

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 choosing a firm to develop the branding and marketing strategy, which is a focal point of the plan of work related to the Capital Corridor.

Interviews were conducted in late August and the following firms were interviewed:

Trilix Group – Johnston, Iowa
McClellan Marketing Group – Des Moines, Iowa
North Star Destination Strategies – Nashville, TN

After a day of meeting with the three firms both Trilix and McClellan were kept in the mix and the Nashville firm was eliminated. After much deliberation the interview panel determined that before selecting one of the two firms remaining that we needed to go back out and seek a reply from some additional firms. It was also agreed that the two local firms would be brought back for another interview.

Presently, there are three firms that are planning to reply to the original RFP and the deadline for their response is October 17, 2012. Following that deadline the committee will select a firm (s) to interview along with the two remaining local firms. The firms we expect to reply are as follows:

Flynn Wright – Des Moines
DCI – New York, NY
Franke & Fiorella – Minneapolis, MN
Ogilvy – New York, NY – invited to reply but as of this report we have not heard from them.

Interviews will be conducted in November. Once a firm is selected we expect that process to take up to 6-months to be completed.

Capital Corridor Branding Interview Panel

Steve Zumbach	Belin McCormick Law Firm
Kathryn Kunert	Mid American Energy
Anita Norian	Kemin
Lisa Lorenzen	Iowa State University
Eric Morse	DuPont/Pioneer
Dan Culhane	Ames Chamber/EDC
Susan Ramsey	Greater Des Moines Partnership

The full Capital Corridor Committee will meet again when a consulting firm has been selected.

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GOVERNANCE CAPITAL

Chairs:

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

The Governance Sub-Committee has prioritized the following three strategies for 2012:

- 9.1.3 “Assess the benefits of creating a Metro Water Authority in Greater Des Moines;”
- 9.2.1, “Appoint a Shared Services Task Force to assess the potential for services consolidation in Greater DSM and Central Iowa;” and
- 9.3.1, “Continue to leverage coalitions of Central Iowa governments to advocate at the state and federal level for key issues, policies, and projects.”

None of the strategies have been ruled out.

Quarterly Update

During the third quarter (Aug. 17th), Co-Chair Mayor Bob Andeweg hosted a meeting of all area mayors and city managers to solicit their support for and participation in the local government collaboration project. The local government collaboration resolution was presented to the mayors/managers group, and all were asked to report back after their council or board adopted it. The resolution was included in with the second quarter 2012 implementation report.

A funding arrangement was also reviewed and agreed upon whereby each participating entity would contribute based half on a flat fee, and half on size of population. Fees range from \$500 to \$1,500 per entity. A total of \$20,000 will be used to pay for the services of the DMACC Business Resource Center for one year’s worth of facilitation services. These services will cover the meetings of the city managers and public works directors, the city managers and the EMS directors, and all subsequent meetings relating to the development and implementation of at least four specific projects.

Fifteen local governments have adopted the resolution, with three still remaining.

The first meeting of managers and public works directors was held on October 10th. Each group had been asked to prepare in advance, and at the end of the meeting the group prioritized two projects based on likelihood of success and impact (cost savings and/or service quality improvement). Two teams were assembled to develop the ideas to the implementation phase. The two projects are right-of-way management and debris management.

The city managers and EMS directors will meet on November 30th to identify their two projects.

The Governance sub-committee is in the process of researching who can lead a similar endeavor with local school districts.

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. Currently, the total number of persons involved is reaching close to 150 members.

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

- Work continues on linking a string of pearls of our parks and trails along the Raccoon River.
- The work with the Tomorrow Plan continues to be coordinated on many fronts, including the environmental initiatives.
- The EPA lawsuit brought state-wide and national attention to some of our environmental concerns.
- Meetings took place linking environmental issues to the Science Center, Botanical Center, World Food Prize, and Iowa State University College of Ag & Life Sciences (CALs).

Current Initiatives: All Natural Capital Committees

Land Use and Zoning Development

- Region wide sustainability competition to focus on energy efficiency. Company called Meidh. Making buildings more energy efficient through a competitive process. Web/ smart phone based app - gain sustainability at the individual employee level. They have the control despite any initiatives for sustainability. The app asks questions, one per week, and then scores you. Then you have an aggregate score for the company, and awards are given. This is a way to Change behaviors. Not a cure all.

We looked at changes in code to promote sustainable building practices and found that enforcement is uneven across mid-Iowa....new construction is taken care of... But not every county has the ability to enforce those codes. How do we get better compliance?

- Transit oriented development. Working with DART. Basis for future regional network. A possibility to get \$20m from fed govt. also possibility to use Route 60 as a model for other Transit initiatives. Dovetails into what the tomorrow plan is working on.

