



CAPITAL CORRIDOR

Chairs:

Steve Zumbach, Belin McCormick Law Firm

Dr. Steven Leath, Iowa State University

The regional branding strategy and marketing plan have been completed and the announcement will be made in late March or early April.

A director for the Capital Corridor Project will be hired during the 1st quarter of 2014.

A not-for-profit corporation will be formed and a board of appointed during the first quarter of 2014. The new not-for-profit and Board will be responsible for implementation of the Capital Corridor Project branding strategy and Capital Corridor Initiative.

The budget for implementation of branding strategy and implementation of the Capital Corridor Initiative will be completed and fund raising to support the plan will be initiated during the first quarter of 2014.



GOVERNANCE CAPITAL

Chairs:

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

The Capital Crossroads Governance Committee sponsored the “Local Government Collaboration Project” to test a new model of collaboration among 15 cities and three counties in central Iowa. The hypothesis was that with some structure and support, it would be possible to accelerate and sustain the use of collaborative approaches to making local governments more efficient and effective.

Two functions of local city government, Public Works and Fire/Emergency Medical Services (EMS), were chosen to begin the process, and four projects have now been developed for implementation. The Des Moines Area Community College Business Resource (DBR) center facilitated the process of choosing and developing the individual projects. The cost of DBR’s assistance was shared among the 15 cities, two counties, and the Taxpayers Association of Central Iowa. Twenty-two local officials have been involved in the four projects.

The four projects are:

Uniform Fire Code
Debris Management
Right-of-Way Application and Management
Fire Training

Current Status

In December 2013 and January 2014 each city hosted its own workshop on the collaboration projects. Members of the project teams split up the responsibilities for presenting to the councils.

In February, 2014, a representative from each of the projects served on a panel discussion as a part of the Taxpayers Association of Central Iowa annual meeting. Members of the Capital Crossroads Governance Committee were also present. Participants reported that they found the structure and support provided through DBR to be invaluable, and expressed a desire for continued assistance as projects are implemented. This remains a key challenge. The Taxpayers Association expressed its willingness to continue its financial assistance to move into two new areas.

The Iowa State University Liberal Arts College Business Liaison initiated a discussion about how interns might be used in the Local Government Collaboration project. These discussions continue.

The city managers steering committee plans a meeting on March 7 to discuss the next two functional areas to be worked. At its April meeting the Metro Advisory Council (MAC) will be asked for feedback based on what they heard at the work sessions.



ENVIRONMENTAL CAPITAL

Chairs:

Bob Riley, Feed Energy
Fred Hubbell

Air- Water- Soil – Tom Hadden

Various Watershed Management Authorities are being (and have been) formed recently. Four Mile Creek has been in place for some time, has conducted a hydrologic study and is currently working on a watershed plan. Walnut Creek has just recently formed. Upstream (Raccoon) Middle-South Raccoon has formed and is working on bylaws. I believe Squaw Creek is also well underway.

The Adopt-A-Stream program is progressing. There are 15 listed on the Adopt a Stream website. There are more being formed as we speak.

<http://www.goadoptastream.com/get-involved/existing-adopt-a-stream-groups.aspx>

There will be a concerted effort to revisit the 4 county riverine greenway projects, identifying the floodplains on all river, streams and creeks, with new information that has been promulgated by the Corps about new flooding maps. The increase in the frequency and intensity of rain events over the last 90 PPM of CO₂ that has been added to our atmosphere has caused the Corps to re-draw their high water marks. We will be encouraging municipalities that border these floodplains to resist commercial and residential development in these floodplains. We will be examining the titling of some of these floodplains lands to determine if an ownership or easement change would be beneficial to floodplain conservation.

There is an opportunity for the MPO, via Capital Crossroads and the Tomorrow Plan, to develop Storm water Management plans in concert, as opposed to individual political entities. It would be a waste of resources if each entity planned for storm water within their boundaries only. Waukee and West Des Moines are contemplating a storm water utility management system.

There is still a very strong need to retain water upstream during storm events. Bio-swales, rain gardens and constructed wetlands upstream will have a 4 to 1 cost-benefit ratio against additional concrete, levees, pipes and overflow areas downstream.

Land Use, Zoning and climate – Larry James, Jr

NACTO (National Association of City Transportation Officials) has published an Urban Street Design Guide and Urban Bikeway Design Guide. Our Land Use and Zoning committee strives to have a uniform code of standards for the Capital Crossroads region, for both new and retro-fitted streetscapes. The newly formed chapter of ULI continues to do good work on the corridors of SW 9th and SE 14th.

Dart will possibly utilize a TIGER grant (*The Transportation Investment Generating Economic Recovery*) for some Rapid Transit planning, but it is possible Des Moines might use it for the Grand Avenue Bridge.

Urban Land Institute (ULI) Iowa:

The committee held a kickoff event on the 13th Floor of the unfinished Equitable Lofts on December 19. 160 people attended.

ULI will likely formally approve our application to form a District Council in March.

