

CAPITAL CROSSROADS

A VISION FORWARD 

CAPITAL CORRIDOR

Chairs:

Steve Zumbach, Belin McCormick Law Firm
Dr. Steven Leath, Iowa State University

The Capital Corridor committee has been working since its last quarterly report on the selection of a firm to develop the branding and marketing strategy, which is the focal point of the plan of work related to the Capital Corridor.

Interviews were conducted in late August and then again in November with the following firms interviewed at the November meeting:

Flynn Wright – Des Moines, Iowa
Gannett Client Services, Des Moines, Iowa
Trilix Marketing Group, Des Moines, Iowa
DCI – Denver, Colorado
Franke + Fiorella, Minneapolis, Minnesota

After some deliberation the selection committee unanimously approved Flynn Wright. Subsequent to the day of interviews a contract was negotiated and approved with Flynn Wright and signed by the Greater Des Moines Partnership.

The selection committee was made up of the following people:

Steve Zumbach, Kathryn Kunert from MidAmerican Energy, Eric Morse from Pioneer, Anita Norian from Kemin, Lisa Lorenzen from the ISU Research Foundation, Susan Ramsey from the Greater Des Moines Partnership, Kari Tindall from the Partnership, and Dan Culhane from the Ames Economic Development Commission.

In early January a kick-off meeting was held with Flynn Wright. Those attending the meeting were principals of Flynn Wright, President Leath, Steve Zumbach, Lisa Lorenzen, Anita Norian, Kathryn Kunert, Mark Miller from Pioneer and also a co-chair of the Business Capital and Susan Bunz, also from Pioneer. Dan Culhane from the Ames Economic Development Commission, David Maahs and Kari Tindall from the Greater Des Moines Partnership were also in attendance.

Since that meeting Kari Tindall, serving as the point person for the contract with Flynn Wright, has been meeting regularly with the marketing firm to develop a comprehensive list of regional stakeholders for the firm to gather input as they work to develop the regional brand.

Work continues in earnest on this effort and more detail and outcomes will be presented at the next quarterly meeting of the Capital Crossroads steering committee.

Below is a summary of the work plan related to the Capital Corridor with comments relative to progress on each component of the plan.

Implementation Summary

Coordinate

The committee has determined that in order to develop the Ames-Des Moines Corridor in proper fashion that it is imperative to focus the efforts of the Capital Corridor on the service territory of the Greater Des Moines Partnership as well as that of the parts of the region not part of the Partnership service territory, which are the counties of Story and Boone. The committee that has been assembled reflects this broader area and will be responsible for implementation of the Capital Corridor portion of the Capital Crossroads plan. This is a change from the original plan which specified the I-35 Corridor between Ames and Des Moines.

Below is a list of those that are serving on the Capital Corridor committee:

Joey Beech, Ankeny EDC
Curtis Brown, City of Ankeny
Steve Carter, ISU Research Park
Rick Clark, City of Des Moines
Dan Culhane, Ames EDC
Rob Denson, DMACC
Chris Duree, Iowa Valley Community College, Marshalltown
Steve Gaer, City of West Des Moines
Kathryn Kunert, Mid American Energy
Miles Lackey, ISU
Steve Leath, ISU
Lisa Lorenzen, ISU
David Maahs, Greater Des Moines Partnership
Steve Schainker, City of Ames
Steve Zumbach, Belin Law Firm

Optimize The Ames-Des Moines Corridor Marketing Group To Serve As The Coordinator Of Capital Corridor Planning And Development Efforts.

Committee believes this group is the logical entity to deliver the expected outcomes of the Capital Corridor effort. This group, it is believed, will likely change and evolve as the plan is brought together and will likely made have industry leaders from various targeted industries.

We also see the Capital Corridor committee quite possibly serving as a logical vehicle to move key legislative agenda items to the forefront relative to the work that needs to be done to augment the targeted industries of animal and plant science. The key to much of the work of the Capital Corridor committee will be to articulate that the work we do is not a rural versus urban issue. Rather, the work we can accomplish should be in lock step and greatly enhance rural Iowa as well as the urban areas of the state, which are focused squarely on the Ames-Des Moines Corridor.

This is still the intent of the Capital Corridor Committee and we believe this will become clearer as the branding process evolves and comes to launch.

Confirm A Property Inventory And List Of Current And Planned Developments Along The Corridor.

Initial thoughts on this aspect of the plan are that much of this inventory is in place and that ultimately bringing it together via the Location One Information System (LOIS) will sufficiently address this aspect of the plan.

Foster “Virtual” Connections Across The Capital Corridor

The committee recognizes that bringing leaders together from the greater region will benefit the overall effort. Preliminary thoughts are to develop an annual or bi-annual gathering to bring leaders together and build a broader sense of community. Rob Denson, DMACC, has agreed to chair a sub-committee to address this element of the plan of work. His group will meet soon and start the process of bringing together regional leadership around an issue that is relevant to business and community leaders from around the Corridor region.

Brand And Market

The committee believes this is the true focal point of the Capital Corridor. Early discussions have been to focus on the plant and animal health infrastructure in the region. Consider the amenities related to plant and animal health at Iowa State University and in Ames with the National Centers for Animal Health along with industry leaders such as Monsanto, DuPont/Pioneer, Boehringer Ingelheim, Kemin, and many more that provide a logical pathway to a strong target market for the Capital Corridor. This by no means should be misconstrued as abandonment of the strong market the region has for insurance, finance, and information technology, rather, it is intended to focus on industries that are garnering major attention related to agriculture and the immense infrastructure that has been afforded to the region by entities such as Iowa State University, DMACC, and the companies that are global agriculture leaders.

With that said we believe that the branding process that is underway is moving in the right direction to capture this major part of the plan of work.

Create A Brand For The Capital Corridor And Aggressively Leverage It In External Marketing Campaigns.

Steps will be taken to build a marketing brand and strategy to focus on the aforementioned strengths. Outreach will be conducted with industry leaders, groups such as the Iowa Soybean Association, Iowa Corn Growers, etc. Meetings with such groups will be taking place in the coming weeks. Some of this has occurred with more to be done in the coming months.

Complement Capital Corridor Efforts by Launching an Internal Campaign to Acknowledge and Celebrate Central Iowa’s Agricultural Economy and Related Sectors.

The committee recognizes that there are several ways to accomplish this element of the plan. We believe the branding process will include an internal component that will satisfy this portion of the plan of work.

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GOVERNANCE CAPITAL

Chairs:

The Honorable Robert Andeweg, Mayor, City of Urbandale
Gretchen Tegeler, Taxpayers Association of Central Iowa

Local Government Project Steering Committee:

Tim Moerman, Chair
Denny Henderson, City Manager, Clive
A.J. Johnson, City Manager, Urbandale
Jeff Mark, City Administrator, Altoona
Allen McKinley, Assistant City Manager, Des Moines
Jim Sanders, City Administrator, Johnston
Gretchen Tegeler, Taxpayers Association of Central Iowa
Kim Didier, Director, DMACC Business Resource Center

Work Groups:

Public Works - ROW

Dave Cubit, Johnston
Greg Sparks, WDM
Paul Moritz, Ankeny
Vern Willey, Altoona

Public Works - Debris Management

Bart Weller, Clive
Bret Hodne, WDM
Jason VanAusdall, Windsor Heights
Pat Kozitza, Des Moines
Tim Hoskins, Norwalk

Fire/EMS - Equipment

Brian Seymore, Indianola
Jerry Holt, Urbandale
Reylon Meeks, Pleasant Hill
Jim Khrohse Johnston
John TeKippe, DSM

Fire/EMS - Training

Dustin Huston, Norwalk
Chris Cross, Windsor Heights
Rex Mundt, Ankeny
Rick Roe Clive

Unified Code

Don Cox, WDM
John TeKippe, DSM
Jim Sanders, Johnston
Clint Robson, Waukee

Meeting Dates Fourth Quarter 2012

Full Sub-Committee:
November 14, 2012

Local Government Project Steering Committee:

October 10, 2012, All City Managers, Polk County Manager and Public Works Directors
November 30, All City Managers and Fire/EMS Directors

Quarterly Update

To date, seventeen local governments have signed the local government collaboration resolution, as follows:

Altoona, Ankeny, Bondurant, Carlisle, Clive, Des Moines, Grimes, Indianola, Johnston, Norwalk, Pleasant Hill, Polk City, Urbandale, Waukee, West Des Moines, Windsor Heights, Polk County.

During the fourth quarter, area city managers/county managers and Public Works directors met to identify specific collaboration opportunities for further development. These opportunities were chosen based on their potential impact on service quality and/or cost, and likelihood of success. Two specific projects were chosen: (1) Debris management; and (2) Right-of-way procedures management. A work group was established for each project.

Also during the fourth quarter area city managers/county manager and Fire/EMS Directors met to identify specific collaboration opportunities in this functional area. Three projects were identified: (1) Joint training; (2) Equipment optimization; and (3) Uniform fire code. Three work groups were appointed.

The next step is for each group to work through a structured process of scoping the project, identifying key stakeholders, collecting and analyzing data, generating and evaluating proposed changes, and developing an implementation plan. The DMACC Business Resource Center is facilitating the five work groups using funds that were contributed by each participant and by the Taxpayers Association of Central Iowa.

