

PRIORITY ACTIVITIES PROGRESS REPORT

NOVEMBER 2017

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Capital Crossroads is a **bold but achievable vision** pushing Central Iowans to dream big, not settle for good enough, think long term and work together.

BUSINESS CAPITAL

Mike Crum and Kathryn Kunert

Central Iowa will remain a regional leader in economic growth.

TARGETED INDUSTRY GROWTH

Effectively retain and expand existing businesses

Use Target Industry Councils to inform sector-based action planning

- The Financial Services Council met on November 8 to discuss data analytics. Panel members shared their use of big data. Panelists were Scott Jean, EMC Insurance Companies; Jay Larsen, Nationwide Insurance; and Phil Platte, Wells Fargo Home Lending.

Leverage BRE visits to inform business expansion and attraction efforts

- From July to October, 60 BRE visits occurred.

Continue to advance economic activities with local small businesses

- Square One provided 706 hours of direct consulting services in 2017 as of October 29.
- Five Startup Stories luncheons were held through the end of November.
- The demo day was held during the 2017 Borlaug Dialogue International Symposium for the four companies that were part of the inaugural class of the Iowa AgriTech Accelerator. A crowd of 50 - 75 heard presentations by: WISRAN, Sunnyvale, CA; Rabbit Tractors, Ann Arbor, MI; Hintech, Hiawatha, KS; and FarrPro, Iowa City, IA.
- InsurTech Week was held in October by the Global Insurance Accelerator. Fifteen up-and-coming InsurTech companies visited the metro for a week-long insurance immersion program. InsurTech Week differs from the traditional GIA Accelerator Program in that there is no equity exchange and no residency requirement, making participation possible for entrepreneurs at every stage.

Continue to partner with local EDOs to retain and expand businesses

- Working with local EDOs, the following projects were announced since June:
 - Apple
 - Compressor Controls
 - DuPont Pioneer
 - Global Fiberglass
 - HyVee and PDI
 - John Deere ISG
 - Zirous

Promote Greater Des Moines and Central Iowa in targeted external markets

Promote Central Iowa through multimedia platforms and technologies

Leverage public relations investments to secure earned media placements

- Through Oct. 31, The Partnership's website has been viewed by 69,215 unique visitors. The Partnership generates 63.5 million estimated impressions of its #DSMUSA hashtag and 7.1 million estimated impressions of its #globalDSM hashtag. Both hashtags were launched in 2017. The Partnership garnered 3,978 media placements in the U.S. and 24 other countries. Targeted online advertisements for talent attraction were activated on Sept. 25 and have generated 1.04 million impressions and a 0.10 percent click-through rate (CTR) resulting in 112 conversions on liveDSMSUA.com. Targeted online advertisements for economic development prospects were activated on Oct. 1 and have generated 1.9 million impressions with a 0.09 percent CTR resulting in 17 conversions on growDSMUSA.com. Both ad campaigns are performing above the industry average of 0.07 – 0.08 percent CTR.

Conduct targeted outbound promotional trips to priority markets and events. Collaborative effectively with state and local economic development partners

- Marketing trips were made to Atlanta-Greenville, Minneapolis-St. Paul and San Francisco-Silicon Valley.
- The 2017 Society of Industrial and Office Realtors (SIOR) Fall World Conference was held in Chicago. Over 1,000 corporate real estate executives, commercial brokers, service providers and economic development professionals attended the conference. The Partnership team along with Linda Wunsch (Greater Dallas County Development Alliance) staffed the DSM USA trade show booth.
- Partnership staff exhibited its DSMUSA trade show booth at CoreNet Global 2017 Summit in Seattle. Approximately 3,000 corporate real estate executives, commercial brokers, developers, economic development professionals and other service providers attended the conference.
- IEDA had a trade show booth at the American Council of Life Insurers (ACLI) annual conference in Orlando. Over 750 insurance executives attended the conference. The Partnership helped sponsor and staff the booth. Partnership staff exhibited at the National Association of Industrial and Office Properties annual conference in Chicago. The event was attended by over 1,500 commercial real estate brokers and developers.

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

- Conway Inc. brought the third annual TrustBelt Conference to Des Moines in October. The Midwest region, America's former Rust Belt, has been repositioned by Conway Inc. as the TrustBelt. Once reliant on heavy industrial manufacturing, the region has pivoted to a diverse economy with thriving knowledge-based and IT industries.

Approximately 150 site selectors, corporate executives and economic development professionals attended the conference.

- In conjunction with the Solheim Cup, the City of West Des Moines hosted three site selection consultants.

ENTREPRENEURIAL DYNAMISM

Support and enhance key facets of Central Iowa's diverse entrepreneurial ecosystem

Facilitate the provision of seed and growth capital

- Five Plains Angels meetings were held during Q3 and Q4.
- Raising Capital Seminar was held on September 21.
- The Iowa Economic Development Authority Board approved Technology Commercialization loans to two clients of Square One DSM: Lil' Sidekick Inc. and Zamorins Solutions.