On February 20, Andrew Warren, PricewaterhouseCoopers, LLP, co-author of ULI's 2014 Emerging Trends in Real Estate spoke to close to 300 people at the 2014 CBRE/Hubbell Commercial Market Survey at the West Des Moines Marriot about changing demographics and the impact on commercial real estate.

On April 16, ULI Iowa will hold a screening of *The Human Scale*, a documentary about Copenhagen architect and urban planner Jan Gehl. The event will feature an architectural tour of the Art Center and a panel discussion led by Luis Rico-Gutierrez, Dean of the College of Design, Iowa State University.

On April 24, ULI Iowa will participate in Affordable Housing Week at the Polk County Housing Trust Fund's conference. We are making efforts to secure a speaking from ULI to discuss national trends in providing workforce housing.

On May 30, ULI Iowa, in conjunction with RDG Planning & Design, will hold a Building Healthy Places event for May 30, which will focus on the impact the design of cities, has on public health.

Outdoor Recreation and Trails – Mark Ackelson

Trail corridor between Marshalltown & Eldora has been acquired. City of Marshalltown, corporate and citizen volunteers are providing great leadership. This trail will connect to Des Moines Metro system via Heart of Iowa trail.

There will be an additional trails site that will show up around May 1 for Bike Apps, an area Parks App, and the West Des Moines Trail App. This will complement the Iowa parks "Pocket Ranger" app. Mark has been working diligently with the Green Ribbon Parks Commission establishing a statewide plan to initiate the regional planning and enhancement of the State Park System.

The Recreational and Trail community is getting geared up for a renewed push to continue, extend and improve the Des Moines Recreational River and Greenbelt, Iowa Project. The Nature Conservancy and the Army Corp of Engineers has established a partnership called the "National Sustainable Rivers Program," and are preparing to re-launch the original effort. (As you might recall, then Congressman Neal Smith, in 1990, established this corridor along the Des Moines River, stretching from Ft. Dodge to Pella. However, with a change in representation and philosophy, there have been no appropriations for many years.) In addition to The Nature Conservancy and the Corps commitment, the Green Ribbon Parks Commission is considering putting some regional resources in place for a pilot project in this region.

Education and Environmental Awareness – Pat Boddy

The Education and Marketing sub-Committee has developed an Environmental Educators strategic plan focused on informal environmental education. A strategy in the plan includes “mapping” of environmental education delivery (including audiences and messages) as a means to gap analysis as well as development of concerted, collective focused messages for increased public awareness and success. The plan also calls for increased EE targeting underserved audiences (recognizing the intrinsic value of EE as a tool for personal and community development), and growing the number of outdoor experiences for groups and individuals as part of any EE initiative. A series of ambitious goals are associated with this plan which is still a work-in-progress but has generated enthusiasm on the part of a number of educators wanting to better coordinate and strengthen their efforts.

Master Plan for Des Moines Water Works Park as part of the larger greenway has been developed. Implementation strategies, including partnership with a forming foundation to manage the park and raise funds on its behalf, are underway.

As a result of the visit of Tom Steyer of Next Generation to Des Moines in October, and with additional work by the Education and Marketing sub-committee, and other climate change groups, a statement about Climate Change that can be signed by business owners was developed. (As a matter of historical perspective, a pattern that this organization might follow was called "Business for Peace" which was founded in 1987, by then Principal CEO David Hurd and Fred Weitz. Espousing that war was bad for business, they, and 75 other business leaders around the state, signed a "Business for Peace" statement to that effect.)

IOWA BUSINESS CLIMATE STATEMENT 2014

Distinguished science faculty from across the state of Iowa have urged Iowans to recognize the harm occurring to our state due to climate change and to take meaningful steps to preserve and protect our agriculture, our economy, and our natural resources for future generations. Their most recent statement was “Iowa Climate Statement 2013: A Rising Challenge to Iowa Agriculture.” [http://bio.cgrer.uiowa.edu/climate/iowa Climate Statement 2013.pdf](http://bio.cgrer.uiowa.edu/climate/iowa%20Climate%20Statement%202013.pdf)

It should not fall to scientists alone to voice these concerns. Floods, drought, storms, and rising temperatures all require a response. Everyone in the state of Iowa has a stake in the decision to address the changing climate. Now is the time for business and industry throughout the state to join ranks and add our voices to those already calling for climate leadership.

As businesses invested in the future of the citizens of Iowa, we join with the science faculty from across Iowa and express our commitment to work on behalf of the climate. By acting now, we can minimize costs and maximize the economic benefits of investments in community resilience and sustainable practices and technologies. We urge all business, industry, community and political leaders to join us in this critical effort.



URBAN CAPITAL

Chairs:

Elisabeth Buck

Teree Caldwell-Johnson

Tom Urban

One of the focus areas for our work in the Urban Core is building opportunities for up skilling residents; this is also a Strategic Focus area for the United Way of Central Iowa.