The Capital Crossroads Governance Sub-Committee will meet again on Wednesday, March 13, 2013 to review progress on the five projects. It is currently scoping out a similar process for education administrative collaboration opportunities.



ENVIRONMENTAL CAPITAL

Chairs:

Bob Riley, Feed Energy
Fred Hubbell

The makeup of the Natural Capital committee is comprised of four subcommittees with the potential for additional subcommittees and task forces to the subcommittees.

Our steering committee:

Pat Boddy, RDG Planning and Design
The Honorable Frank Cownie, Mayor of Des Moines
Luis Rico-Gutierrez, Iowa State University
Tom Hadden, Metro Waste Authority
Larry James Jr., Hogan Law Office
Mark Ackelson, Iowa Natural Heritage Foundation

Subcommittees:

Land Use and Zoning Development
Parks, Trails & Conservation
Air / Water / Soil
Marketing & Education
Executive Committee

OVERVIEW: A LOOK BACK

- Continue the enhancement of Greater Des Moines' supply of environmental and recreational infrastructure.
- Advance efforts to make central Iowa the "Trails Capital of the World"
- Leverage and promote existing and emerging tools to advance sustainability practices in Greater Des Moines and Central Iowa
- Working to create our own Green Economy Snapshot that baselines green jobs, industry and energy efficiency.
- Considering the Development of a Natural Utility in Central Iowa

Current Initiatives: All Natural Capital Committees

Land Use and Zoning Development

Have been in contact with Urban Land Institute to discuss starting a chapter in Des Moines (focuses on development but also has a strong focus on sustainability) ULI could be the entity that helps carry forward some of the Capital Crossroads and The Tomorrow Plan ideas. It would also help

share best practices. Early indicators are positive. We have a small working group pursuing how to develop our region profitably and sustainably. Continue to support DART's discussions around Transit Oriented Development. Hoping to finalize funding for this. The County has put in funding; we can get \$20M from Fed if we can come up with the \$5M local match. With The Tomorrow Plan coming out, this committee will continue to work closely with the MPO staff and the various Tomorrow Plan committees of issues of sustainability and sustainable development. Continue working with Drake Law School - their Sustainability and the Law class reviews best practices and develop model code/ordinances that will encourage sustainable development. We then hope to implement these codes/ordinances locally.

Parks, Trails & Conservation

Convened several educational outreach programs for community leaders involved with or interested in parks, trails and conservation in urban areas. Brought in outside experts from St. Louis to educate the team on how to build support for local funding and governance of funding to address critical 'green infrastructure' needs. Continue work with INHF, Municipal Park and recreation directors, county conservation boards and communities to encourage the development and management of a comprehensive trails system with the metro area. Work with Polk County Water and Land Legacy bond initiative. Approved by voters 72-28% to authorize the issuance of up to \$50M in bonds over 20 years to Polk County Conservation Board to address water quality, parks, recreation, education and trails needs in Polk County.

Air / Water / Soil and Marketing & Education

Adopt a Stream Program -Looking at recruiting a college team to help; provide resources to help clean the stream twice/year (identify the streams by name); from there will look at increasing education around other watersheds. Will be convening environmental educators to teach subjects related to the environment and sustainability. The Zoo will help host this event in May. It would be nice to get a community wide pledge to signify support. Examining various funding strategies to clean up water ways, address waste water management needs: Water Reclamation Authority could be a funding source for Watershed Management Authority. Wastewater Management is part of The Tomorrow Plan 4 Mile Creek is the natural initial project. If 4 Mile Creek can be a success, this will breed additional successes. There is precedent in Iowa Natural Heritage Foundation using this funding mechanism on the Clear Lake Project - EPA puts money in, state matches - DNR has to approve and IFA manages the money and helps find the bank.

OVERVIEW: A LOOK AHEAD

Nutrient Reduction Strategy: Potential Natural Utility/Water Fund to provide a market to clean up the sewers. Congratulations and thanks to the Polk County Board of Supervisors for unanimously agreeing to put the Water and Land Legacy referendum to raise property taxes on the ballot to improve the County's water quality, parks and recreation, education and trails. This effort was passed with 72% approval. This is a clear mandate that the citizens and elected officials recognized water quality and recreation as a key economic infrastructure issue that needs constant reinvestment and voted for a 20 year plan to address it.

At the State level, the same issues prevail:

- Funding for these needed investments go up and down with each administration, and the problems keep getting worse by all measurements.
- The Des Moines Register has run a series of opinion pieces on the severity of Iowa's water quality issues and the State's need to provide funding and leadership to address these important economic development needs.
- In 2010, 63% of Iowa voters approved amending Iowa's constitution to permanently put 3/8 of 1 cent sales tax to these needed reinvestments - only thing left to do is for the Iowa Legislature to approve an increase in the sales tax.

The consensus of the Capital Crossroads Environmental Capital Leadership and committee members is that the steering committee should provide full backing for the funding of the Natural Resources Trust Fund. The Natural Capital is essential to the economic and social well-being of the region and the state. This needs to be communicated by all influential parties to the State Legislature.



URBAN CAPITAL

Chairs:

Elisabeth Buck

Teree Caldwell-Johnson

Tom Urban

THE URBAN CORE: PROSPECTUS FOR ACTION

The Des Moines metropolitan area is in the heart of Iowa and is the center of Iowa's economic growth and development. Over the last two decades, while Iowa grew in population by 9.7 percent (compared with a national growth rate of 24.1 percent), the Des Moines metropolitan area grew by 36.9 percent. With 569,633 residents, the Des Moines metropolitan area comprises 18.7 percent of Iowa's population (up from 15.0 percent in 1990).

While the vitality of the capitol city is key to continued metropolitan area growth and development, however, suburban areas and not Des Moines have accounted for almost all of this growth. Des Moines grew by only 5.3 percent during this period, while becoming substantially more diverse in its population. Moreover, the center part of Des Moines, the "urban core," stands in sharp contrast to the rest of the metropolitan area in its growth dynamics, demographics, and need. Project Crossroads has recognized the long-term vitality of the overall Des Moines metropolitan area requires revitalizing the urban core.

For the last sixteen months, leaders from Project Crossroads have supported a strategic planning and information gathering and resident engagement effort, to better understand the urban core and its community institutions and support structures. This has included examining its overall demographics and the array of services currently deployed to support residents in addressing housing, employment, health, and education needs. The Des Moines metropolitan area is a service-rich community, with many exemplary programs which have worked effectively with residents in the urban core to support their individual growth and development. Still, the Urban Core group has concluded that, without new or redirected investments, the urban core risks further deterioration which not only will make the lives of residents more difficult, but also will affect the vitality and growth potential of the metropolitan area as a whole.

While the needs of the urban core are not new and were not unknown at the time Project Crossroads began, there was much less documentation or understanding of the goals, aspirations, and potential of residents in the urban core and how residents could contribute to a rebuilding process. What primarily existed was documentation of service needs and disparities in child and family outcomes. On the asset side, because of the continuing commitment from many different groups and organizations to address the needs of residents in the urban core, exemplary programs have been established which have been successful in engaging and supporting individuals in their personal growth. These include initiatives in early childhood, housing, workforce development, and health and safety.

One key aspect of the urban core planning efforts was to engage in on-the-ground “action research” to make contacts with residents, service providers, and voluntary community groups in the urban core. The contacts explored with residents what the needs of the community are and what residents would like to do to be involved in strengthening the community. Rather than viewing residents primarily as recipients of service, this approach viewed residents as participants in their own growth and contributors to community well-being. While there are many services which focus upon building human capital (education and preschool programs, workforce development programs), physical capital (housing), and economic capital (economic development initiatives at the business level and income transfers and supports at the individual level), there has been little explicit focus upon strengthening social capital (voluntary community organizations and positive ties among residents supporting mutual assistance, reciprocity, and collective action).

The on-the-ground involvement showed untapped potential to engage and support residents in social and community building activities designed not only to benefit themselves but to impact the community as a whole. The on-the-ground work also indicated the potential to find spaces and homes for these activities in local voluntary organizations and networks – and to create synergy across other existing services in the community. As Robert Putnam and other scholars have stressed, social capital is at the heart of rebuilding communities – and is essential for investments in human, physical, and economic capital to succeed.

The Urban Core planning group believes that the needed next stage of work in the urban core involves expanded efforts to build this social capital – through expanded investments in community development coordinators working on-the-ground with residents, voluntary organizations and their leaders, and service providers. The primary goals of the community development coordinators is to promote broader connections across these groups and, in effect, ensure that the aspirations of residents and their own initiative to be change agents in the community are pollinated and given space and opportunity to grow.

This is dynamic work which often leads to many small activities and steps at the community level, ones which defy neat categorization. Some come and go and most remain at a very neighborhood level, but in most instances they also leave behind people with new skills and continuing commitments to contribute to community growth. At their best, they foster stronger connections with the service provider community and help providers improve their own ability to help and support their clientele.