Transit oriented development - the idea is that developers seek to locate near rail and bus transit. Less of a tax abatement issue and more of a code issue. Implement zoning around these corridors. Route 60 on the west side is a focus. The bus or rail line needs to be there first, and then the market will follow. Codes have to be there at local level. Today many of these density-improving practices are illegal.

- Region wide adoption / best practice that municipalities can adopt. A form based code. Today code is based on Euclidian use. The form based code is the way the building relates to the street.

What ties it together - Larry, Meg Jonathan Rosenbloom and Urban Land Institute got together. They have a focus on sustainability. Looking at forming Urban Land Institute Iowa. Formed by actual urban developers and planners. This is a goal. Purpose is to actually implement the ideas.

Parks, Trails & Conservation

Started their committee and activities by doing an inventory of what was happening.

- Reached out to trails folks, park folks, all user groups
- St. Louis people presented, challenged us to see it differently. Joint planning, implementation. Chicago wild looks at natural habitats inside of urban areas. In many ways we are ahead of St. Louis - we collaborate better.
- River Action - (Quad Cities) incredible education program. But also using for Open space, engaging the academic community.
- We tend to go to the fringes (both spatially and scope of projects) because it's easier. The resistance to change is ever present and long lasting. We now have a DSM metro area signage plan. Took four years to get going. Some of these initiatives have been ongoing for 10 years.

Polk County Water and Land Legacy Bond - This is our present Focus. In 2002 started the process. Background work done, then explosion at the county level. Had to abandon. Feasibility study in April, 2012, then public polling.

- Looking for models we can use in the very rural counties. Looking for methodologies we can use. Keep it simple, show them they can implement.
- A map - working with a graphic artist to combine into one simple map. Lakes, connections, parks, water sheds.
- Average home will pay \$.84 a month, and it starts in 10 years.
- Agenda 21 folks - about 5 people on the web distorting comments. www.VoteNoOnMeasureA.org is their website. John Birch society - anti agenda 21
- Trails community (users) has worked together a lot... Not so much the parks and Rec governmental entities (turf issues?)
- We will be doing a survey to inventory the number of 28-E agreements between government agencies having to do with parks and trails. Our hope is that there will be more cohesiveness in Metro/Central Iowa.

Air / Water / Soil and Marketing & Education

- Pursued additional flood management strategies with The Nature Conservancy and other agencies. These discussions included flood, erosion, smart planning, Water Funds and watershed management.
- Pursued, in five counties, with the Tomorrow Plan, the establishment of Watershed Management Authorities. This would also be the body that could apply for grant funding that would focus on mitigating our water issues.
- Adopt a Stream programs have been initialized.
- Contemplating a Sustainability Pledge for citizens.
- Planning the re-connecting of the Urban Educational Partnership, a collection of environmental teachers.
- The collaboration between the Tomorrow Plan and Capital Crossroads is going well due to the cross-population of the various initiatives.
- Crafted a vision and mission statement for these committees. Looking to combine.

OVERVIEW: A LOOK AHEAD

- Base line studies of practices, initiatives, environmental metrics (carbon, electrical, etc.) and then after a period of time, metric ton per person of improvement.
- Conquering the ABDM - anywhere but Des Moines - attitude is key component, built on trust and true win/win collaboration.
- Work continues as we link together the inter-dependencies of all of our capitals, with the understanding that Natural Capital is the wellspring from which all other capitals emerge.
- We established connections between Natural Capital and
 - Built Capital (flood control)
 - Governance Capital (Zoning, 28-E's)
 - Social Capital (Meidh. Sustainability pledge)
 - Business Capital (see Opinion page of Register)
 - Capital Corridor (Spoke and Hub of Environmental initiatives and transit initiatives, University enthusiasm to collaborate)
 - Cultural Capital (Botanical Center, World Food Prize, Zoo)
 - All of the sub-committees are committed to the Purpose and Under-pinnings of our Natural Capital collective plan. Each sub-committee has forged ahead with their activities, and will pursue documentation of these plans in the next few months.
 - After November 6, energies will be re-directed towards total project area initiatives.

URBAN CAPITAL

Chairs:

Elisabeth Buck
Teree Caldwell-Johnson
Tom Urban

The primary first year goals for the Urban Core are to:

- Determine Urban Core boundaries and Understand Demographics
- Assess Urban Core resident needs
- Foster partnerships with organizations that serve the Urban Core
- Engage residents who live in the Urban Core

To date the Urban Core initiative has accomplished many of its first year goals. Additionally UCI is near completion of a strategic plan and development of a vehicle to implement the plan.