Some of the accomplishments in this area are:

- We advocated the legislature for 5 million dollars for adult basic education and during the 2013 session the legislature approved 5.5 million. With these dollars more individuals in the Urban Core will be able to complete their GED and increase their wage level
- We advocated for 5 million in new dollars for workforce training dollars, navigators and sector partnerships to assist low skilled workers to complete their training and education programs. These additional dollars have permitted DMACC to train more Central Iowans in their WTA programs.
- A GED Academy has been created to fast track adults in completing a GED in a few weeks and also receives a welding certificate simultaneously. This program has had an 83% completion rate.
- Last summer in partnership with Oakridge and Evelyn Davis Center 75 youth were given a summer job along with pre-employment training, financial education and exposure to colleges in our community. These Youth Summer Employment programs were made possible with Principal Charity and UWCI funds, plans are underway to expand these opportunities.
- The Evelyn Davis Center for Working Families has been open for less than 2 years and the excitement and success that it is generating is amazing. To date over 7,514 individuals have been served at the center; 3,407 of these have accessed educational opportunities and over 300 have been placed in jobs.
- Project Iowa a partnership with AMOS, Polk County, the State of Iowa and Central Iowa Works has successfully trained over 150 low skilled individuals in welding or health care with a 80% employment rate
- This summer there will be some new exciting work taking place in the Urban Core. Some of these include, Summer School program at King elementary focusing on academics, physical activity and parent engagement. Summer programming at the MLK Park in response to the resident concerns.

This session we are advocating for:

- Increasing family eligibility for state funded child care assistance, and expanding eligibility from six months to one year
- Allowing parents to be eligible for full-time child care assistance, if pursuing a combination of both employment and education training
- Investing additional dollars in offender training on high school equivalency preparation and vocational training for incarcerated individuals who are about to be released. Exoffenders are a tough group to connect with work and skills upgrading with greatly increase their employment changes thus reducing recidivism.



WELLNESS CAPITAL

Chairs:

Laura Jackson, Wellmark
Sheila Lang, Hy-Vee

The Gallup-Healthways well-being index came out a few weeks ago. Iowa ranks 10th in the nation. While this is down one spot from the prior year, we are still quite optimistic as the scores in our 5 key areas of focus all showed improvement - contributing to a slightly higher score overall. The difference this year is that North Dakota leap-frogged many states - jumping from 19th to 1st. North Dakotans obviously have an economic boom going, but they also embrace winter and remain active through those months.

One of the "Focus Five" areas for Iowa Healthiest State is about feeling partnered with at work. To that end, we have been working with the community colleges, Iowa Workforce Development and others to fine tune a curriculum for those that are new to management to help them develop skills. We will begin pushing out these types of opportunities in early summer.

The Partnership has been working closely with Iowa Healthiest State to engage our local chambers and their members in a friendly competition around the Live Healthy Iowa challenge. The community that has the highest level of participation will win a bike rack that they can then install at a park or trail head. The winner of the bike rack will be announced at the Iowa Wellness Summit on April 17.

A few other items for your calendar:

With spring just around the corner, there will be plenty of runs/walks/rides taking place. Be sure to take advantage of those.

Broadlawn is working on a mental health summit that will be hosted in May. Stay tuned for more information on that.

Iowa Healthiest State walks will be held on Wednesday, October 8. Pencil this in and plan to host a 1K walk with your co-workers.



PHYSICAL CAPITAL

Chairs:

Dave Caris, MidAmerican Energy

Angela Connolly, Polk County Supervisor

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 continue to meet as part of the Regional Leadership Council with the ultimate goal to convene the group six times a year to network, share best practices and explore collaborative opportunities. The group has met once so far in 2014.
 - Progress: The Regional Leadership Council created a survey to collect program specific information that includes data to be shared externally for promotional outreach as well as internal information to assist staff and board in planning for specific program development (fundraising, curriculum planning, etc.). Responses have been collected and compiled from the participating programs. Data collected for external audiences will be used to populate the website being developed for the “Getting Involved” section through the Greater Des Moines Partnership. This survey will be updated on an annual basis.
 - Progress: The Regional Leadership Council continues to investigate collaborative opportunities and is exploring a joint application to host a regional convening of a national organization in Des Moines in 2016 and also is looking at a luncheon event for current program participants in 2015.
- **Optimize young-professional networking and programming.**
 - Progress: Work continues on developing the Emerging Leaders Collaborative (ELC) that will ultimately encourage better coordination, collaboration and shared resources among existing YP groups in the region.
 - Progress: Additional Groups have been identified to introduce to board framework
 - Progress: Working to establish a reporting mechanism to benchmark regular progress to CC Co-Chairs
 - Progress: ELC Mission & Vision Statement developed.
 - Mission: To elevate, collaborate, and amplify the efforts of the diverse young professionals groups in the greater Des Moines area.