The Urban Core planning group cannot determine whether current public and private services for urban core residents are sufficient, or sufficiently well-targeted and responsive to resident needs, at this time. It can document that there are a broad array of services, some very deep in their scope, working with urban core residents, but often from a very discrete and categorical perspective. The planning group believes that, while services and service planning is necessary, looking only from the top-down cannot provide insight into the potential from the bottom up.

Therefore, the Urban Core planning group has determined the best way to assess the adequacy, appropriateness, and functioning of the current mix of services is to engage in additional on-the-ground work with residents and voluntary leaders in the community. This work is needed to build the informal, social capital that ultimately is the glue in a community for residents to maintain and fulfill themselves.

The Urban Core planning group is proposing to scale up its current “action research,” by creating an expanded network of community development coordinators (up to 10 FTE’s) to continue to engage residents and community associations and their leaders. Some of these FTE’s are expected to be established within existing community organizations, but all will be supervised and part of a learning community designed specifically to support this work. This work will be guided by an oversight team and include strong attention to accountability and continuous improvement. It will employ the United Way of Central Iowa’s “results-based accountability” framework, adapted to be suitable for this resident-up approach.

The Urban Core planning group is seeking a set of partners to both finance and oversee this activity – including:

- United Way of Central Iowa
- The Greater Des Moines Partnership
- The Des Moines Community Foundation
- Individual Community and Business Leaders

In addition to these central Iowa partners, the Urban Core planning group believes that this approach is sufficiently innovative and promising to warrant regional and national attention – and will seek support, potentially in the form of program related investments (PRI’s) or investments in community impact bonds, from the Northwest Area Foundation and the Annie E. Casey Foundation, both of whom have been visionary in their commitment to place-based strategies to reduce poverty and strengthen community vitality.

Education United Way

CFUM – Whyld Girls Expansion	Location expansion to better serve more girls
DMPS Middle School Literacy Project	Literacy Program targeting at risk 6 th grade students at Hiatt and Harding Middle Schools
DMPS Minorities on the Move	Middle School Summer programming for minority youth on creative activities
I Have a Dream Foundation – Dreamer Academy	The Dreamer Academy will provide wrap around support for all children at Findley Elementary
Little Scarlet’s Child Care	Free child care for East High School parenting students
Oakridge Summer Programming	Expansion of academic based summer program serving over 330 youth
DMPS Early Grade Reading Project	Supplemental Reading program for elementary students
Women’s Leadership Connection (WLC) Reading Project	Implemented a volunteer reading program with 45 Women read to 80 four year old children at Oakridge and Connigo. Initial results show positive pre-literacy growth
WLC Crib Distribution	Over 100 cribs have been replaced at UWCI supported child care centers and to home providers
Urban Core Early Childhood	Expanded capacity of childcare centers to accommodate more children
Urban Core Early Childhood	Secured funding to expand referrals for providers
Urban Core Early Childhood	Identified in-home childcare providers
Urban Core Early Childhood	Created an affinity network group for in-home childcare providers
Urban Core Early Childhood	Secured funding for \$1,000 mini-grants for in-home childcare providers to improve their centers

Urban Core Early Childhood	Expanded Play n' Learn sites within the Urban Core
Urban Core Early Childhood	Adopted the Gold Assessment as the Pre-K and Universal Pre-K childcare center measurement tool

Income United Way

DM Municipal Housing Agency – Case Mgmt. for Public Housing	Support to low income families for Section 8 vouchers and housing placements
Primary Health Care – Outreach & Case Management	Outreach to homeless sites to support basic needs
DMACC - GED Academy	Classes & Support for adults to obtain GED; 83% completion rate
DMARC – Basic Needs Network Assessment and Mapping	Mapping of how people access basic needs funds. Working towards a more customer friendly approach
Drake University Adult Literacy Center	Funding increased for adult literacy
Evelyn K Davis Center	To date, 1692 individuals have been served at the center
ICHS Youth Summer Employment Program	Youth were given summer jobs with Principal Charity
Oakridge Youth Summer Employment Program	Youth employed at summer camp or other local employers. Also provided job search, application, interview, and financial education skills
St. Vincent de Paul – Education Center	GED & ELL classes now taught at St. Vincent de Paul Identified GED and ELL as community concerns..goal is to assure that those wanting either or both can receive them..work to do yet
Corinthian Computer Lab	Computer lab set up to teach digital literacy skills
Project Iowa	57 individuals who have been in welding or health care with a 80% employment rate
Wells Fargo Grant	Connect local Wells Fargo employees to the community by teaching financial education and serve as a financial coach
SEIMER – Stable Families	Support families to maintain stable housing to help keep children in schools

Health United Way

Adverse Childhood Experiences	Raising awareness of ACEs and the effects
DMARC – Food Systems Coordinator	Link between various local food systems
Community Gardens	Providing fresh local access to food
DMARC Food & Nutrition Education Programs	Help individuals learn to cook with the food they have access to
PE 4 Life	Teach children healthy physical habits for life

Other

C Fresh Grand Opening	Grocery Store at 8 th and University offers fresh fruits and vegetables...
6 th Avenue Corridor Development	Redevelopment – street-scape, sidewalks, economic development
Community Conversations	26 community conversations were held to listen to residents' concerns
Community Development Coordinators	4 Community Development Coordinators are going door to door in the Martin Luther King Neighborhood to explore what the residents needs are. The City of Des Moines, Habitat for Humanity working with four CDCs have identified 12-to-18 year old after school and weekend activities as the primary problem. Meetings have been held at East High and at Hyatt as well as with residents; more meetings are planned with Pastors in the area and with JAC. Lifeline, Grubb YMCA, Boys and Girls Club, Scouts have expressed interest in cooperating.. next meeting Feb 1 st An after school Community Youth Fitness/ Leadership program at JAC gym is planned working with State leadership. MKL neighborhood is a beta test for the CDC concept.
Latino Forum	Latinos in central Iowa have been brought together in Education, Governance, and Finance committees, An RFP was put out for the design of a Latino Center; RGD received the job and are now meeting with representatives of the Latino community to fashion the report. The Latino Forum web site was useful in the recent driver's license issue. The Finance committee has started a Grameen Bank concept working with State groups. The Education committee has been welcomed by the DMPS
Faith Based Group	Urban Core and Suburban faith leaders coming together around issues in Urban Core. The Transformation group has been meeting getting Ministers from the suburbs and the Core aligned for tutoring and meals.
Hunger Alleviation	Meals from the Heartland is assisting with packaged meals for distribution in the Urban Core. A collaboration has been formed with Heartland, DMARC, State food group, DMPS, Meals on Wheels...to eliminate hunger in the Core by 2015. Meals will have a new home and should be in position to produce 20,000,000 meals/yr.. The Faith community is being organized to assist in distribution.

Data Management working with Foundation, County Health, DMACC and Urban Dreams a start has been made on thinking thought how to expand the United Way ETO to encompass added participants and to identify the unmet needs in the Core on the assumption that if identified the community is in a better able to respond over the next decade

Introduction

The premise behind the Urban Core Initiative is that the central city of Des Moines cannot fully prosper if one of its major areas (the Urban Core) is on a downward economic spiral. The Urban Core Initiative is designed to be the focal point for enhancing the Core's quality of life and economic strength over the next decade.

Strategies for Success

To help the Core achieve a vibrant future, the committee spent nearly 18 months looking at past efforts. From these evaluations, 9 strategies for success emerged (Attachment A). We also looked at the Core through the prism of **Neighborhood Capital** (Attachment B), a holistic view of the eight capitals that are at play in the Core. What we discovered is the need for a driving force that gives voice to the residents and businesses in the Core, and fosters sustainable community leadership over time.

The Solution

Gaps between resident/neighborhood needs and resource availability have to be eliminated. This will improve the effectiveness and efficiency of the organizations serving the Core, as well as resident confidence and involvement, allowing the Core to again become a vital part of the Capital Core. The most efficient and cost-effective way to eliminate service gaps and connect residents/neighborhoods to the organizations that can provide the services is to launch the Urban Core Initiative.

The Initiative will be a formal, working partnership of the organizations that already serve the Core, but don't always work together to achieve common, resident-based goals. The Initiative will focus on serving the neighborhoods and their residents by coordinating and directing work in the Core of the six major organizations serving the Core: United Way of Central Iowa Community Impact Division, City of Des Moines Community Development, Des Moines Area Community College, Des Moines Public Schools, Polk County, and the Community Foundation of Greater Des Moines. The Initiative will serve as the connector and driver of change for the neighborhoods and residents of the Core. ***It will, over time, become the trusted voice of the Core.***

Implementation

The Steering Committee believes the United Way of Central Iowa (UWCI) Community Impact Division can provide the near term leadership and fiscal and administrative support that will enable the Initiative to begin operations quickly and efficiently. United Way is an established 501(c3) non-profit organization. While the UWCI could become a permanent home for the Urban Core Initiative, "working retail" has not been part of United Way's mission. As a result, their supervision of the Initiative may well be an interim arrangement until the Initiative is operational and can sustain itself financially.

Vision

The Urban Core will be a vibrant, energetic, enlightened, and economically strong area of Des Moines—It will be a place where families and individuals want to live, work, and play.