Promote a diverse, networked culture of entrepreneurship

Effectively nurture the full diversity of potential entrepreneurs

- Organized by Community CPA, the 2017 Immigrant Entrepreneurs Summit's was held on November 18. Its mission is to bring businesses of diverse backgrounds together to share, learn, and celebrate the immigrant entrepreneurship experience and contribution to the overall community.
- The Partnership continues its "Top Five" series featuring presentations to inform, educate and inspire business owners in Greater Des Moines. The events focus on a variety of timely topics that affect business owners and managers including legal, human resources, information technology, marketing, accounting and other pressing issues.
- Small Business Success Summit was held on November 10. Approximately 260 people attended the inaugural event.

INTERNATIONAL EXPANSION

Accelerate growth of key industry clusters through global engagement

Focus on the attraction of foreign talent to Central Iowa

- Governor Kim Reynolds and Iowa Economic Development Authority (IEDA) Director Debi Durham led an Israel Trade Mission in September. IEDA Director Debi Durham made a presentation to more than 130 Israelis at a seminar about investing in Iowa. Six Israeli start-up companies made pitches to the Iowans about potential joint ventures. In addition, the Iowa delegation met with two Israeli government organizations that promote research and development deals with businesses and

educational institutions abroad. Two dozen lowans, including staff from the Partnership, Ames Chamber and City of West Des Moines, participated in the Governor’s Israel Trade Mission.

- The Partnership sponsored and promoted IEDA’s Export Compliance 201 training course. The training sessions provided exporters with information about several compliance topics including shipping, certificates of origin, free trade agreements, trade finance and export regulations. The course was attended by over 40 companies from around the state. The Partnership provided the group with information about our e-Certify program and the FTZ program.
- The Partnership sponsored IEDA’s “Doing Business with NAFTA Partners” training presented by Scarbrough 360, and their Canadian and Mexican customs broker partners, AGO Transportation and Scarbrough de Mexico. Topics included NAFTA documentation, shipping processes to/from each market, Canada’s Non-Resident Importer program and GST tax, and Mexico’s many programs and regulations. The event was attended by over 60 exporters from businesses throughout Iowa and neighboring states.
- Farmers Edge, headquartered in Winnipeg, is investing \$2 million to develop a soil testing laboratory in Grimes, which will support the growth of their Midwest operations. Farmers Edge is a global leader in precision agriculture combining hardware and software innovation with advisors on the ground.

CAPITAL CORE

Russ Cross, Colleen MacRae and Scott Sanders

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

DOWNTOWN VITALITY

Increase the capacity and diversity of downtown amenities

Conduct a downtown Des Moines retail analysis and attraction study

- A retail study was shared on September 27 by Maureen McAvey. The work was done in collaboration with the Greater Des Moines Partnership, the Urban Land Institute, the City of Des Moines, and the local retail development community. Key takeaways were that placemaking, wayfinding, parking and storytelling are critical to retail success. Next steps are to convene a group to create an action plan based on the findings.

Enhance downtown Des Moines activity and event programming

- Vibrant, active events continue downtown. Free events such as the East Village Promenade held in November and the World Food & Music Festival in September continue to attract substantial crowds.
- Upcoming events include the second Downtown Winter Farmer's Market December 15-16 and GuideOne ImaginEve is December 31. Each event is expected to attract approximately 10,000 people.

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

- The Water Trails Engineering Study has been completed and a feasibility study of the downtown portion will be conducted in 2018.
- Additional hotel rooms (approximately 750) are being considered at various locations throughout downtown and a number of business expansions and reinvestments for downtown were announced.
- Principal completed its campus reinvestment projects and reopened its corporate headquarters.

Build and sustain downtown housing at multiple price points

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

- Housing that includes a mix of uses continues to become available at a variety of price points. Nearly 1,600 apartment units have been delivered in 2017. These projects are market rate apartments, with no affordability restrictions. Over 1,000 are proposed for future implementation; a number of these are being considered with affordability components integrated into the projects. At the other end of the spectrum, a number of units with ownership opportunities and luxury, high-end amenities are being considered.

Develop a Downtown Des Moines Workforce Housing Plan

- A committee has been working with the Virginia Center for Housing Research on a proposal to identify the quantity, price, and type of workforce housing needed downtown and how to plan for the future. The study will give a strategy for addressing the needs and train staff to analyze data and monitor moving forward. The committee plans to confirm the scope and cost of the proposal, so work can begin early 2018.

Support transportation options that promote urban living and increased affordability

- The B-Cycle system has expanded the number of stations and bicycles.
- The expanded D-Line Saturday service continues to provide better access to downtown activities.

Foster development of connected, pedestrian-friendly downtown environments

Implement strategies to encourage downtown mobility alternatives

- The Transit Future Work Group has recently released the comprehensive Greater Des Moines Transit Funding Study to provide a long-term investment strategy for the region's public transportation system. The 12-page report provides an overview of the Greater Des Moines Transit Funding Study process used by the 51 stakeholder organizations during three meetings held from July through October 2017. The report documents significant agreement among participants that the region grow transit service and seek a dedicated funding source to pay for it, while in the short term continuing to raise property taxes and expanding public-private partnerships. Other implementation recommendations include engagement and educational campaigns and investment in emerging mobility options.
- The Connect Downtown plan is complete. Des Moines City Council is considering next steps and organizers are exploring funding options. Recommendations show plans for converting one-way streets to 2-way and narrowing roadways in favor of more on-street parking and bike amenities.

