPORTING CENTRAL IOWA'S SUSTAINABLE GROWTH VISION.

During the development of The Tomorrow Plan, many growth scenarios were modeled to show the impact of various development models. The Tomorrow Plan has already outlined numerous policy initiatives that support strategic growth frameworks.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Prioritize development in targeted nodes and corridors.

- ✓ Smart-growth frameworks like The Tomorrow Plan and its Nodes and Corridors Initiative have identified and mapped out targeted areas for development that leverage existing infrastructure to increase employment opportunities, expand housing options, and enhance overall community health and services while leaving neighborhood character intact.

II. Zone for preferred land use patterns.

- ✓ Development of vibrant, mixed-use, walkable environments would benefit from the design and approval of model form-based code and transit-oriented development zoning overlays. The City of Des Moines' Plan DSM code updates could serve as a region-wide template.

III. Identify effective growth management tools for potential incorporation into Iowa code.

- ✓ Based on research, proposals to formally propose the adoption by the Iowa legislature of one or more growth management tools into code should be developed. Coalition-building and advocacy would then be necessary to ensure the passage of these bills. One potential tool currently not available in Iowa is the Transportation Improvement District (TID).

Outdoor Recreation

Central Iowa has been effective in developing parks, trails, and connections between these assets and local activity nodes. Still, stakeholders acknowledge that more work is necessary to enhance Central Iowa's Natural Capital capacity and sustainability even as the region continues its necessary pursuit of job and population growth.

DESIRED OUTCOME

A best-in-class, coordinated system of regional parks and greenspaces.

ENHANCE CENTRAL IOWA'S NETWORK OF PARKS AND GREENWAYS.

Development of new parkspace and ambitious planned expansions of existing facilities promise to further raise the profile of Central Iowa as a parks capital. Leaders feel that development, enhancement, and administration of parks can be even more effectively advanced under a coordinated regional framework.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Develop and implement a Regional Parks Plan.

- ✓ Leaders feel that Central Iowa would benefit from regionalizing the planning and development of greenspaces through a coordinated Regional Parks Plan and implementation framework overseen by a new **regional parks authority**. Multiple ongoing planning and resourcing initiatives are underway in Central Iowa that would need to be incorporated into the Regional Parks Plan.

Resource Conservation

This strategic objective has been broadened to reflect Resource Conservation issues and policies for not only air, water, and soil, but also energy. Consistent with this holistic conservation focus, tactics related to water quality, stormwater management, and flood protection have been incorporated under the Natural Capital framework. Multiple watershed management authorities (WMAs) have been launched in recent years with even more in the works. A newly established **Council of Watershed Management Authorities** will advocate for region-wide adoption of policies recommended in each WMA watershed plan.

DESIRED OUTCOME

Watershed-based planning and management to promote targeted conservation practices and implement proactive approaches to optimize nutrient applications and sustainable urban development.

OPTIMIZE WATER QUALITY AND DISTRIBUTION.

As the public-private **Iowa Soil and Water Future Task Force** noted in its January 2016 report, the state has a tremendous opportunity to find common ground solutions to fund its soil and water infrastructure as effectively as its transportation infrastructure. The Task Force believes that public-private investment in Iowa's **Nutrient Reduction Strategy** through creation of an **Iowa Soil and Water Health Revolving Loan Fund** will be the principal pathway to success.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Continue expanding watershed-management capacity and impacts.

- ✓ Recommendations of the Iowa Soil and Water Future Task Force included an emphasis on the importance of adopting and implementing a watershed approach in Iowa. Also proposed were supporting the role of WMAs as valuable leaders and affirming the value of targeting resources to watersheds of greatest need balanced against those that are poised for action.
- ✓ Complementing already established WMAs, stakeholders said that the **North and Middle Rivers** would benefit from the creation of a watershed management authority.

II. Regionalize drinking water distribution and management.

- ✓ A **Regional Drinking Water Study** for Greater Des Moines led to discussions about communities' projected water needs and costs by 2050 and what it would entail for Des Moines Water Works to satisfy those needs. However, stakeholders said that analysis has yet to address long-term benefits of a regionalized system and noted the effect the DMWW lawsuit has had on regional cohesion on these issues.

III. Improve stormwater runoff through the implementation of water infiltration strategies during road rehabilitation projects and construction of new roads.

- ✓ Some area communities including the cities of Ankeny and Johnston have begun to use **green street strategies** to infiltrate stormwater at its source. Green street designs incorporate various green stormwater infrastructure tools, including stormwater tree trenches, stormwater planters, stormwater bumpouts, and pervious pavement.