Mission

The Urban Core Initiative helps residents and businesses in the Core solve problems, build on assets, and coordinate the implementation of action plans that enhance the Core's quality of life and economic strength.

Staffing

Oversight will be provided by an Urban Core Initiative Advisory Board and Executive Committee, representing the primary funders and the neighborhoods. Operations will be carried out by a chief operating officer, who will be the spokesperson for the Initiative, a chief learning officer, who will be responsible for guiding the relationships among providers and collective impact measures, and 10 FTE Community Pollinators who will be the direct links to the residents and neighborhoods. Staff support from United Way will include three service provider collaboration coordinators, a financial manager, and an outcome measure data specialist.

Operating Policies

Three policies will guide the work of Initiative staff: (1) The Performance Management Lifecycle, which is a strategy for continuous improvement; (2) A system of memorandums of understanding (MOUs) which will define expectations between the providers and the Initiative; (3) A Strategic Management Framework, which will link processes related to strategic planning, ongoing performance measurement, periodic program evaluation, and continuous learning into a single seamless set of practices open to all stakeholders (including residents) involved in the Initiative.

Budgets and Funding

For 2013-14 fiscal year which starts July 1, the Initiative will require an annual operating budget of \$650K (Attachment C). This will cover the cost of a chief operating officer, a chief learning officer, 10 part-time community service pollinators, and administrative cost. The Initiative will be *temporarily* housed at United Way or the Evelyn Davis Center.

A combination of three funding sources will be used to finance the Urban Core Initiative: (1) Member organizations represented on the proposed advisory board will be asked to redirect funds from their existing budgets; (2) The Capital Crossroads Committee will mount a fund-raising effort; and/or (3) The Community Foundation of Greater Des Moines will provide organizational and operating grants.

Next Steps

With appropriate approvals from the Capital Crossroad Committee and Initiative Advisory Board members, the Urban Core Initiative could begin operations as early as September 2013.

- February—Conference call research with the Kansas City Urban Neighborhood Initiative (Attachment D) and the United Way Kansas City is completed. Revisions to draft plan are made.
- March—Presentations of draft plan are made to Advisory Board stakeholder organizations including the United Way, Capital Crossroads, and Urban Core providers. Revisions to draft plan are made.
- April—Introduce and seek feedback on the Initiative from residents and neighborhood leaders via the first session of the Urban Core Congress. Revisions to draft plan are made.
- May—Formal approval including funding plan by Capital Crossroads Committee.
- June-August—Staffing and organizational platform are completed.
- August—MOU process and appropriate benchmarking begins.
- September—Resident operations are launched.

Attachment A: Strategies for Success

1. Look at the Core through the prism of Neighborhood Capital (Attachment B).
2. Enhance collaboration among resources for continuous improvement in all areas of service to residents and the neighborhoods.
3. Measure results and outcomes against benchmarks for the Core and for individual neighborhoods in the Core to facilitate adjustments to action and activities.
4. Establish a “driving force” to guide the development of a resident/neighborhood-focused plan, facilitate collaboration among resources, connect citizens to resources, and secure sufficient human and financial resources.
5. Connect citizens and resources at the neighborhood level to solve problems, enhance lives, and positively impact neighborhoods.
6. Build on existing organizational knowledge and financial strength of Central Iowa resources and service providers.
7. Develop sustainable community leadership in the Core and its individual neighborhoods.
8. Recognize that individual neighborhood needs are not necessarily the same for all neighborhoods in the Core.
9. And, recognize that neighborhood needs are not necessarily the same as the needs of individual residents and families.

Attachment B: Neighborhood Capital

The Urban Core neighborhoods are not starting from ground zero. Indeed, tangible and intangible assets can be found in abundance. Likewise, efforts to preserve and enhance these community assets abound and have been effective to one degree or another effective. The following informal inventory of Neighborhood Capitals demonstrates that there is much to build upon. Much has been learned, and even more can be accomplished, if efforts are strategically integrated in the Core.

Cultural Capital:

A history of initiatives and efforts that celebrate and broaden the full spectrum of cultural identities, history, heritage, and diversity forms (ethnic, linguistic, religious, gender, national, etc.)

- Juneteenth (African American cultural celebration held at Evelyn Davis Park)
- Fall Festival (Multicultural festival at Forest Avenue Library)
- River Bend Historic Home Tour

Human Capital:

A history of initiatives and efforts that engage, activate, and amplify the full potential of all human resources through formal and non-formal education (all ages), lifelong learning, training programs, problem solving, critical thinking, increases in personal and collective responsibility, initiative, and innovation.

- John R. Grubb YMCA
- DMACC Neighborhood Resident Leadership Training Program
- Evelyn Davis Park and Recreation Program

Social Capital:

A history of initiatives and efforts that legitimize and expand the quantity and quality of formal and informal networks, increase membership within and activate collaboration among community organizations, promote civil discourse and mutually beneficial alliances among diverse interest groups.

- City Designated Neighborhood Associations
- Thrivent Builds
- Carver Community School/Levitt Boys and Girls Club Partnership
- Capital View School Initiatives

Environmental Capital:

A history of initiatives and efforts that preserve, restore, enhance, and conserve local biodiversity and natural resources, including but not limited to: air, land, and water quality.

- Iowa River Revival (River Rat Program: water conservation)
- School and Community Gardens
- Izaak Walton League (Native Plants and Back Yard Gardening Initiatives)

Governance Capital:

A history of initiatives and efforts that promote, expand, and expect professionalism, integrity, and strategic competence in local, state, and federal government as well as in the delivery, utilization, and ongoing evaluation of integrated, efficient, and effective services in community organizing.

- DMACC Neighborhood Resident Leadership
- Neighborhood Based Service Delivery
- Community Ambassador Program
- 6th Avenue Corridor
- City Designated Neighborhood Associations

Business/Financial Capital:

A history of initiatives and efforts that attract, manage, and leverage procurements, investments, tax monies, philanthropic donations, grants, contracts, regulatory exemptions, reallocations, loans, etc.

- Iowans for Social and Economic Development/Grameen Bank
- Neighborhood Finance Corporation
- Neighborhood Development Corporation

Physical Capital:

A history of initiatives and efforts that invest in and enhance the safety, security, and sustainability of housing, buildings, structures, properties, transportation, infrastructure, telecommunications, utilities, etc.

- Rebuilding Together
- Habitat for Humanity/Rock the Block/Thrivent Builds
- Neighborhood Finance Corporation
- Neighborhood Scrub Days
- National Night Out (safety and security)
- Anawim

Wellness Capital:

A history of initiatives and efforts that promote health and increase the availability of and access to affordable, reputable, and comprehensive health-care alternatives.

- Trim Kids (Child obesity program at John R. Grubb YMCA)
- Pick a Better Snack (promote increase consumption of fresh fruits and vegetables)(Department of Health)
- Des Moines Area Religious Council DMARC Move the food program (increase the quantity of nutritious foods in pantries)
- Neighborhood Health Initiative (Mercy Hospital/Making Connections)
- Polk County Led Based Paint Program

Attachment C: Projected Annual Budget (2013-14)

Using the staffing assumptions described on page 2 and adding a factor for administrative burden, the budget would be approximately \$650,000 per year:

Chief Operating Officer	\$ 75K
Chief Learning Officer	50K
Community Service Pollinators (10)	500K
Administration	<u>25K</u>
Total	\$650K

Estimated 10-year cost: \$6,500,00

Attachment D: Kansas City Urban Neighborhood Initiative

The Urban Neighborhood Initiative (UNI) is one of the Greater Kansas City Chamber of Commerce’s “Big 5” ideas aimed at creating economic opportunity and establishing a more vibrant Kansas City region.

Under the leadership of Terry Dunn, president and CEO of JE Dunn Construction Group, Inc., and Brent Stewart, president and CEO of United Way of Greater Kansas City, UNI seeks to collaborate with interested residents in a specific geography on Kansas City’s east side to improve the opportunities of its residents. Acknowledging the enormity of the opportunity, UNI seeks to employ a place-based strategy within a designated area east of Troost in Kansas City, Missouri, as its initial opportunity to effect meaningful and sustained change.

This initial effort involves three phases of work – research, planning and implementation.

- In the first phase, research included using qualitative and quantitative data, as well as a Letter of Interest process, to identify the specific geographic area in which to start this effort. The research phase was completed by the end of January 2012.
- The second phase, planning, included input from stakeholders in east side neighborhoods, identification of community assets and potential partners, and best practice research and models from other communities. This information, and the input from neighborhood partners, has helped to inform the development of this Action Agenda.
- The third phase, beginning in January 2013, will engage stakeholders and residents in the successful implementation of the Action Agenda.

The intent of UNI is to identify and demonstrate effective strategies in the initial neighborhoods, which can then be replicated to bring about improved community health in additional neighborhoods throughout the Greater Kansas City region.

United Way of Greater Kansas City served as the convening partner during the research and planning phases based on its track record for engaging the community, creating strategic partnerships and getting to results that matter.