Established Urban Core Boundaries and Demographics

The Data and Evaluation committee updated the Urban Core map and demographics to align it with census tracts and neighborhood boundaries in order to generate comparable long-term data. The boundaries and demographics are from 10 neighborhoods in the 50314 and 50316 zip codes:

1. Carpenter
2. Drake Park
3. Mondamin Presidential
4. King Irving
5. River Bend
6. Cheatom Park
7. Capitol Park
8. Martin Luther King Jr Park
9. Capitol East
10. Oakridge Neighborhoods

Capacity and Needs Assessment

The Steering Committee reviewed the Capital Crossroads assessments of the region, conducted informal interviews with service providers and some residents in the Urban Core, conducted survey/inventory of those organizations who purport to serve the needs of Urban Core residents. A “partners” survey was administered to identify the central mission of agencies that serve the Urban Core. Sub-committees were established to continue determining assets and needs throughout the planning process.

Identified Capital Resources

In an effort to more efficiently utilize existing assets the Steering Committee identified capital resources that can significantly contribute to the Urban Core Initiative goals and objectives. The Urban Core Initiative will involve close collaboration between and among these assets.

Developed Urban Core Initiative Plan

The UCI plan identifies gaps in serving the Urban Core, acknowledges successes, and proposes a concept to improve the effectiveness of existing services. “Neighborhood Capitals” were developed to align language and strategic focus with the Capital Crossroads categories. Neighborhood Capitals is a holistic approach to community development in low-income neighborhoods.

Capital Crossroads Neighborhood Partnership (CCNP)

The Urban Core Steering committee developed the Capital Crossroads Neighborhood Partnership as a vehicle to coordinate and assist in the implementation of the Urban Core Initiative Plan. The CCNP is not a service delivery system, it will not control expenditures; it supports and broadens the current, multifaceted social delivery system, which honors individual service-provider autonomy and yet allows for a more intentional collaboration in order to exceed isolated impacts of any specific service in order to produce a collective impact.

Resident Engagement

UCI Community Development Coordinators set a goal to survey 100 families in the Urban Core. The door-to-door survey process began in June 2012. The goal of the survey is to gain direct feedback from residents regarding their current living situation in the areas of economics, education, and housing. In October the community is invited to attend a workshop about the Strategic Management Framework that will be used as an operation model of Capital Crossroads Neighborhood Partnership.

WELLNESS CAPITAL

Chairs:

Laura Jackson, Wellmark
Sheila Lang, Hy-Vee

- Wellness Capital 4.1 - Catalogue and advocate
- List of community assets is complete for now
- Broadened steering committee to include full Capital Crossroads service area
- Wellness Survey – potential regional buy-in for development of a comprehensive, coordinated and measurable wellness initiative (4.1.2)
 - Just completed a Wellness and Community Study
 - This is a state-wide collaborative effort between Healthiest State Initiative, Capital Crossroads Wellness Committee, the Wellness Council of Iowa and Live Healthy Iowa
 - Had over 900 companies participate in the survey
 - Early results show:
 - A willingness to partner in a community-wide wellness program
 - A growing roster of programs that companies offer regarding health & wellness
 - Programs don't need to cost a lot to be effective/popular
 - Success and ROI is very difficult to measure
 - Many are not aware of the full spectrum of programs/tools available to them
 - the questions targeted employers of 20 or more employees
 - Working on deep examination of data now and will have more to share at next Capital Crossroads quarterly meeting

Blue Zones Project Update:

Communities > 10,000

- First 4 demonstration sites have completed their community blueprint
- First 4 demonstration sites completed a walking audit of their community with Dan Burden, internationally recognized expert on walkable and livable communities
- Twelve communities applied to become one of the remaining 6 demonstration sites. Site visits of all these communities have occurred and an announcement is planned for January 30
- 30 Communities < 10,000
- Nine communities under 10,000 have been identified as the first smaller community demonstration sites
- Communities have identified their leadership teams, structure of their project organization and attended orientation meetings
- Community representatives will attend the Blue Zones Institute in January and community blueprint development will follow

Healthiest State Initiative Update:

- In September, nearly 100 business and civic leaders attended the Healthiest State Leadership Summit to learn more about the Gallup Healthways Well Being Index which is the metric being used to track our progress in becoming the healthiest state in the nation
- From the Well Being Index report – 5 key priorities were identified. Leaders have been named to lead these 5 key priorities:
 - Nutrition work group led by Dr. Marianne Miller-Meeks
 - Tobacco Use work group led by David Vellinga
 - Workplace Well-Being work group led by Bill Leaver
 - Dental Health work group led by Suzanne Heckenlaible
 - Lifelong Learning work group led by Ben Allen

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 2012. 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 Tomorrow Plan has three big pushes occurring over the next several weeks:

- We are meeting in small groups with community planners and other technical professionals to get in-depth feedback on the data collected so far and to get their input for the direction of the final plan.
- We have a random sample telephone survey underway. We expect to get the first data from this survey by the end of October. We will be surveying 400 households across the region plus an additional 50 households in economically disadvantaged neighborhoods.
- The Steering Committee is holding two workshops to chart the course of the plan based on the data, computer modeling, and technical and community inputs received to date – and additional inputs that we are expecting. The first workshop was held October 4th.