- Vision: To provide a forum for the exploration of best practices, coordinate shared interests and resources, raise awareness of regional emerging leadership development, and create a support system for collateral leadership programs and young professionals groups for the continued sustainable growth and betterment of Des Moines.
- Progress: Working to create a shared calendar between YP Groups.
- Progress: Group decided to meet monthly in 2014. Meeting construction will be two-fold:
 - Organizational Reporting + Resource Sharing-monthly updates at meetings will identify where efforts can be shared by groups
 - NGO Section/C-Level Training/Social Entrepreneurialism
 - Identified two pilot programs for the NGO:
 - March meeting: United Way
 - April meeting: John Busbee/Culture Crawl
 - Section Criteria Identified
 - Impact/Need/Organization/Timing/YP Relevance
 - Potential Courses of Assistance Identified
 - Tangible/Intangible
- Develop a formalized regional mentorship program.
 - Progress: The pilot program was completed in May 2013 and was a great success with 30 mentees and 14 mentors participating.
 - Progress: The second program started in January 2014 with 30 mentees and 14 mentors and increased from 5 to 6 sessions with all to be held at the Des Moines Social Club.
 - Progress: The Community Connect program will be transitioning from Community Foundation administration to the Greater Des Moines Leadership Institute in the summer of 2014.
 - Progress: A guidebook for conducting a Community Connect program is being compiled to assist other communities in implementing their own version of Community Connect.

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: The Civility Initiative was adopted as the cornerstone project for Drake University seniors in marketing/PR and provided research/ programmatic suggestions to give future direction for the Civility Initiative.
- Progress: A Public Ally AmeriCorps member through the Iowa Commission on Volunteer Service was hired in October in the role of Civility Coordinator to staff the Civility Initiative. The position was shared by Character Counts in Iowa and the Community Foundation. Unfortunately, the Public Ally member resigned his position. Day-to-day administration has been carried by Amy Smit with Character Counts along with Scott Raecker. Moving forward, a contractor position is being explored.
- Progress: The four collaborative organizations (Character Counts in Iowa, the Community Foundation of Greater Des Moines, Drake University and the Interfaith Alliance of Iowa), which serves as the committee addressing the goals related to Capital Crossroads, continues to work to identify and implement a strategic plan.

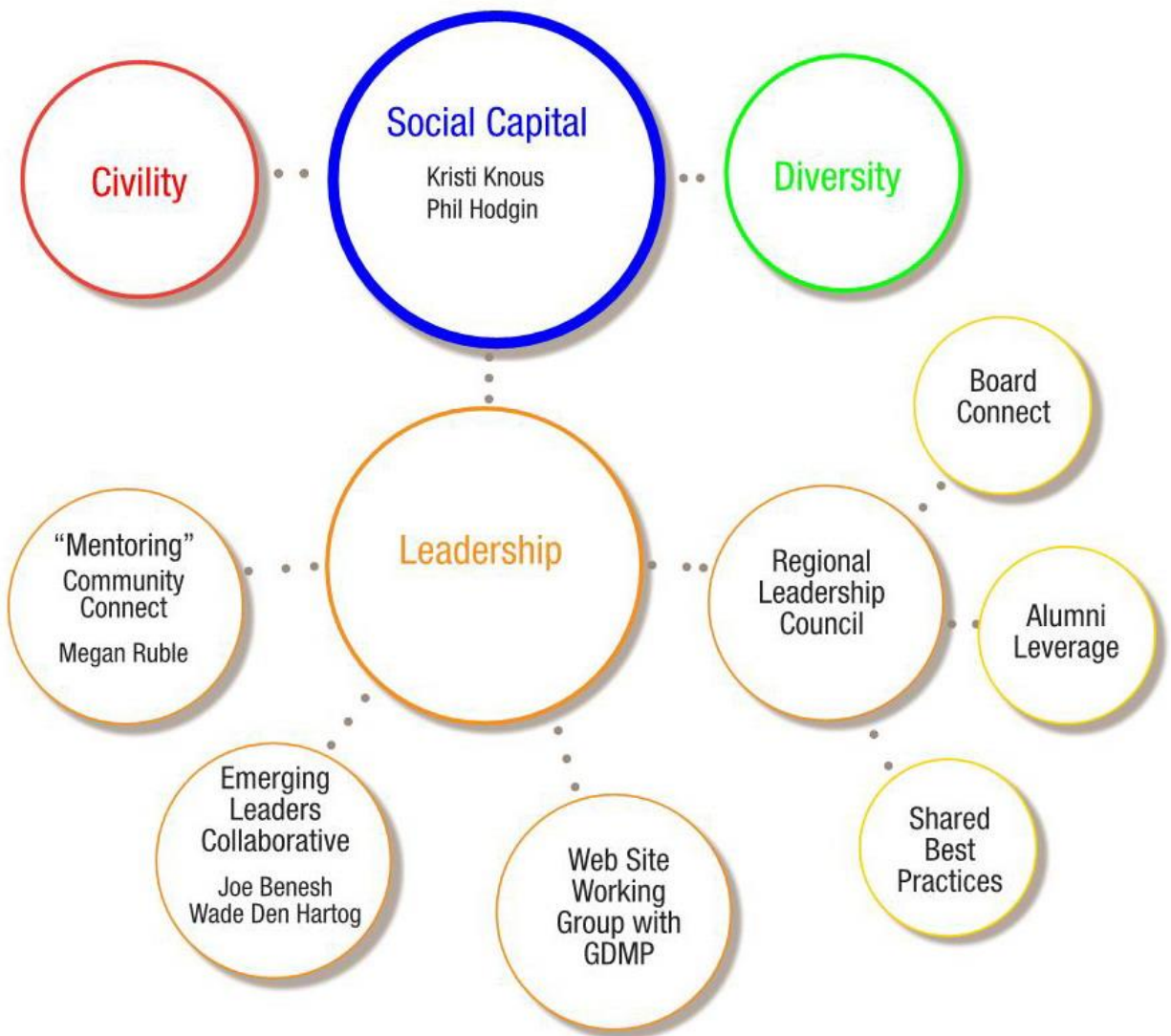
- Progress: A civility tool for use in community forums and other community meetings has been developed and is in a soft-launch stage. The tools will be shared through the Greater Des Moines Partnership's member chambers, etc. in the coming weeks. The tools will be customized with Chamber logos as well.
- Progress: Three tools have been made along with a basic overview document. The tools have specific audiences- community meeting attendees, families, and employees/employers.
- Progress: Conversations have been taking place around earned media, opinion editorials, articles, etc. related to civility. These options continue to be explored.