IV. Establish local, state and federal financial resources at scale.

- ✓ Sufficient, permanent and dedicated funding sources should be allocated to meet infrastructure needs for non-point and point sources that are targeted and prioritized by watershed with annual accountability for the state's investment. This investment should be utilized to leverage other public and private dollars through public-private partnerships.

PROTECT COMMUNITIES FROM FLOOD EVENTS.

Floodplain management can help Central Iowa prepare for more extreme weather events that cause flooding and increase water flow along creeks and rivers.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Coordinate strategies to limit Central Iowa's flood risk.

- ✓ Central Iowa governments should regulate allowable development on floodplains through adoption of the Des Moines Area MPO's model "No Adverse Impact" floodplain management policy. Investment in upstream solutions to promote water infiltration should also be prioritized over downstream infrastructure construction such as levees and dams.

PARTNER ON CONSERVATION AND ADVOCACY EFFORTS TO SUSTAIN CENTRAL IOWA'S NATURAL RESOURCES.

The Iowa Soil and Water Future Task Force and partnerships like it must continue across a broad spectrum of resource categories, including soil, water, air, and energy.

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

- ✓ Natural Capital should continue to serve a key role as a convener of stakeholders and partner to complementary regional efforts focused on sustaining Central Iowa's natural resources.

II. Secure conservation status for critical natural environments.

- ✓ Efforts to foster environmental conservation were advanced as projects in Ames, Des Moines, and West Des Moines received funding for urban conservation districts. As additional opportunities to preserve sensitive natural spaces arise they should be supported as necessary to secure approval and funding.

III. Foster discussions on renewable energy issues and opportunities.

- ✓ Stakeholders feel that dialogues on efficiencies, programs, and projects focused on renewable energy are missing from Natural Capital's implementation framework. They would like to see this topic incorporated into regular meetings of Natural Capital implementation teams and pursued as potential strategic initiatives.

Marketing and Education

Public officials are ultimately only responsible to the will of those who elect them, so statewide and regional support for investments in soil, water, and air quality will likely be the deciding factor behind approval of funds to implement Natural Capital priorities.

DESIRED OUTCOME

Public support necessary to enable effective implementation of environmentally-supportive strategies.

ACTIVELY PROMOTE ENVIRONMENTAL SUSTAINABILITY ISSUES AND OPPORTUNITIES IN CENTRAL IOWA.

Enhancing the awareness of Central Iowa's environmental challenges, future opportunities, and the public's role in affecting them will continue to be a charge of Natural Capital implementers.

TACTICAL OPPORTUNITIES AND INFORMATION:

I. Develop compelling and effective public outreach campaigns.

- ✓ As Capital Crossroads 2.0 launches, Natural Capital will be finalizing and promoting an **Environmental Educators Plan** while also raising the profile of the Capital itself through the use of graphics, video, and public relations. IWILL **Train the Trainer** events being held across Central Iowa will help inform this outreach by providing useful narratives on soil and water priorities.
- ✓ Stakeholders commenting in Capital Crossroads public input feel that an honest, dynamic story must be told about planning for the future through a consistently articulated **public-private campaign**.

CROSS-CAPITAL INITIATIVE MATRICES

Capital Crossroads administrators have already created schematics demonstrating cross-Capital impacts and interactions and plan to formalize these interactions in greater detail through implementation of the 2.0 strategy. Ultimately, detailed and actionable work plans spelling out the roles and programmatic responsibilities of cross-Capital partners will be the most effective way to activate, advance, and monitor collaborative implementation efforts. For the purposes of this Capital Crossroads 2.0 strategy, Market Street has created matrices for the top current and potential cross-Capital initiatives.

NOTE: **Not included** are cross-Capital frameworks noted above for soil and water quality, transit, greenways and blueways, and health assessment. Frameworks for these initiatives have been designed and pursued and will receive further attention through 2.0 implementation. So as not to influence the assessment, content, or recommendations of the Regional Cultural Assessment, **Cultural Capital tactics are not included** in cross-Capital initiative matrices. Initiatives are listed alphabetically and do not imply priority

Active Wellness

With over 80 percent of illnesses caused by chronic conditions that can be improved by affecting changes to three lifestyle choices – exercise, nutrition, and smoking – Central Iowa leaders feel that significant progress could be made on regional health outcomes by addressing the exercise component through a comprehensive, coordinated regional program bundled under an “Active Wellness” brand. Campaign components would include incorporation of many existing and future programs implemented by the United Way of Central Iowa, the Des Moines Area MPO, Wellmark Blue Cross and Blue Shield, Mid-Iowa Health Foundation, Telligen, Polk County Health Services (non-profit organization), city and county governments, and other partners.