Coordinating with Capital Crossroads: Key staff from the GDMP and from the MPO have connected directly around the capitals. The two plans are being “bolted together,” in Barry Griswell’s words. One quick example is that the Natural Capital committee and The Tomorrow Plan both wanted to look at forming watershed management authorities to improve water quality. The two have joined forces, convening meetings, bringing experts and mapping to the table. They are coordinating with a current effort in the Four Mile Creek watershed and have jointly set priorities for additional efforts.

Where does The Tomorrow Plan go from here? Once the Steering Committee workshops chart a general course, the consulting team, in collaboration with the MPO and the technical committee, will take all it has learned and knows and make a series of recommendations for the final plan. Those recommendations will be shared with the public for additional thought and, by the first quarter of next year, these extensive efforts will take the shape of a plan for the Greater Des Moines region to implement over time. 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 Central Station – A ribbon-cutting ceremony for the new DART Central Station will be held at 2 p.m. Tuesday, October 23, at 620 Cherry Street. A public open house will follow on Sunday, October 28, from 2 to 4 p.m. The station will open to foot traffic on Monday, November 12. DART's Operations and Maintenance Facility will close to the public at this time. Bus traffic will move to DART Central Station on Friday, November 23. Walnut Street will cease to operate as a transit mall at this time.

DART Forward 2035 – Expansive changes to DART's local bus routes will also take effect on Friday, November 23, in accordance with the Year 1 recommendations of the DART Forward 2035 Services Plan. This includes the launch of two new routes: Route 52, a 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. These changes were preceded by changes in June to DART's Express, On Call, Flex and Shuttle services.

Bus-Rapid Transit – DART and key supporters are continuing their 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, which will begin operation as a base route beginning Friday, November 23. The additional investment would elevate the service to "bus-rapid transit," including stations along the line, specially branded hybrid vehicles, and traffic-signal prioritization to speed transit travel along the corridor.

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 met again in May and heard updates on Climate Data Trends & Planning Impacts from Chris Anderson with ISU, U.S. Army Corps of Engineers Planning Revision Impacts from Bill Stowe with the City of Des Moines, update on the Four Mile Creek Watershed Plan from Mark Land with Snyder & Associates, and Carlisle Watershed Projects and Planning from Mayor Ruth Randleman.

Additionally, a joint meeting with the Environmental, Governance and Physical Capitals happened on June 13 to cover the topics of flooding, watershed management and smart planning to coordinate collaboration between the capitals that work on overlapping issues.

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 completed its list of Surface Transportation Program (STP) and DC trip regional transportation priority projects for FY 2013. The regional priority projects were presented to Congressional Staff during the Partnership's DC Trip in May.

Representatives with the MPO, IDOT, Greater Des Moines Partnership and Des Moines Airport continue to meet and work toward designating the Highway 5 / US Highway 65 freeway corridor in the Greater Des Moines metro area as part of the federal Interstate system. The immediate total cost to upgrade the corridor to Interstate standards is approximately \$1 million. In addition, there are upgrades that will need to be made in the future in order to meet federal highway standards. But those upgrades can be spread out over an extended period of time. The planning-level needs analyses is complete, we're now working on the best approach to implement the recommendations to make the project happen.

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 trans loading facility feasibility study for central Iowa. A trans load 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 trans loading facility, and develop design criteria and construction cost estimates for a trans load 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.

IDOT received approval from the FRA to decouple our Iowa-Illinois joint funding application for the passenger route from Chicago to Iowa City. Illinois is now proceeding to build the route to Moline. Iowa has an 18 month extension to complete a new Chicago to Omaha/Council Bluffs feasibility study (\$2 M fully funded), which should be done Spring of 2013. At that time, Iowa must commit to proceeding with an application to fund the remainder of the route (i.e., Iowa City to Omaha/Council Bluffs), or it loses the funding from Moline to Iowa City (i.e., the deferred funding already in place, which is about \$80 M).

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

According to the Des Moines International Airport, passenger traffic is up 10% year to date. This is the beginning of the "Southwest Effect" and the Airport expects that trend to continue.

Following Southwest's inaugural flight on Sept 30, airline ticket prices continue to drop and airlines are now serving Des Moines with larger aircraft that have lower per seat operating costs than the smaller Regional Jets (RJ). Coupled together, all of these factors have made flying out of Des Moines more competitive and have contributed to the increase in passenger traffic.

To accommodate the increased traffic the airport recently spent over \$200,000 on infrastructure that allowed TSA to add a fifth passenger screening lane, and equipment for a sixth lane has been installed in anticipation of continued traffic increases. The total number of daily passenger seats available in Des Moines has increased by approximately 50% and the airlines continue to experience very high load factors. Given that kind of demand, the airport hoped to see greater reductions in the use of RJ aircraft, continued upgrades to mainline aircraft, improved scheduling and routing, and even more competitive airfares.