Diversity

Year One Goal Identified in the Capital Crossroad Plan:

Celebrate regional diversity through high-profile actions and events.

- Progress: The Greater Des Moines Partnership Diversity Council, which serves as the committee addressing the goals related to Capital Crossroads, continues to promote diversity initiatives of community partners to advance and influence community connectedness and inclusion. The group utilizes committees to promote diversity with the following structure and reported these successes:
 - **Greater Des Moines Partnership's Inclusion Award** was awarded in January at its annual meeting.
 - **Diversity and Inclusion Roundtable** was held in February 2014 and had 50 participants; overall, there has been increasing interest in these conversations.
 - **Multicultural Reception**—The first event of the year was attended by more than 400 individuals; the next event is scheduled for May 7 at Wellmark.
 - **Supplier Diversity** subcommittee is being developed in 2014 and will include some training and resources to business as well as a roundtable forum.
 - **Education**—webinars and workshops continue to be important to the work of the Diversity Council. The first webinar of 2014, "VUCA and the Diversity Imperative" will be held on March 12, 2014.
 - **Website**—the Carpe DM website through the Greater Des Moines Partnership will have a diversity section incorporated into it which will also have interactive components for the general public to use.
 - **Media Outreach**—Nathan Ritz, Greater Des Moines Partnership, was featured on the front page of the Business Record in regard to his work in moving businesses from Diversity to Inclusion. Also, the new INclusion Magazine, currently in process, and will be printed and ready for distribution this fall.



BUSINESS CAPITAL

Chairs:

- Mark Miller, DuPont Pioneer
- Mike Crum, Iowa State University
- Kathryn Kunert, MidAmerican Energy and Chair, Regional Economic Development

Startup City Des Moines

There are four incubator companies and ten technology related co-working tenants. During the fourth quarter of 2013, 130 people attended educational events at StartupCity. This week StartupCity will host the Central Iowa Java User Group.

Business Innovation Zone and Plains Angels

Mike Colwell hosted over 60 attendees in the Cedar Rapids / Iowa City corridor for an informational meeting on Plains Angels. The proposed expansion of Plains Angels to the corridor was very well received with over 20 people asking for further information or membership.

Industry Councils

- Information Solutions Council met at WebFilings in Ames on December 17. A survey will be conducted to document the size of the IT workforce in the region and to identify talent needs.
- Financial Services Council members are on the planning committee for the inaugural Global Insurance Symposium which will be held in Des Moines on May 20 to 22.

International

The Partnership has begun the implementation of the export plan that was released in October 2013. To date, the Partnership has conducted the following implementation activities:

- In November 2013, we brought together a team of economic development professionals to discuss our business retention and expansion program for 2014. As a result of these discussions, the existing industry survey form (Synchronist) that is utilized throughout the region has been expanded to capture additional international trade information.
- In December 2013, economic development professionals in the region were updated on the services and activities of the Iowa Economic Development Authority's International Trade Office, Iowa Small Business Development Center, and the U.S. Department of Commercial International Trade Office.
- Also in December, the Partnership brought together the colleges and universities in the region to discuss how to develop and implement an international trade internship program.

Marketing update

- Since the last quarterly report, the Partnership marketed the region through the following activities:
 - Conducted three recruitment trips (Atlanta, New York and Phoenix).
 - Co-sponsored the grand opening of the play “Bridges of Madison County” and invited several business prospects to the event.
 - Attended the Site Selectors Guild conference in Denver.
 - As far as our public relations efforts, we have received some outstanding media placements including a feature by the *Today Show*. Also, Des Moines ranked first in a competitive index study of 100 Midwestern cities done by the Indiana University-Purdue University Fort Wayne Community Research Institute. The report looked at metropolitan statistical areas in Iowa, Illinois, Indiana, Michigan, Minnesota, Missouri, Kentucky, Ohio, Pennsylvania and Wisconsin, and selected the 99 most similar to the 419,000 population of Fort Wayne as comparison areas. The largest MSA in the report was Cincinnati, with just more than 2.1 million residents; the smallest was Sandusky, Ohio, with 77,000. The 100 MSAs received a score based on seven measurements, including per capita personal income, long-term and short-term employment change, gross regional or metro product per capita and productivity. Des Moines received an overall score of 551.68 out of 700.