Capital Core	Business Capital	Wellness Capital	Human Capital	Social Capital	Physical Capital	Natural Capital
Downtown activity programming	Company-based programs promoted through BRE	Inclusion of activity metrics in wellness assessment	Pre- and post-natal activity programs for mothers	Leadership training inclusive of active wellness	Separated bike and pedestrian paths	Policy and zoning changes favoring walkability and pedestrian-scale development

Capital Core	Business Capital	Wellness Capital	Human Capital	Social Capital	Physical Capital	Natural Capital
Recreation amenities, equipment, spaces, including “changing stations” for bike commuters	Marketing Active Wellness as benefit for existing, prospective companies	Corporate wellness programs w/ activity components	School-based activity programs and playground equipment	Young professional focused programming	Green and blueways infrastructure	Development and promotion of new park and playspaces
Walkability, active mobility modes		Activity-based programs in wellness “toolkits”	Safe routes to school programs		Universal provision of sidewalks	
			Degree programs in Active Wellness		“Age-friendly” infrastructure	
			Active wellness as talent retention and attraction asset		Ballfield development and Drake Stadium renewal	

Central Iowa Food Initiative

Numerous strategic activities have been proposed for Capital Crossroads 2.0 related to the full spectrum of food cultivation, sale, consumption, and its potential to revitalize neighborhoods and enhance quality of life. There are numerous **potential** activities that could be incorporated into a cross-Capital food initiative, many of which are listed in the below matrix. It is recommended that implementation of a comprehensive initiative include a **planning phase** – perhaps overseen by a coordinating committee or task force similar to soil and water – to confirm the highest-value strategies. This would also provide the opportunity to incorporate **existing activities** like Hunger Free Polk County, Eat Greater Des Moines, Iowa Hunger Summit, and many others into the Central Iowa Food Initiative.

Many Central Iowa leaders feel that local food should be the region’s “identity” and a “big umbrella” for bringing together urban and rural interests. The inroads already made by the Cultivation Corridor brand provide a strong head start for this external focus.

Component	Strategic Capital(s)	Action(s)	Existing Effort(s) / Notes	Potential Model
Education	Business/ Cultivation Corridor	Events	World Food Prize – Iowa Hunger Summit	
	Human	Health and wellness education	FoodCorps service members in Des Moines Public Schools (DMPS)	
		Serving ethnic foods to students	Des Moines Public Schools	
		Career development	DMPS Central Campus Culinary program DMACC programs	
		Food Academy for at-risk youth		Detroit Food Academy
Entrepreneurship/ Innovation	Capital Core	Farmers/public markets	Downtown Farmers Market Potential for year-round public market	Multiple
	Business	Food incubator/food entrepreneurship program		Grand Rapids Downtown Market incubator kitchen Cincinnati Findlay Kitchen program
	Business/ Natural	Locally sourced food initiative	Eat Greater DSM – Local Foods focus area	REV Birmingham (AL) – Urban Food Project
	Cultivation Corridor	Food technologies	Work with Iowa State and member companies – inform and support opportunities to apply to Central Iowa Food Initiative	
Addressing food insecurity	Business	Healthy corner store initiative	Could potentially have program specific to Capital Core and/or food entrepreneurship strategy	Healthy in a Hurry (Louisville)
	Wellness	Hunger prevention	Food Insecurity Initiative – Hunger Free Polk County	
	Human	Accessibility	United Way of CI Health Focus Area-Physical Well-Being: 1.1 Increase the availability of and access to healthy foods and fresh fruits and vegetables OpportUNITY Plan Priority – Food Insecurity	Multiple

Component	Strategic Capital(s)	Action(s)	Existing Effort(s) / Notes	Potential Model
			Eat Greater DSM – Food Access focus area Move the Food – Des Moines Area Religious Council Mobile Food Pantry (Food Pantry Network)	
	Human/ Natural	Food re-use program		412 Food Rescue (Pittsburgh)
Green infrastructure	Capital Core	Green corridor	2015 RDG Design Residency – Farms on Fifth A Downtown Greenhouse project and other “green” strategies	
	Natural	Urban farming, community gardens, green roofs, greenhouses	Eat Greater DSM – Gardening focus area Multiple others	Multiple
Logistics and distribution	Business	Construction of an urban “food port”		West Louisville Food Port

Civility

Leaders in Social Capital and other Capital work teams feel that Civility is a concept that has applicability across multiple public and private spheres and should be focused on as a cross-Capital initiative. Indeed, people must interact and work together in nearly every aspect of human life, so incorporation of civility principles and practices into as many of these contexts as possible would help advance Central Iowa strategic vision, goals, and activities.