Counters are being constructed in the bag claim area that will accommodate Southwest when completed. Initially Southwest Airlines will operate at the north end of the terminal at ticket counters which already exist. Once the counters in bag claim are completed and luggage screening machines are installed, Southwest will relocate to the new counters providing additional capacity to passenger processing.

The second floor bridge connecting the two parking garages is complete and opened on July 20. This has greatly simplified navigation in the garages and allows for a better flow of traffic. The first floor construction will be completed in October and will increase covered parking by 117 parking spaces. Additional public parking areas are being designed and will construction will begin when demand dictates.

A signage plan has been completed which addresses directional signage needs beginning at the primary arteries into the Metro area through the parking structures at the Airport. Passenger from a larger market area are being attracted to the Airport and proper signage is vital to continued growth.

Peak period demand for parking, traffic flow, and passenger processing continue to be concerning and available space for expansion is limited.

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: Have met with chamber-based leadership programs and they are interested in discussing opportunities to better partner, share best practices, etc. Will include community-based leadership programs in future meetings. May form Regional Leadership Council from this group.
- Optimize young-professional networking and programming. Engage students....
 - Progress: This wasn't viewed as a high priority given the successful existing programs.
- Develop a formalized regional mentorship program.
 - Progress: This was moved up on the timeline due to opportunity and interest. Pilot is developed and will begin in January 2013.

Leadership Committees

The Leadership Committees consist of two committees with the focus areas of:

- Leveraging:
 - Developing a formalized structure to better coordinate and leverage existing leadership programs and their alumni – may take the form of a Regional Leadership Council.
 - Developing opportunities for leadership affinity leadership programs to come together for networking, sharing of best practices and engagement opportunities.
 - Developing a common web-based information and access point.

The current status of the Leveraging Committee is an outreach effort to the coordinators of the community-based leadership programs. This group would be a logical starting point in the formation of a Regional Leadership Council and have stated interested as well as recognition of the need for such a Council and more structured connections between their programs.

The web-based platform will most likely be developed as a subsection of the GDM Partnership's new website throughout the next year.

- Mentoring:
 - Developing a formalized mentoring program designed to connect new and seasoned leaders and develop the next generations of community leaders for our region.

The mentoring program is being developed as a pilot call Community Connect: Mentors Inspiring Success and will kick-off in January. Efforts are currently underway to recruit the 10 mentors for the program, confirm the speakers and locations and develop the application materials. The Community Foundation of Greater Des Moines is providing the initial funding for the pilot.

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. 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.
 - The Civility Initiative is a major sponsor of the upcoming Governor's Summit on Bullying Prevention occurring in November.

Diversity

Year One Goals Identified in the Capital Crossroad Plan:

- Celebrate regional diversity through high-profile actions and events - The existing Diversity Council facilitated by the Greater Des Moines Partnership the committee leading the diversity goals for Capital Crossroads. Progress toward goals include:
 - Two multicultural receptions with 400 total participants.
 - Requested seat on the Cultural Capital Committee.
 - Simplified annual diversity award application and a new nomination process.
 - Conducted six diversity webinars with 50 participants per session.
 - Developed an annual report and benchmarks.
 - Increasing involvement with the Young Professionals Connection.

BUSINESS CAPITAL

Chairs:

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

Create Target Business Councils

- Advanced Manufacturing Council’s initial meeting will be on Friday, October 12.
- Financial Services Council, Information Solutions Council and Agribusiness Councils have met. Key findings include:
 - Financial services companies have challenges in hiring actuarial and IT talent.
 - U.S .and State regulatory officials need better training to stay up with the rapid changes in technology.
 - ISU needs to improve IP processes so they do not take so long to begin a program. As a follow up to these comments, Dr. Lisa Lorenzen, Executive Director of the ISU Research Foundation, will discuss changes that ISU is making in its IP process at our next Agribusiness Council meeting.
 - IT professionals are competing for the same employees in the Metro. IT employees are highly mobile and project oriented. At our next meeting, the Information Solutions Council will be providing direction to the Partnership on its workforce recruitment strategies.
 - The type of workspace, culture and amenities makes a big difference to IT employees in attracting and retaining them in the Metro.
 - All participants knew each other’s companies and but did not know each other. There seemed to be a lot of enthusiasm for developing better relationships and networking further.

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 preparing to launch in November.

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

- StartupCity Des Moines opened its doors last October. Eight companies are located in StartupCity Des Moines. It has offered 10 educational classes, multiple “investor pitch days”, two StartupCity job crawls and two Startup Fairs along with a three-day code-a-thon.
- Plains Angels was launched on June 18. There are 100 angel investors. Pitches have made by 8 firms over the last 4 months. One entrepreneur has received funding.
- We are working with the Iowa Integrated Innovation and Commercialization Network (IICN) to better serve entrepreneurs.