WELLNESS CAPITAL

Chairs:

Laura Jackson, Wellmark
Sheila Lang, Hy-Vee

Partnering on statewide survey (engaging companies, schools, both large and small)

- Are working to gauge the quality, quantity and effectiveness of the wellness work that is going out there
- Identify what is working, what is not, and what is missing
- The plan now is to work with communities and businesses to figure out how we can fill the gaps and offer information for additional engagement

Survey highlights

- Nice participation, 900 companies with a good concentration in the metro
- Most believe that wellness work, so we think there is an appetite for a community wide initiative
- Ames has created its own city-wide initiative, so we are watching closely as they pull together resources and best practices
- Barriers: knowledge, \$, time, resources
- The Wellness team would like to work together to address some of these barriers and find ways to get additional information out more broadly

Good News

- A lot of the tools we are finding are low or no cost - it is a questions of educating as to what is out there
- Hope to roll these up into key areas to support across the community

Next steps

- Broadening our reach to add more community partners to help with our 'distribution'
- Call for community based folks from other Capitals to sit on Wellness Capital

PHYSICAL CAPITAL

Chairs:

Dave Caris, MidAmerican Energy

Angela Connolly, Polk County Supervisor

Significant progress on the Physical Capital Strategic Plan continues to be made in 2013. The Physical Capital Committee now has more than 40 members that represent a cross section of public and private leaders from all nine counties encompassed in the Capital Crossroads Region. The following is an update on the Physical Capital goals identified in the Strategic Plan.

Consider realigning current planning geographies to reflect future development patterns and the need for “smart growth” solutions.

The first draft of The Tomorrow Plan is now available for review on the project website (www.thetomorrowplan.com). The plan is structured around four major goals, all of which are supported by several strategies. These goals are as follows:

- Create a resilient regional economy
- Improve the region’s environmental health and access to the outdoors
- Further the health and well-being of all residents in the region
- Increase regional cooperation and efficiency at all levels.

Initiatives

The Tomorrow Plan also includes five regional initiatives that have the potential to deliver directly on the compelling vision of dynamic, vibrant region of lasting value. The initiatives achieve integration of the many drivers for this plan – health, culture, economics, jobs creation, natural resources, energy, housing, transportation, and more. They work across jurisdictional boundaries. They address multiple goals. And they are achievable – not overnight, but over time. Many involve already existing resources and/or build on current success. They speak to individual as well as collective action. Perhaps most compelling, they involve many partners poised to work collaboratively.

Achieving these initiatives means building upon our many existing successes to make a better place for ourselves and our future generations to live, learn, work and play. The initiatives focus on:

- Nodes & Corridors
- Greenways
- Regional Cooperation
- Resilient Neighborhoods
- Everyday Stewards

Where does The Tomorrow Plan go from here? The planning team wrapped up its fifth outreach series, Here Comes Tomorrow, in early February. The open houses drew around 200 participants. The team now will work to incorporate comments received at these events and comments from the communities and other area groups into the next draft of the plan as appropriate. The team anticipates the plan will be wrapped up in late spring or early summer.

Please visit www.thetomorrowplan.com for the latest news.

Ensure the Des Moines Area Regional Transit Authority (DART) effectively serves its current constituencies as it prepares for future geographic expansion.

DART has increased service by 13% over the last year. DART Central Station opened November 23 and introduced two new routes: Route 52, with high-speed, limited-stop crosstown service between downtown Des Moines, Valley West Mall and the Jordan Creek Town Centre; and Route 60, a bidirectional loop route on Ingersoll and University Avenues between downtown and 42nd Street. DART is in the planning phases to increase service next year, traveling more places and offering service more often. Currently, service stops @ 10:30, service may end up running later in the future as well as expanded service on Saturday and Sunday. Additionally, Central Station is working to fill the vacant retail space.

Bus Rapid Transit is moving forward with efforts to raise \$5 million in local match money to leverage a potential \$20 million federal investment in the region's first bus-rapid transit line. The first line would be developed along the aforementioned Route 60, the loop route on University and Ingersoll avenues.

Implement the plan to repair the city of Des Moines' water and sewer systems.

Phase I of the City of Des Moines' completed the downtown storm water and sewer project is now complete. The next phase is currently underway. Additionally, the downtown pump station is scheduled to be completed in 2012. Additional water and sewer projects across the region continue to move forward. DMWW is participating in a joint project with WRA installing a new 30-inch feeder in conjunction with a sewer project. The feeder main will run from M L King Jr Parkway (East) just west of the Des Moines River, under the river and over to an existing 48-inch feeder main at Railroad Avenue and SE 9th Street. This will provide significant redundancy in our feeder main system east of the Des Moines River.

Continue efforts to prevent flooding in Central Iowa by investing in effective and sustainable flood-control efforts.

The Flood Mitigation subcommittee is planning to meet in April focusing on Watershed Management Authorities.

Identify and implement improvements that provide necessary flood protection to major urban areas and valuable commercial properties.

The Central Place and Birdland levies in Des Moines are now completed and the City of Des Moines has allocated an additional \$20 million for additional flood mitigation projects. An ongoing study of the Four Mile Creek Watershed will be completed in 2012 to develop new hydrologic and hydraulic models of Four Mile Creek. These models will help determine storm

water flow and flood elevations for both existing and future conditions. Study results will include water quality improvements and overall watershed management practices to reduce storm water runoff and corresponding flood damage. The recommendations are anticipated to include elements such as regional detention basins, conservation practices including native grass stream buffers, wetland development, and stream bank restoration.

Continue with efforts to fund, construct and/or redesignate priority transportation projects in Greater Des Moines.

The Des Moines Area Metropolitan Planning Organization is finalizing its list of Surface Transportation Program (STP) and DC trip regional transportation priority projects for FY 2014. The regional priority projects will be presented to Congressional Staff during the Partnership's DC Trip in May.

US 5/65 Interstate Re-designation project - A public meeting was hosted by the MPO. Representatives from the DOT and Greater Des Moines Partnership were present. We are working with MPO and DOT to identify alternative routes.

Commission on a logistic development plan for Central Iowa.

In May, the MPO applied to the IDOT's Railroad Revolving Loan and Grant program for the purpose of completing a transloading facility feasibility study for central Iowa. A transload facility allows for the transfer of freight between modes, most notably truck and rail. The study would provide a thorough market analysis of commodity flows within the region, identify potential sites for a transloading facility, and develop design criteria and construction cost estimates for a transload facility. The IDOT announced the MPO's award of \$100,000 for the project in September. The MPO now is working with the IDOT to refine the scope of work.

Support the continued study and potential funding of high-speed rail through Greater Des Moines.

A Passenger Rail case study meeting took place earlier in February with Patricia Quinn (state of Maine) and Jeff Fruin (formally of Normal, IL now with Iowa City) to discuss the benefits passenger rail has had on their communities. The Iowa Senate Transportation Committee held a hearing dedicated solely to passenger rail and Glenn Lyons testified to the positive impact on Central Iowa. The hope is that we will have the final report with new estimates of the operating costs by April 1st.

Initiate a comprehensive study on the dynamics of regional passenger air service and its potential for competitive enhancement.

The airport has increased traffic by 9% this past year and served 2 million passengers. The airport added two additional security checkpoints to help alleviate passenger congestion during passenger screening. The airport continues to work with Southwest airlines to expand service westbound and southbound with a possible Vegas destination. Latest statistics are the Des Moines to Chicago Southwest service is at 80% of capacity.

Partner with DART, regional MPOs and other agencies to study the development of fixed-rail or bus-rapid-transit connectivity between Ames and Des Moines.

In 2012, the Des Moines Area Metropolitan Planning Organization is planning to reconvene the committee that was previously established to examine developing out the transit corridor between Ames and Des Moines. An initial goal will be to commission an official study to analyze the route and to make recommendations for next steps moving forward. The project would involve numerous partners, including DART, Cy-Ride, HIRTA, the Ames Area MPO, the Ames Chamber of Commerce, the Greater Des Moines Partnership, and Iowa State University; the Des Moines Area MPO would manage the study. The Des Moines Area MPO is currently working to identify resources to fund the study. Over the last month, the MPO has initiated discussions with the Community and Regional Planning program at Iowa State University for faculty and research assistants to conduct the study. The MPO and ISU currently are working to refine a scope of work and to finalize costs. A study will likely commence in January 2013.

Other Goals and Objectives

Although not in the Capital Crossroads plan at this time, the Physical Capital Committee in the future may consider examining energy and/or communications infrastructure issues at a regional level.

SOCIAL CAPITAL

Chairs:

Kristi Knous, Greater Des Moines Community Foundation
Phil Hodgins, RDG Planning and Design

The Social Capital element of the Capital Crossroads plan includes three core areas:

- Developing the next generation of leaders and givers in the Capital Crossroads region
- Ensuring civility in community dialogue and community building
- Make the Capital Crossroads a region that welcomes and celebrates diversity

Leadership

Year One Goals Identified in the Capital Crossroad Plan

Better Coordinate and leverage existing leadership programs and their alumni.

- Progress: Community-based, curriculum-based leadership programs have continued to meet and have branched out to include some leadership programs designed for specific populations (ie. Greater Des Moines Latina Leadership Initiative). The group has agreed to form a Regional Leadership Council and is considering a ½ day meeting in conjunction with a conference held by the Leadership Iowa.
- Progress: The Regional Leadership Council is developing a survey to collect information such as: curriculum, leadership training, class projects, fees, recruitment, etc. They will also collect data to populate the website being developed for the “Getting Involved” section.