Capital Core	Business Capital	Cultivation Corridor	Wellness Capital	Human Capital	Social Capital	Physical Capital	Governance Capital	Natural Capital
Relationships between Core advocates and regional stakeholders	Business policies, attitudes, and networking	Interactions among Corridor firms and institutions	Incorporation into mental health services	Interactions between companies and training institutions	Leadership development curricula	Physical spaces supportive of interaction	Intra- and inter-governmental interactions – staff, elected, and appointed	Interactions and negotiations between environmental advocates and agencies

Capital Core	Business Capital	Cultivation Corridor	Wellness Capital	Human Capital	Social Capital	Physical Capital	Governance Capital	Natural Capital
Intra- and inter-neighborhood interactions	Interactions between rival firms in target clusters			Formal and informal student guidance	Full breadth of diversity and inclusion programming	Inter-agency interactions		
	Policy and advocacy priorities and interactions			Integrating civility into curricula	Civility Objective			
	Tenor and practice of international marketing			Integrate into talent retention and attraction messaging				

Diversity, Inclusion, and Equity

While Diversity and Inclusion will remain a foundational strategy for Social Capital, regional leaders want to emphasize that truly achieving a more diverse and inclusive Central Iowa will require commitment and action from all components of society. As such, they have strongly advocated for this objective to be called out as a cross-Capital endeavor.

Capital Core	Business Capital	Wellness Capital	Human Capital	Social Capital	Physical Capital	Governance Capital	Natural Capital
Downtown activity programming and amenities	Targeted job growth in sectors with opportunity "ladders"	Health and wellness assessment, tracking, and enhancement programs and support	Early childhood services, programs, and support	Full breadth of Diversity and Inclusion, Leadership, and Civility assessment and programming	Multi-modal mobility planning and projects	Representative government	Regulations supporting equitable growth and development

Capital Core	Business Capital	Wellness Capital	Human Capital	Social Capital	Physical Capital	Governance Capital	Natural Capital
Workforce housing	Advocacy and lobbying	Integrated mental health services	School readiness		Transit capacity and accessibility	Budget savings enabling lowered tax rates	Recreation capacity and access
Mobility, walkability, and access	Focused entrepreneurial programs and support		Full breadth of K-12 pipeline development in and out of school		Broadband access and affordability		
Neighborhood and corridor strategies and tools	International marketing and talent initiatives		College and career readiness		Smart city technology		
Community wealth building initiative			Degree completion				
			Upskilling and life-long learning				
			Affordable child care initiative				
			Job and training access				
			Workforce housing				
			Talent retention and attraction messaging				

Housing

As Central Iowa continues its impressive growth trajectory and housing costs become impacted in downtown Des Moines and other popular activity centers, housing-related issues will become more prevalent. This will be especially true as the region’s growth gradually exhausts available “greenfield” residential development sites and redevelopment and infill housing opportunities become more necessary and viable.

Central Iowa has demonstrated repeatedly that it is committed to promoting and pursuing sustainable land use policies. These will include prescriptive scenarios, planning, and regulation of housing in the context of overall regional growth and development.

Capital Core	Business Capital	Wellness Capital	Human Capital	Social Capital	Physical Capital	Governance Capital	Natural Capital
Multiple types at multiple price points	Executive housing	Housing types supportive of Active Wellness	On- and off-campus student housing	Diversity and inclusion issues around housing	Transit-accessible housing	Residential construction codes and policies	Residential zoning <i>vis a vis</i> environment
Workforce housing programs and policies	Leveraging company perspectives on housing	"Healthy home" assessments and programs	Quality workforce housing		Residential soil and water quality		Recreation capacity, access to homes and neighbor-hoods
Housing renovation funding tools and support programs	Live-work models		Homeless alleviation programs and support		Flood control		Residential water conservation
			Housing assistance for interns, talent retention and attraction prospects		Smart City technologies and programs		Residential access to and use of renewable energy sources