CAPITAL CROSSROADS

A VISION FORWARD 

CAPITAL CORE

Chairs:

Rick Clark, City of Des Moines
Mary O'Keefe, Principal Financial Group

Improving Downtown

Implementation work continues on Capital Core recommendations for “Improving Downtown,” including:

- Work on the Botanical Garden, Cowles Common, and the Des Moines Social Club projects continue to advance. Phase I of the Botanical Garden is now complete; The Des Moines Social Club had a soft opening for The Bash on New Year’s Eve and the Kum & Go Theatre opened in February (full opening is expected in May); and construction of the new Cowles Common is now underway with completion set for the end of 2014.
- City Council approved the City their portion of the capital budget for Phase I of Walnut Street (i.e. between 5th and 8th Streets) in March. Fund-raising for the private property owners’ half of capital costs is nearly complete. Construction of the \$4.8 M project is expected to begin this summer and be completed by the spring of 2015.
- The Des Moines Redevelopment Company continues to work with Polk County and the City of Des Moines on the development of a 450-room, 4-star convention hotel for the Iowa Events Center. A private developer, Mortenson, was selected in December 2013 and the City submitted the \$36.4M application for the Iowa Reinvestment Act in March 2014. The results of that application should be known by the end of June.
- Construction of the new YMCA began in January and is expected to take one year to complete.
- Polk County voters approved the referendum to fund renovations to the Court House and two County-owned buildings (i.e. the former JC Penny Store and the adjacent jail) in the November election. Work on this \$80+ M project will proceed in 2014.
- Construction work on the multi-year, \$238M reinvestment at the Principal Financial campus is underway.
- In February, City Council selected preferred developers for two key city-owned sites:
 - The Knapp and Hy-Vee joint venture was selected to advance their design for a full service grocery store and 60 housing units at 420 Court Avenue
 - At the current 7th and Grand parking structure and former YWCA sites, the Opus-Sherman team was selected to develop plans for housing, structured parking, and an option for an extended stay hotel
- Construction of more than one dozen development projects are currently underway at key downtown sites throughout downtown involving more than 700 units of housing and 200 hotel rooms. Another dozen or so development projects are ‘in the works’. These projects would involve an additional 800 residential units and as many as 400 hotel rooms.

Of the 27 initiatives and development sites put forward by in the “Improving Downtown” section of Capital Core, 24 are either complete or underway.

Neighborhood Improvement – Chair: Russ Cross, Wells Fargo

The Capital Crossroads Vision Plan acknowledged the importance of the “core city” of Des Moines, and declared that the “core city” needs to remain strong in order to bolster the overall economic vitality of Greater Des Moines and Central Iowa.

The Neighborhood Improvement Sub-Committee has completed work on an implementation plan which includes some new strategies and some calls to increase investment in particular revitalization programs/projects for improving Des Moines’ neighborhoods. The Sub-Committee’s recommends the following strategic initiatives:

- Advance efforts to address blighted properties including a vacant property registry, strategic acquisition of blighted properties, explore idea of land bank and point-of-sale maintenance code, more opportunities for volunteers, expand NFC programs
- Build new value-added homes in existing neighborhoods including conversion of vacant and abandoned properties to infill development, new development adjacent to campuses, pilot project areas, re-zone obsolete commercial properties, explore additional incentives
- Revitalize neighborhood commercial areas including strategic planning for investment in new and existing commercial areas, increase funding for NDC and streetscapes, conversion vacant commercial properties to vibrant uses
- Upgrade infrastructure (streets, curbs, sidewalks, and parks)including increased investment in current programs, bringing all neighborhood areas to minimum standards, coordination of infrastructure improvements w/ commercial investment, and a neighborhood betterment projects fund
- Improve communications, marketing and promotion for Des Moines’ neighborhoods & schools including coordinated marketing with the City and DMPS, integrated communications of existing educational opportunities, and expanded support for neighborhood leadership programs

Each strategy is accompanied by a series of tactics and actions that engage various sectors: public, private, non-profits, residents, and the various catalysts (businesses, churches, institutions, hospitals, and schools). Key to implementing these initiatives will be identifying new funding sources. The Committee estimates the funding needs for this initiative to be \$18-22M/year for a 5-year period.