Optimize young-professional networking and programming.

- Progress: An Emerging Leaders Collaborative (ELC) is being developed encourage better coordination, collaboration and shared resources among existing YP groups. Two young leaders are leading the effort and interest among existing groups seems to be very high.
- Progress: Business Publications is considering a new communication piece geared toward young leaders and is aware of the new Emerging Leaders Collaborative (as well as the Regional Leadership Council) and may become a good communication tool for the ELC.
- Develop a formalized regional mentorship program.
- Progress: The pilot has been developed and the first mentoring group is underway. The first session was a huge success with 30 mentees and 14 mentors. The pilot runs through May 21st.

Community and Civility

Year One Goals Identified in the Capital Crossroad Plan:

Continue efforts to foster dialogue on civility and its role in community building.

- Progress: Additional events have not been offered; however, the collaboration of four organizations: Character Counts in Iowa, the Community Foundation of Greater Des Moines, Drake University and the Interfaith Alliance of Iowa has been in existence for nearly two years to address the importance of civility in our region. Other partners have included Iowa Public Television and Wallace Centers of Iowa. The Civility Collaborative serves as the committee addressing the goals related to Capital Crossroads. Character Counts in Iowa is the lead entity.
- Progress: The Civility Initiative has been adopted as the cornerstone project for Drake University seniors in the marketing/PR major and will provide the research and programmatic suggestions needed to give future direction for the Civility Initiative.
- A Civility Americorp Vista worker is being explored as a position to focus on the Civility Initiative. This would be a position shared by Character Counts in Iowa and the Community Foundation.
- Progress: The Civility Initiative was a major sponsor of the Governor's Summit on Bullying Prevention that occurred this past November.

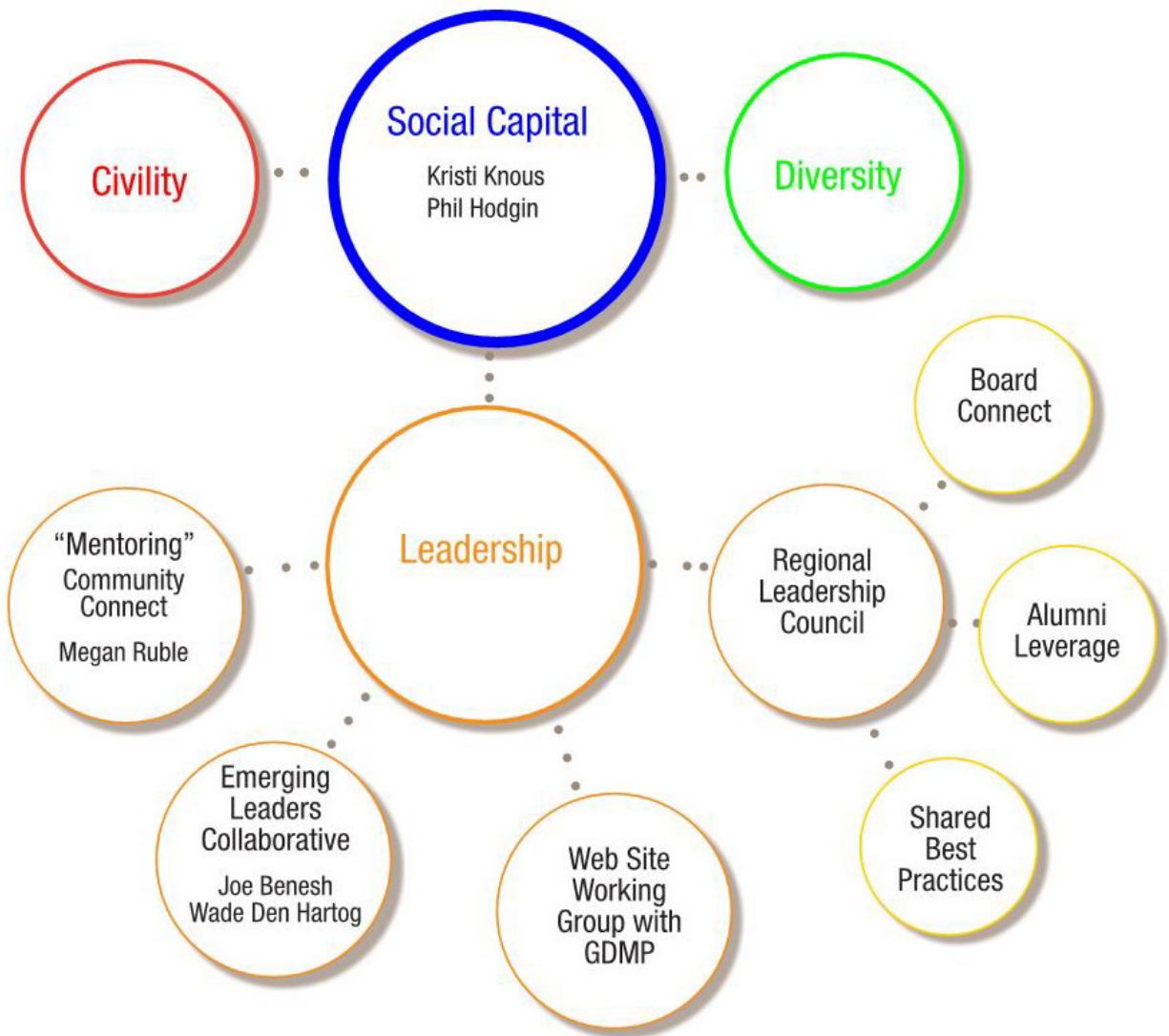
Diversity

Year One Goals Identified in the Capital Crossroad Plan:

Celebrate regional diversity through high-profile actions and events.

- Progress: The Greater Des Moines Partnership Diversity Council closed out its 2012 programming year acknowledging accomplishments of heightening diversity awareness within the Greater Des Moines area through strategic council seats, partnerships, board participations, and council directed events/activities. The council will continue its focus in 2013 building events around existing and emerging opportunities and active engagement in Capital Crossroads.
- A phone app is being developed to share the wealth of information and resources available through the Iowa International Center's Welcome to Iowa website. This information includes contacts for cultural groups and associations, information about how to get involved, resources around education, housing, health and human services, etc. The Community Foundation provided a grant to design an app since a cell phone is one of the first purchases made by our refugee and immigrant groups.
- Diversity Council committee structure permits involvement and influence in the cultural affairs of the community and recognizing employers that promote diversity and cultural inclusion in the workplace and the larger community. As such the council will continue to profile the inclusive and welcoming nature of the Family – Work – Social lifestyle offerings of the regional Des Moines area. Our efforts will be centered in the following areas of programming:

- Educational awareness webinar series in partnership with Central Iowa Society of Human Resource Management. The webinars will be presented in 2013 on a quarterly base and continue to offer HRCI credit for appropriately credentialed attendees.
- Recognize champions of diversity through the awards process which has been streamlined to encourage greater participation by regional employers.
- Influence diversity in the arts and social offerings through participation with the Crossroads Cultural Capital committee and subsequent subcommittees.
- Make cross cultural connections for social and employment gains through the networking venues of the multicultural receptions offered quarterly and semiannual job fair.
- Support and promote multicultural websites and calendaring systems being developed by other diversity focused organizations and entities.
- Produce a CEO forum to facilitate greater awareness in the corporate environment around the benefits of diversity and inclusion.



CAPITAL CROSSROADS

A VISION FORWARD 

BUSINESS CAPITAL

Chairs:

Mark Miller, DuPont Pioneer
Sharron Quisenberry, Iowa State University
Kathryn Kunert, MidAmerican Energy and Chair, Regional Economic Development

Advanced Manufacturing Council's initial meeting was held on Friday, October 12 at John Deere Des Moines Works in Ankeny. Discussion centered on workforce and regulatory issues.

Information Solutions Council met on October 31 at John Deere ISG in Urbandale. Work environment is changing to facilitate collaboration. Information Solutions Council is assisting the Partnership on its workforce recruitment strategies and plans to conduct a survey to benchmark the number of IT workers in the region. John Deere ISG held a tour of its facilities and discussed its agile software development teams.

Agribusiness Councils met on November 26 at Eurofins in Des Moines. Dr. Lisa Lorenzen, Executive Director of the ISU Research Foundation, discussed changes that ISU is making in its IP process.

Start-up and Sustain

Implement the SourceLink Online Small-Business Portal

Central Iowa SourceLink was launched on May 21. Now have 169 organizations in the directory of resources to help small business. This significant increase is due to the State-wide version of SourceLink which started in November. The CI SourceLink website averages more than 300 visits per month since it was launched. Over the last six months, users have been looking for the following information:

• Financial Resources/Assistance	137
• Import/Export Assistance	119
• Starting a Business	88
• Business Planning	76
• Economic & Site Development	66

Effectively serve entrepreneurs and innovators by creating a more visible and higher-capacity “conveyor belt”

As of December 31, 2012, there were nine companies are located in StartupCity Des Moines. In Q4, they held 4 educational events, 5 networking events, 63 mentor meetings and arranged 3 venture contacts. Plains Angels provided \$260,000 in equity funding in Q4. Additional deals are under consideration which could secure another \$250,000 to \$500,000 in equity.