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 17 POCI projects.

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

- Initial meeting of work group was held on March 29, 2012. Action steps identified include developing a model for effective technology transfer including networks and partnerships, developing a marketing strategy, and promoting the need for increased research infrastructure capabilities.

Market and Attract

Optimize marketing program – website, social media, marketing missions, trade shows, public relations and events.

- Website upgrades completed.
- PR efforts continue with 26 national placements and 8 regional placements YTD in 2012.
- Co-hosted an Insurance Seminar and Reception the week of May 21st in New York City with Governor Branstad, Insurance Commissioner Voss and IEDA.
- Partnership, Ames Chamber and IEDA held a business and talent recruitment reception in Palo Alto on September 20 featuring the Nadas.
- Ames-Des Moines Corridor promoted the region at 3 trade shows in 2012 (YTD). These were the World Congress on Industrial Bioprocessing, IFT, and AFKOM.

Explore expansion of international marketing efforts

- Hosted three Chinese delegations (Hebei, Harbin and Jiaying).
- Participated in the State of Iowa Brazil/Chile Trade Mission in July.
- Foreign Trade Zone application to reorganize under the alternative site framework was approved on September 26, 2012. This new framework speeds up the approval process for “Usage Driven” sites and “Magnet” sites.
- In September, Central Iowa was selected to participate in the Brookings Institution’s Metropolitan Export Exchange. By participating in this Brookings collaborative over the next 6 to 12 months, Central Iowa will create an action-oriented export plan.

Fully leverage local leadership in Central Iowa

- Launched Digital Ambassadors program.
- Smartphone app nearing completion.
- Developed a digital marketing brochure.

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 will open for transit service in November.
- The Principal Riverwalk will be completed by Year’s End.
- Work on the Botanical Center, Nollen Plaza, and the Des Moines Social Club projects continue to advance.
- Work on the Walnut Street concept design began in September and will be completed in April 2013.

There is a substantial amount of residential development occurring in the Downtown. Much of it involves conversion of historic office buildings to residential development, including:

- Fleming Building,
- Crane Building,
- Rocket Transfer, and
- Des Moines Building.

We anticipate new building conversions to begin in 2013, including: Mitchell Transmission and Younkers. We also anticipate new residential construction projects to start on properties located south of MLK in the Riverpoint area.

Neighborhoods

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

Principles include:

- Attracting investment to urban neighborhoods
- Strengthening our heterogeneous neighborhoods
- Recognizing the importance of quality of life amenities to attract and retain residents
- Identifying mechanisms and resources to implement strategies
- Engaging neighborhoods to shape strategies in a meaningful way

Strategic considerations include:

- Real Estate
- Public Infrastructure (transit, sidewalks, streets, utilities)
- Educational institutions
- Marketing and Public Relations
- Neighborhood and Catalyst Engagement
- Quality of Life

CULTURAL CAPITAL

Chairs:

Brian Lourenzo, Brick Gentry P.C.

Mary Cownie, Iowa Department of Cultural Affairs

Prioritization of Cultural Capital Actions

1. Sustain and grow financial resources to support the arts economy. (Sustainable Funding)
2. Advance the vision and mindset of the arts as a critical component of the community's "fabric." (Communication)
3. Develop more centralized, coordinated and enhanced arts marketing, promotion and attendance- building strategies. (Collaboration)
4. Ensure collaboration and information-sharing among Greater Des Moines' arts & cultural entities. (Collaboration)
5. Connect regional communities and visitors with Greater Des Moines' arts, cultural, heritage, architecture and public art assets. (Communication)
6. Leverage the arts to bring different Greater Des Moines constituencies together. (Collaboration)
7. Increase available space for arts performance, education, and incubation. (Infrastructure)
8. Enhance efforts to develop a regional music economy. (Innovation)
9. Pursue potential designation of arts districts in Greater Des Moines communities. (Community Planning)
10. 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.

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.

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.

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

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

In support of these efforts, Bravo Greater Des Moines has recently completed their 2012 Economic Impact Study. The results of this study directly support the development of the Sector's Message and Advocacy Plan -providing important, necessary data that demonstrates importance and impact of the Arts Sector on our Regional Economy and Community.

CAPITAL CROSSROADS

A VISION FORWARD 

HUMAN CAPITAL

Chairs:

David Wilkerson, Waukee Community Schools
Scott Johnson, Wells Fargo

Cradle thru Career

Four key thematic areas:

- Advocacy
- Cradle to Career
- Life Long Achievement
- Business Education Alliance

Advocacy

On October 15, Tom Lane (Superintendent, Carlisle School District) presented the 2012 Legislative Priorities of the School Administrators of Iowa to the Human Capital Steering Council for consideration. Following are three priorities contained in the SAI document that most closely align with the Capital Crossroads strategic plan. The document can be found in its entirety as an Exhibit to this report.