After an initial review by the Des Moines City Council on October 7, the plan has been presented to the following entities to build community support and collect feedback about the work:

Capital Crossroads Leadership	Oct 10, 2013
Des Moines Public Schools – School Board	Nov 19, 2013
Neighborhood Finance Corporation Board	Nov 21, 2013
Neighborhood Revitalization Board (NRB)	Dec 4, 2013
Polk County Board of Supervisors	Dec 18, 2013
Downtown Chamber	Jan 7, 2014
Greater Des Moines Community Foundation	Jan 8, 2014
Downtown Community Alliance	Feb 13, 2014
Rebuilding Together Greater Des Moines Board	March 10, 2014
AARP Age Friendly City Leadership Team (upcoming)	March 25, 2014
Des Moines Neighbors (upcoming)	March 27, 2014

Presentations were well received, and those who heard the plan were generally in agreement that this work is imperative for Des Moines' neighborhoods to remain desirable and competitive. These first rounds of presentations were for the purposes of sharing the work and creating familiarity with the plan. Follow-up conversations are planned to identify roles and responsibilities for various actors.

The Plan will be brought back before the Des Moines City Council in April 2014 to be considered for approval, with a list of recommended actions for Year One. Pending Council approval, various teams will be assembled to work on plan implementation.

CULTURAL CAPITAL

Chairs:

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

Speaker Presentation Series – John Schmidt, Matt McIver

- After completing thorough research in and out of market, the committee concluded that adding new arts and culture speaker's series is not ideal.
- Moving forward with building a list of available speakers who can present on arts, culture and heritage topics to provide a single resource to find presenters.
- Bravo Block I and II organizations have endorsed the approach.
- Bravo will build, manage and promote the list.

Next steps:

- Collect information regarding available speakers.

Key Dates/Timeline:

- List available July 1, 2014 with light initial promotion planned.

Cultural Tourism Plan – Jeff Fleming, Greg Edwards

- Developed Cultural Tourism plan including defined success and metrics. Work plan underway.
- Integrates with Community Calendar sub-committee work to draw non-resident visitors.
- Implementation and buy-in meetings with arts and culture organizations have been held.
- Second round of presentations to Bravo Block I organizations – March 12.

Next steps:

- Discussion on recommended funding model.

Key dates/Timeline:

- CatchDesMoinesCulture.com launch –March 3

Calendar/Website – Matt Harris, Eric Olmscheid

- Integrated with Cultural Tourism. Committee recommendation was to develop CVB's CatchDesMoinesCulture.com into a community calendar.
- Focus groups held with Block I/II and other key stakeholders in early February.
- Implementation of feedback from focus groups, refining calendar through end of February.

Key dates/timeline:

- Launch of CatchDesMoinesCulture.com calendar – March 3
- CVB launches marketing campaign to promote – March
- Assess feedback, calendar performance and discuss growth into mobile platforms - April Advocacy – Chris Kramer, Chris Hensley
- Integration of DCA Cultural Caucus feedback.

- DCA master planning will include community input and help formulate a recommendation.
- Regional discussions with collaboration partners in Iowa City/Cedar Rapids Cultural Corridor, Dubuque Regional Arts, Grout Museum District etc.
- Bravo strategic planning will influence next steps.

Next steps:

- Develop advocacy plan
- Development of messages

Key dates/timelines:

- Iowa Arts Summit – June 6
- Bravo strategic planning expected to be completed – September

Marketing and Public Relations – Lauren Burt, Leisha Barcus

- Research conducted of unified marketing campaigns in similar market – Kansas City - and best practice markets – Los Angeles, Washington D.C.
- Integration with CVB on Catch Des Moines Culture projects.

Next steps:

- Explore feasibility of collaborative marketing campaign
- Identify funding sources
- Begin message development and cultivate media partnerships

Regional Music Economy – Amedeo Rossi, Chris Ford

- Completion of Music Economy Impact Study expected
- Des Moines Music Coalition strategic planning process for central Iowa music scene vision.
- Music University held in 2013 at Drake University.
 - Grow conference in 2014
 - Increase diversity of talent
 - Increase marketing, engagement
 - Pursue development of mid-sized performance venue
 - Currently evaluating property options

Key dates/timeline:

- Completion and promotion of Music Economic Impact Study – Q1 2014
- DMMC strategic planning process – Q1 2014
- Development of mid-sized performance venue – Q1 2014 – Q2 2015

Performance Incubation Space – Zach Mannheimer, Justin Mandelbaum

This sub-committee focuses on developing new performance venue space, and gathering places for artists and the community to innovate and develop new programming and work. Two arts and cultural organizations have been tasked with implementation: DesMoinesArts, Inc. and the Des Moines Social Club.

DesMoinesArts:

- Isaacson Consulting completes fundraising feasibility study –summer 2014
- Capital campaign co-chairs selection, board formation, capital campaign organization – fall 2014
- Launch capital campaign – fall 2014

- Funding priority will be initial capital campaign expenses, including campaign manager

Des Moines Social Club:

- Open Kum & Go Theater – February 2014
- Open Des Moines Social Club – May 2014
- Produce 50th Event in DMSC – Nov 2014
- Funding priority for DMSC's Culinary Program and Visual Art Program

HUMAN CAPITAL

Chairs:

David Wilkerson, Waukee Community Schools
Chris Littlefield

Advocacy:

On January 16 the Partnership, in collaboration with Iowa Business Council, Iowa Association of Business & Industry and Iowa Chamber Alliance, hosted the second Summit to educate and engage business on key education issues which will continuously improve Iowa's educational system including: full implementation of Iowa Core; enhancing STEM offerings; expanding broadband across the state; and continuing to build on the 2013 Education Reform Bill. While there was an effort made to repeal the Iowa Core, the proposed bills in both the House and Senate did not make it out of committee. We are, however, monitoring the funding for full implementation of Iowa Core and are prepared to engage the business voice if necessary during Appropriations. Through efforts such as the Summit we will continue to work toward establishing 21st Century learning standards and comprehensive student achievement assessments that are aligned to or exceed globally competitive critical learning skills.