Capitalize a proof-of-concept fund

Iowa State University started a POCI (Proof of Concept Initiative) to provide resources for innovative research and to help facilitate and accelerate commercialization. Awards range from \$10,000 to \$100,000 and must be completed within 6-12 months. Iowa State has issued awards on 25 POCI projects, 3 of these phases II.

Partner with ISU to optimize its technology transfer processes and commercialization pipeline

On November 26th, Lisa Lorenzen presented proposed changes to ISU's IP process to the Tech Transfer Committee and the Agribusiness Industry Council.

Market and Attract

Optimize marketing program – website, social media, marketing missions, trade shows, public relations and events. Successful PR efforts resulted in 27 national placements and 12 regional placements in 2012. Ames-Des Moines Corridor promoted the region at 5 trade shows in 2012. These were the World Congress on Industrial Bioprocessing, Institute of Food Technologists (IFT), AFCOM, European Forum on Industrial Biotechnology (EFIB) and EuroTier.

Explore expansion of international marketing efforts

On October 19, 2012, Scott Taylor with Miller & Company presented a webinar on the Foreign Trade Zone and the recently approved application to reorganize under the alternative site framework. This new framework speeds up the approval process for "Usage Driven" sites and "Magnet" sites. Steering Committee for the Brookings Institution's Metropolitan Export Initiative was formed. Core Team visited Brookings Institution on October 16 & 17 for meeting with peer metropolitan areas. Online surveys were conducted in December to gain market intelligence.

Fully leverage local leadership in Central Iowa

Developed a digital marketing brochure with a web key in October along with a Smartphone app was completed in November.

CAPITAL CROSSROADS

A VISION FORWARD 

CAPITAL CORE

Chairs:

Rick Clark, City of Des Moines

Mary O’Keefe, Principal Financial Group

Downtown

Implementation work continues on Capital Core recommendations.

- The DART Transit Center was completed in October and opened for transit service in November. Walnut Street re-opened to auto traffic earlier this year.
- The Principal Riverwalk is complete.
- Construction work is underway at the Botanical Center.
- Nollen Plaza and the Des Moines Social Club projects continue to advance their designs and fundraising with expectations for construction commencing later this year.
- Work on the Walnut Street concept design began in September and will be completed in spring 2013. Preliminary concepts include recommendations for significant retail development along Walnut Street and an urban media arts strategy to create a truly unique urban environment.
- The Des Moines Redevelopment Corporation formed late in 2012 and executed its first acquisition, parcels near the Iowa Events Center.
- Skywalk signage and kiosks are in the final stages of installation.
- The YMCA is completing design documents and fundraising for renovating the Polk County Convention Complex and creating an addition for a 50m swimming pool.
- Polk County has planning work underway to convert the JC Penney’s Building to Courts uses.
- The downtown parking study is complete; planning for the 5th and Walnut garage demolition and 7th and Grand redevelopment is underway. Redevelopment at the 7th and Grand parking structure site will coincide with Principal Financials major reinvestment in their downtown real estate.
- Historic building renovations and commercial conversion to residential uses are underway at the Fleming Building and Des Moines Building. The Younkers Building renovation is slated to begin later this year.
- New housing and mixed use development has been proposed for the Riverpoint/Gray’s Landing area.

Neighborhood Improvement

The Neighborhood Sub-Committee continues its review of the best ways and means of revitalizing neighborhoods in Des Moines. The Sub-Committee has established a set of principles for neighborhood revitalization efforts and is now at work on strategies. We expect the forthcoming implementation plan to include some new strategies and some calls to increase investment in particular revitalization programs/projects.

Recognition of and respect for the unique character and strength of each of Des Moines' neighborhoods guides the following principles for neighborhood improvement:

- New and sustainable investment to Des Moines neighborhoods
- The value of heterogeneity within and among neighborhoods
 - Diverse income and demographic groups within neighborhoods with complementary
 - Mixes of housing choices and land uses.
 - Diverse cultures in our community are growing can be utilized it as an asset
- Recognition of the importance of quality of life amenities to attract and retain residents, including access to alternate modes of transportation, shopping/entertainment, recreational opportunities, parks, trails, quality education, walkable neighborhoods, etc.
- The importance of our young people and their educational success to the economic, social, and cultural vitality of the neighborhoods
- Mechanisms and resources to implement tactics
- Engagement of neighborhoods to shape strategies in a meaningful way

The Sub-Committee hosted a series of Town Hall meetings at Lincoln High School, Grand View University and Drake University in late January to test ideas that they were forming. The top priorities for improving neighborhoods from the public included:

- Upgrade infrastructure, such as: sidewalks, alleys, sewers, transit, bicycle lanes & trails, stormwater (rain gardens, bio-swales etc.)
- Address vacant and/or foreclosed homes
- Increase variety of housing types (i.e. senior living, duplexes, townhouses, condos, live/work spaces)
- Provide resources for private property maintenance
- Invest in quality of life projects (such as: trails, parks, community centers, aquatic centers)

The Sub-Committee's recommendations are beginning to coalesce around the following ideas:

- Advanced efforts to address vacant/foreclosed/property maintenance
- Increased funding for neighborhood commercial redevelopment
- Increased investment in upgrading infrastructure
- Catalysts as drivers of neighborhood economic development and community improvements
- Marketing and promotion for Des Moines neighborhoods and schools
- Education program(s) to attract residents and improve the quality of life in the neighborhoods

The sub-committee intends to create initiatives for each idea and draft an implementation plan by spring 2013.

CULTURAL CAPITAL

Chairs:

Brian Lourenzo, Brick Gentry P.C.
Mary Cownie, Iowa Department of Cultural Affairs

Cultural Capital Sub-Committees

- Marketing & Public Relations
- Website/Calendar Development
- Speaking/Presentation Series
- Cultural Tourism Plan
- Database Development
- Advocacy Plan
- Arts Performance, Education, Incubation – Space
- Regional Music Economy
- Arts Districts Designation (in Region)
- Regional Public Art
- Professional Development / Arts Management
- Community Arts Integration (with Tomorrow Plan)

Cultural Capital Co-chairs are in the process of meeting with Sub-Committee Co-chairs to address Sub-Committee goals, sub-committee members, 2013 timelines, etc.

Sector messaging has been finalized and will be presented at the next meeting of the Cultural Capital Committee. Messaging will be used to support the work of all 12 Sub-Committees.

January 2013

In support of Cultural Capital's messaging and advocacy planning work, Bravo released their 2012 Economic Impact Study:

Economic Impact:

- Bravo-supported organizations contribute \$114.4 million in regional economic output.
- Arts, culture and heritage organizations employ 2,144 job holders providing \$41.3 million in wages.
- Arts, culture and heritage organizations contribute \$6.64 million in local, state and regional taxes and charges.

Visitors and Cultural Tourism:

- Attendance at area arts, culture and heritage organizations was 3.6 million during fiscal year 2011.
- Of those attendees, 755,765 were visitors coming from outside the Des Moines Metro.
- Visitors contribute \$12.9 million in regional output, \$7 million in value-added and \$4.3 million in labor wages which supports 164 job holders.

September, 2012

Supporting the Committee's focus on Communication, Collaboration and Sustainable Funding, the Committee addressed progress made to date and immediate next steps.

The immediate next steps for the Committee will be the development/finalization of the Sector's (Cultural Capital) Message that will support the development of a comprehensive Advocacy Plan that we are now ready to pursue.

Development of the Advocacy Plan is supported by the following Strategic Plan Actions that are aligned directly with the Cultural Capital Actions. These following actions are currently in progress or very near implementation:

- Develop and implement a comprehensive marketing/public relations campaign. Communication / CC Actions: 7.3.2, 7.1.2, 7.1.3, 7.3.1
- Develop a new interactive, responsive website that is integrated with a highly-functioning calendar that may also be synchronized with a newly-developed smart-technology mobile application. Communication, Collaboration / CC Actions: 7.1.2, 7.1.3
- Develop and implement an Informational Speaking/Presentation Series addressing art-related sector needs and community-interest topics. Communication, Collaboration, Sustainable Funding / CC Actions: 7.1.1, 7.3.2, 7.1.3, 7.3.1, 7.3.3
- Create an Annual Cultural Tourism Plan with the Greater Des Moines Convention and Visitor's Bureau that includes a cultural marketing roundtable and cooperative agreements. Communication, Collaboration / CC Actions: 7.1.2, 7.3.1, 7.1.4
- Establish a Database System to collect, house, and share market information with appropriate stakeholders on a regular and customized basis. Communication, Collaboration / CC Actions: 7.1.3, 7.1.2, 7.3.3
- Develop and implement an Advocacy Plan that will support a united and consistent communication strategy. Communication, Collaboration, Sustainable Funding / CC Actions: 7.1.1, 7.3.2, 7.1.2, 7.3.1, 7.3.3

August, 2012

In addition to all work underway supporting our Communication, Collaboration and Sustainable Funding initiatives, the Committee continues to be supportive and encourages additional support from others in the following areas:

- Increase available space for arts performance, education and incubation through the efforts of the Des Moines Social Club, Des Moines Performing Arts and DesMoinesArts.
- Enhance efforts to develop a regional music economy through the efforts of the Greater Des Moines Music Coalition and the 80/35 Music Festival

June, 2012

Bravo Greater Des Moines Board of Directors approved its new three-year Strategic Plan, which aligns directly with the highest-priority goals of the Cultural Capital. Better positioning Bravo as the lead organization toward the goals of Communication, Collaboration and Sustainable Funding within the region's cultural sector.