“Preschool: We (SAI) support the current Voluntary Preschool Program as it exists in the Iowa Code and emphasize how important it is to have early childhood education available to all children and financed through the funding formula. We believe the current preschool program with qualified teachers will be a strong factor for success in meeting the Vision’s goal of ensuring third grade literacy. We believe preschool is an important step in helping to reduce the achievement gap present in Iowa schools. The preschool funding level has been changed for 2011-2012. We believe more time is needed to evaluate the impact of that change to see if the reduced funding will meet the needs of the program.

Concurrent Enrollment: We (SAI) support the ability of school districts to allow for students who begin a concurrent enrollment class under the Senior Year Plus program to continue for high school credit if they decide to drop the college credit under the community college’s timeline. We also support allowing non-proficient students to be able to take advantage of concurrent enrollment opportunities. All students can gain tremendously by becoming involved in the concurrent enrollment programming opportunities.

One Unshakable Vision; World Class Schools for Iowa: We (SAI) commend the Branstad administration and the Department of Education for the important work and interest in school reform. We share their interest in educational transformation. Many important details are being developed on the One Unshakable Vision; World Class Schools for Iowa blueprint. We will update our recommendations once the details are shared. There are many aspects of the vision that are encouraging, and we have some questions about other parts of the vision.

We (SAI) believe that all costs of the reforms included in the Governor's recent report shall be funded with additional resources and not through repurposing existing pre K-12 funds. The resource of time shall also be allocated in order to allow the Iowa Department of Education and local school districts sufficient preparation to collaborate to build the capacity needed for the reforms.

The importance of district and building leadership for the changes needed in schools across Iowa cannot be overlooked or minimized. School administrators and school boards must be able to lead schools and districts if long-lasting change is to be successful for increased student achievement. Under the Iowa governance model for schools, these leaders will be held accountable for the necessary results. They must be given the time, resources and authority necessary to lead in order to achieve the needed outcomes."

In July the Partnership collaborated with the Chicago Council and the Culver Group to host one of seven Midwest summits to gather input for a study that will be released later this year titled "Immigration and U.S. Economic Competitiveness: A View from the Midwest. The study will focus on the impact of immigrant entrepreneurs and foreign-born graduates (from US colleges and universities) on the United States future competitiveness in a global marketplace. The study will assist the Partnership in our continued efforts to design and lobby for meaningful targeted immigration reform.

Cradle to Career:

We have spent the past several months working with representatives from BHEF as they have managed the process of data gathering and analysis to determine the exact scope of a College/Career Readiness Initiative (CRI) for Central Iowa. The CRI is a member-driven initiative based on an approach in which an entire community takes ownership of college readiness, access and completion (with leadership from the business community). The three basic issues that must be addressed are: 1) in many of our school districts, a troubling number of students are not completing high school; 2) many of those who are completing high school are not ready for college-level work (particularly in math and science); 3) there is a disturbing misalignment between student career interest (as expressed in the ACT interest inventory) and projected workforce needs in the Capital Crossroads footprint.

On October 15 the Human Capital Steering Council met with leadership from BHEF to review the data, identify areas of misalignment and determine next steps toward developing a CRI strategy for Central Iowa. Data presented by Wade Luewerke's data put a finer point on the regional misalignment, and it is clearer to the group that Des Moines shares many of the misalignment characteristics that exist in regions nationwide. While ideas regarding workplace competencies and "Higher Order Thinking Skills" (HOTS) have been promoted for years, we have seen relatively little progress on developing these competencies in high school and college, despite increasing demands for these skills in the workplace.

As a result, there was broad consensus among participants regarding the need to equip students, especially college graduates, both with deep technical knowledge and the 21st century workplace competencies that companies need in their workforce to innovate and that individuals need to succeed in today's economy. There appeared to be general endorsement of the communications campaign as one important component of a general strategy, and that it should include a big goal and communications emphasizing to students and parents that 1) college is possible, and 2) at least some college is essential to earn a living wage.

In light of this general agreement, and to keep this work moving forward, recommendations for next steps are as follows:

Ask the partners to each commit a staff person to drive the work.

Past experience has shown us that principals are typically too busy to manage the day-to-day tasks required by this initiative. In all regions where BHEF has established regional projects, staff members are designated to ensure the project's progress. At the next tri-chairs call, decide where the work should be rooted. If it is the Greater Des Moines Partnership, frame an "ask" that ensures key partners have someone within their organizations to keep this work progressing and task Mary Bontrager to convene the partners on a regular schedule.

Establish a "big goal"

The "big goal" will ensure that community members are rowing in the same direction, while providing a measureable target will clarify the messaging. For Louisville, the goal was to make the city among the top of its peer group. This requires the region to gain an additional 55,000 degrees. In our case, a more nuanced goal that focuses, in particular, on high-growth industries and necessary competencies for the region is recommended. The first task of the delegates (above) should be to define this goal and the metrics that can eventually mark progress toward the goal.