Cradle-through- Career:

Late last year we introduced a concept for a new regional initiative called, EDGE – Education Drives our Greater Economy. The following summary outlines the initiative.

Background

The Human Capital Steering Council of Capital Crossroads has reviewed materials prepared by Market Street on the strategic priorities other communities have implemented successfully with respect to workforce development. Most of these approaches involve a single area of emphasis that a community gets behind to support (e.g., 50,000 degrees in Louisville, Graduate! Philadelphia). In considering these other approaches, it was decided that Des Moines did not want to focus only on one aspect of workforce development but instead wanted to take a comprehensive Cradle Thru Career approach.

Moreover, rather than implement a rigid organizational structure to drive achievement of a single community goal, it was recognized that Des Moines had a lot of great work going on in pursuit of Cradle Through Career and, as a result, there was not the need to try to drive the various organizations under a single umbrella organization or to drive achievement relating only to one area of workforce development. In addition to be unwieldy, highly political and complicated, a more formal approach oriented towards a single objective could undermine workforce development initiatives that organizations are already progressing. Instead, Des Moines decided to adopt an approach focused on having a group of key business and education leaders help coordinate, align and measure the various workforce development work already being performed and to offer advice and guidance to drive additional progress.

EDGE = Education Drives our Greater Economy

The Human Capital work relating to Capital Crossroads will seek to gain ownership and alignment behind education as the key to our economic development. It will not focus only on one area of workforce development, but instead will adopt a Cradle Through Career approach that includes elementary education, secondary education, higher education and adult re-skilling. In doing so, organizations will be asked to identify how they are bringing the EDGE to Des Moines and to identify their strategies and key metrics used to measure their progress. The strategies and initiatives will be organized into the following areas: Advocacy, Pre-K through 20 and Life Long Learning.

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

Role of BEA

We have had discussions with the Board of BEA on how they could help our EDGE efforts and there is agreement that BEA will provide formal oversight of the community's EDGE efforts through 2016. In doing so, the key BEA Board responsibilities for EDGE will be to:

Work and collaborate with the various organizations that are contributing to workforce development efforts to gain information and transparency regarding their respective strategies and initiatives and the metrics used to measure progress;

- review these strategies and initiatives and identify areas where organizations can collaborate or where there is overlap or duplication
- identify the key strategies that will improve our community's EDGE and provide support to help accomplish positive outcomes
- identify the key metrics that the community should measure and monitor to ensure that Des Moines maintains its EDGE
- facilitate a regular roundtable discussion among business and education leaders to discuss their respective challenges and needs
- report regularly on the community's progress in delivering on key community strategies and metrics to determine whether we are gaining or losing our EDGE and, where necessary, advocate for resources and change
- provide advice and input on the effectiveness of the various programs in achieving the community's EDGE goals

Composition of BEA Board

In order to assume these new oversight responsibilities for EDGE, it is agreed that the composition of the BEA Board should be modified to include representation from key leaders of the community's larger employers as well as representatives from education.

Initially, it's anticipated that the BEA Board would meet four times each year to discharge its oversight responsibilities and would receive progress reports from staff on a quarterly basis.

Staff Support for EDGE

Initially, we believe that there will be a need for one full-time staff position to help the BEA Board discharge its oversight responsibilities.

Marketing:

Comprehensive Attraction/Retention Web Portal:

CarpeDM or www.seizedesmoines.com was launched in January of 2014. Within 30 days the site had over 3,400 unique visitors representing 45 states and the District of Columbia. In addition, over 150 area residents had logged on to serve as resources or subject matter experts and/or contributed content to the site. Our primary focus for Q1 is to increase the quantity and quality of content provided by area residents or organizations. Early Q2 implementation of our national marketing strategy will begin and continue throughout 2014 to reach our goal of 40,000 unique visitors utilizing the site.

To enhance local and national marketing efforts, we have created Carpe DM Music Mix, a collection of locally produced music compiled into a free, downloadable format available at www.seizedesmoines.com/musicmix. The Carpe DM Music Mix was premiered at SXSW, the annual film, interactive, and music festival/conference in Austin, Texas at the Iowa Reception co-hosted by the Partnership and State of Iowa to promote career and quality of life advantages in the state. Additionally, the Partnership will promote the Music Mix throughout Central Iowa and at other out-of area conference outlets, career fairs and workforce recruitment events.