April, 2012

Recognizing that the Cultural Capital's prioritized emphasis on – Collaboration, Communication, and Sustainable Funding – align almost identically to the goals identified in Bravo's Community Cultural Plan and its newly-developed Strategic Plan, the Committee agreed that it was in the Capital's best interest to strongly position Bravo Greater Des Moines as the lead organization for the Cultural Capital component. Moving forward in this manner will reduce redundancies and expenses, and will allow for the inclusion/input of communities and organizations not currently partnered with Bravo.

January, 2012

Prioritization of Capital Crossroads – 10 Cultural Capital ACTIONS:

- Action 7.1.1. Sustain and grow financial resources to support the arts economy. (Sustainable Funding)
- Action 7.3.2. Advance the vision and mindset of the arts as a critical component of the community's "fabric." (Communication)
- Action 7.1.2. Develop more centralized, coordinated and enhanced arts marketing, promotion and attendance- building strategies. (Collaboration)
- Action 7.1.3. Ensure collaboration and information-sharing among Greater Des Moines' arts & cultural entities. (Collaboration)
- Action 7.3.1. Connect regional communities and visitors with Greater Des Moines' arts, cultural, heritage, architecture and public art assets. (Communication)
- Action 7.3.3. Leverage the arts to bring different Greater Des Moines constituencies together. (Collaboration)
- Action 7.2.1. Increase available space for arts performance, education, and incubation. (Infrastructure)
- Action 7.1.4. Enhance efforts to develop a regional music economy. (Innovation)
- Action 7.2.2. Pursue potential designation of arts districts in Greater Des Moines communities. (Community Planning)
- Action 7.2.3. Pursue development of a prominent mid-sized performance venue in Greater Des Moines. (Infrastructure)

As a result of prioritization, emphasis will be placed during the first year on:

- Collaboration – marketing, programing, shared services, and data collection.
- Communication – awareness, education, and advocacy;
- Sustainable Funding – the exploration of existing funding sources and models and the development of strategy to secure new funding sources and models;

Once the committee has addressed and developed strategy around Communication, Collaboration, Sustainable Funding the region will be better positioned to support and attain the remaining Actions identified in Capital Crossroads – Cultural Capital.

HUMAN CAPITAL

Chairs:

David Wilkerson, Waukee Community Schools
Scott Johnson, Wells Fargo

Advocacy

GDMP hosted the first Business Summit to Drive Education Reform. Featuring national and local presenters, the purpose of the Summit was to educate and engage business on the issue of education reform and encourage their leadership in driving system transformation in Iowa. A common theme among State's and communities where successful education system change has occurred is that business stepped up and led those efforts.

To demonstrate the state-wide business interest and support of this effort, we collaborated with the Iowa Business Council, Iowa Association of Business & Industry, and Iowa Chamber Alliance.

We had over 170 attendees representing business, education, government, education, and non-profits from all over the State. IPTV taped key sessions of the Summit which they rebroadcast the week following. The opening speaker and luncheon keynote presentation are still available on the IPTV site for public viewing.

Outcomes of the Summit include:

- Increase in state-wide businesses signing on in support of the Governor's reform plan
- A proposed effort to create a long-term, state-wide coalition of business & education
- Follow-up meetings with the Governor, Lt. Governor & Director Glass with host organizations and our keynote speaker, Brandon Busted (Director of Education from Gallup) including a March 4th event with business and legislative leaders
- The Lt. Governor is developing an entrepreneurial task force to explore how innovation becomes integrated into the State's STEM initiative

Cradle thru Career

On February 6th the Waukee School District sponsored a visit the Center for Advanced Professional Studies (CAPS) in the Blue Valley School District, Overland Park, Kansas. Individuals included in the trip were Lieutenant Governor Kim Reynolds, Elliott Smith with the Iowa Business Council, Kirk Tyler with Atlantic Bottling, LeAnn Jacobson with the Technology Association of Iowa, Susan Bunz with Pioneer, Mary Scheve with August Home Publishing, Art Wittmack, Brad Deets Waukee Interim City Manager, Deb Calvert with Mid American Energy, and several Waukee citizens and school personnel

The main premise of the CAPS program is that it is based on economic development and innovation where students are engaged with metro area businesses in real world projects and experiences. The curriculum is dynamic and geared toward meeting the workforce needs of the metro area. It is developed in cooperation with, and with heavy input from the business community. Waukee is considering implementing similar programming in their district. If

approved by the School Board, the idea would be to begin with some programming in the 2014-15 school year and to have a separate facility in place for the 2016-17 school year.

Processing after the visit indicated that the trip far exceeded expectations and the implementation of a similar concept within the Waukee School District and Des Moines area could be a huge tool for economic development in our area particularly with the types and names of companies that may be involved in this venture with the school district.

Here are just a few of the highlights gleaned from the trip:

- First and foremost the focus and programming is on economic development with a goal of developing an early talent pipeline and entrepreneurship. The focus on innovation and economic development set this school / facility apart from anything else currently in operation in the United States.
- The school NEVER asks for money from their business partners. Rather, they approach them from the standpoint of “How can we help your business be successful?” Of course, that doesn’t mean that businesses aren’t supporting it financially in different ways.
- The design of the facility supports research and innovation. It doesn’t “feel” like a typical school.
- Soft skills are imbedded throughout the curriculum. Students are expected to dress for a business environment.
- The program is made up of all types of students and is not just restricted to students with High GPA’s.
- The program continues to evolve over time. Based upon their relationships with the business industry, if a market shifts then the classes shift as well. In the four years of operation of the program, nine courses have already been dropped and replaced with more relevant ones.
- The courses are run similar to a college course. Students either spend 2.5 hours in the morning or 2.5 hours in the afternoon in their particular area of study.
- Their “profession-based learning approach has a focus on high demand, high skilled jobs in four key areas which include Bioscience, Human Services, Business/Tech/Media and Engineering. Those were determined to be the need in the Kansas City area.
- Their approach with real world projects has turned into a number of paid internships at the high school level.
- The program includes 360 mentors from the business community as well as 240 business partners.
- A fascinating component of the program is their approach and requirements for professional skills development. When we arrived, we were told we had access to every room within the building and could talk and interact with all of the students. The students were all very professional and were great promoters of the program and the work they were doing.
- Students within the school hold over 150 provisional patents on various works they have done. One project that was discussed was a project by which students determined that by infusing chrysanthemums to a dryer sheet, you could create a mosquito repellent for clothing. If any mosquitos did by chance land on your clothes, they would die because of the chemicals within the chrysanthemums.

- One class observed was a filmography class. A representative from Nike who is one of the classes “clients” was working alongside the students in putting together films/advertisements for upcoming Nike promotions.
- Another student who was a senior already had his own successful business and is struggling to decide on whether or not to sell it when he leaves for college. He has received a full ride to Northeastern University in Boston and in fact the school will be paying him \$18,000 a year to attend.

At our last quarterly meeting, we discussed and celebrated the opening of the Evelyn K. Davis Center for Working Families. This facility is a cornerstone of the work of DMACC, United Way, Central Iowa Works and other agencies serving the un- and underemployed in Central Iowa. Since its August opening the center has achieved some remarkable results.

- Total Active Enrollment – 1,852 individuals
- General Intake – 929
- Education – 1,044 receiving some form of skills training/education
- Workforce – 322 receiving workplace preparation and/or employment assistance

The Center is also designed to have employer satellite worksites providing actual on-the-job training on site. This is moving forward with employer recruitment in process. If you have an interest in learning more about this unique opportunity, be sure to visit with Mary Chapman following the meeting.

Marketing

Comprehensive Attraction/Retention Web Portal:

After researching and reviewing best-practice technology platforms from other cities/regions that have been developed to support attraction/retention efforts, we are in the process of developing a platform that will respond to broad demographic and functional needs.

Our regional mega-site will provide information on topics of interest such as housing, education, arts & culture, recreation, employment, lifestyle, health & wellness, transportation and community engagement. Since many of these areas align to other Capitals, we are working in collaboration to develop content, links, calendar integration, and so forth.

To provide a more useful experience for the end user, the site will go deeper than simply providing information. By integrating social media into the site, it will enable prospects and current residents to connect with individuals on the site who will serve as mentors, subject-matter experts, ambassadors, connectors, and so forth. The site will be “owned” by the community as individuals, organizations and communities will provide on-going, relevant content in all areas. Our site will be unique to any other metro area in the country.

The initial back-end development of the site is complete. We are currently developing the brand and look of the site. Our goal is to unveil the platform locally sometime in April to engage the public in populating their content and profiles. A national campaign to introduce the site is planned for mid-summer.