Determine what sector will own which piece of the work

Mutual accountability and shared responsibility agreements are critical to parsing out the work to be done. The group should flesh out the 6 strategies to achieve workforce goals and identify the areas each sector will claim ownership of in order to maximize the impact of the effort. For example, The Principal is taking leadership, through its participation in BHEF's Hewlett skills work, in communicating the competencies it needs and how it hires for these. Asking business more broadly to engage in this type of activity helps deliver a common message and can mobilize the business community to better connect students to jobs in a more meaningful way, particularly while they are still in college.

Engage at the national level

BHEF's February 21-22 member meeting offers a prime opportunity to engage in a facilitated conversation among business leaders regarding the business case for 21st century workplace competencies, and will lay the foundation for a follow up event in March. Moreover, BHEF will be launching a national partnership to further common messaging around this topic and they hope to feature Des Moines as a leader in this arena. Finally, as BHEF incorporates lessons learned from our deep dives in regions such as Des Moines, Louisville, and Houston, they see increased opportunity for cross-community collaboration through a network of regions engaged in this work.

While collective efforts are being focused on educating and preparing all students in Central Iowa to be college/career ready, two outstanding district initiatives were highlighted at the August Human Capital meeting. Both will serve as models of excellence in PreK – 12 education to be replicated across our region

The first is Carlisle's Destination 2016 initiative. With a simple, yet powerful vision, – "Graduate college and career-ready students" – Destination 2016 has set three clear goals: 1) 100% of students will graduate from high school; 2) 85% of students graduating will be considered college or career-ready; and 3) 100% of graduates will enter college, vocational programs, the military,

or be prepared for the workplace. To achieve their goals, they have defined four guiding principles:

- Create a college-attending, career-ready culture.
- Pledge to support literacy.
- Engage parents and community.
- Recruit and retain the best and brightest teachers and leaders.

The second initiative, in the Saydel Community School District, was made possible by a recent grant award by the National Institute for Excellence in Teaching (NIET). Saydel was one of two Iowa school districts to receive a Teacher Incentive Fund (TIF) grant to develop effective educators in high-need schools. In this most recent round of TIF grants, Saydel will receive financial and experiential support to implement TAP: The System for Teacher and Student Advancement. Introduced in 1999, the TAP system revitalizes the teaching profession through leadership opportunities, professional development, evaluation and performance-based compensation. In addition to TAP, NIET will work to strengthen STEM teaching staff and learning opportunities for students in the Saydel district.

Life-Long Achievement:

Central Iowa Works (CIW) continues to strengthen its focus on training un- and underemployed, low-skilled workers to meet the demands of regional employers in targeted industry clusters – financial services, advanced manufacturing, health care, and energy. Through the network of workforce partner groups, comprised of employers from the four target industries, CIW is developing and delivering industry specific curriculum for skills training and workplace preparedness. CIW is utilizing their network of Community Based Organizations (CBOs) to identify candidates. Following is a chart outlining results to date.

Project IOWA, a new initiative in the region focused on serving individuals who are underemployed or need up skilling to advance their careers, continues to show great results as well. On September 4th, a graduation ceremony was held for the inaugural forty graduates of Project Iowa -- 32 in welding and 8 in Certified Nurse's Assistant. Many of the graduates have already experienced over 4 months of employment retention with pay increases. A new cohort of 10 students is completing their welding certification and 12 individuals will begin Certified Production Technician (CPT) training on October 16. In addition, a second cohort of 10 will complete Certified Nursing Assistant training the end of October. Project Iowa was also recently awarded a Central Iowa Works Funding Collaborative grant to train 48 CPT's for CIW's Advanced Manufacturing Partners group within the next year.

Talent Magnet

The strategies identified in this section are being addressed and implemented through the Partnership's Attraction/Retention Council (ARC).

Graduate Retention Strategy:

Our campaign has been selected by the Des Moines chapter of the American Advertisers Federation (AAF) for their student competition project. Teams of students from Iowa colleges and universities in the disciplines of PR, advertising, communications and design will research our initiative and then develop campaigns to support our efforts. While we will be issuing an RFP later this year for professional services, the input and ideas of these young adults will be of considerable value to our overall design and implementation strategy.

Recruitment Marketing

We are currently researching and reviewing best-practice technology platforms from other cities/regions that have been developed to support attraction/retention efforts focused on young professionals. Based on conversations with leadership from several other Capitals, we believe there is the potential to create one platform that will respond to a broader demographic and functional need. A regional mega-site of the envisioned scope will require extensive site mapping/design, site development (including branding & marketing), implementation and on-going maintenance and will most likely require a significant financial investment.