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

- The City of Des Moines is studying the long-term value of public-owned parking structures.

NEIGHBORHOOD IMPROVEMENT

Leverage effective strategic models for neighborhood improvement

Continue to seek resources to advance the Neighborhood Improvement Implementation Plan

- The City of Des Moines is working with a consulting team out of Arlington, VA, czb LLC, to create a new system framework for responding to current market conditions in Des Moines' neighborhoods. The team is considering strategies ranging from revitalization and spurring demand to affordable housing and assistance for low-income families. czb is looking at the City's role as well as roles for other community partners. The 10-month process will be complete in April 2018.

Implement effective corridor-improvement strategies

- The Douglas Avenue Corridor Plan kicked off in October with RDG as the lead consultant. The plan looks at improving walkability and traffic circulation, identifying redevelopment priorities, addressing vacant buildings, and building identity around the many diverse ethnic businesses located along the corridor.

Support and create district-based financing and investment tools

- Work on the Des Moines land bank will continue upon conclusion of the City's work with czb LLC. This will allow for the land bank plans to be incorporated into the full revitalization plan.

CULTIVATION CORRIDOR

Gage Kent

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

Implement the Cultivation Corridor economic development strategy

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

- In October the Ames Chamber, Greater Des Moines Partnership, Cultivation Corridor, IEDA and ISU hosted the Governor's reception during the 2017 Borlaug Dialogue International Symposium. It featured remarks by the Governor, ISU Dean of Agriculture Wendy Wintersteen and Nara Chandrababu Naidu, Chief Minister of the Indian state of Andhra Pradesh. At the event, ISU announced a new research agreement with Andhra Pradesh. Also, three ag-tech startups (SmartAg, Nebullam and Farrpro) presented an overview of their business. More than 200 Symposium attendees and guests came to the reception.
- The Corridor managed leads in collaboration with partner economic development organizations and the Iowa State University Research Park.

Actively promote the Cultivation Corridor brand

Increase brand awareness among targeted audiences

- In July the Cultivation Corridor received the findings of a national study of ag professionals. The study asked professionals from around the country to share their perceptions of emerging agricultural innovation regions, including familiarity, reputation and likelihood to pursue a career opportunity in each region. Where possible, the 2017 findings were benchmarked against the initial study which undergirded the formation of the Corridor in 2013.

Support agbio and agtech innovation

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

- The AgriTech Accelerator, launched by the Cultivation Corridor and Greater Des Moines Partnership, brought companies from around the world to central Iowa for the

100-day program starting on July 10. The companies received \$40,000 and gave their pitch presentations at the World Food Prize. A crowd of 50 - 75 heard presentations by: WISRAN, Sunnyvale, CA; Rabbit Tractors, Ann Arbor, MI; Hintech, Hiawatha, KS; and, FarrPro, Iowa City, IA. The accelerator had a team of 58 mentors from central Iowa companies who were available to the cohort. Investors in the AgriTech Accelerator include Farmers Mutual Hail, Grinnell Mutual, John Deere, Kent Corporation, The Peoples Company, Pioneer and Sukup.

CULTURAL CAPITAL

Sally Dix, Greg Edwards and Myrna Johnson

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

REGIONAL ARTS SECTOR

Provide ongoing support for arts and culture organizations and producers

Ensure arts entities contribute effectively to the cultural ecosystem

- On November 8, the results of the Regional Cultural Assessment were shared with the community at an event attended by over 100 community leaders. The assessment has also been published online. Opportunities highlighted in the assessment will help the cultural community in Central Iowa continue to thrive.

Develop and implement a cultural assessment for the region

Effectively support and implement the region's cultural assessment.

- Three to five pilot projects that demonstrate the spirit of everyday, everywhere art will be deployed. In collaboration with Group Creative Services, neighborhoods, artists and community issues are being identified that lend themselves to creative collisions and will uniquely demonstrate the power of the arts for building community. Through dynamic, interactive and easy to access art experiences, art in the public sphere will create new interactions between artist, audience and place throughout the region.
- Drake University, with support from the Greater Des Moines Partnership, will conduct an analysis to identify the infrastructure needed in the community to encourage robust entrepreneurship in the creative sector. This work is being directed by faculty in Drake's College of Business and Public Administration in collaboration with Drake students and local artists.
- Implementation on these two efforts leave approximately \$70,000 for additional implementation projects to be determined over the next several months.

- Catch Des Moines worked with Bankers Trust, BRAVO Greater Des Moines, the City of Des Moines, Greater Des Moines Partnership, Polk County, and Prairie Meadows Casino Racetrack & Hotel to provide statements and other detailed information to support the nomination for the International Festivals & Events Association (IFEA) World Festival & Event City Award, presented by VISA at the Annual IFEA Convention & Expo. Des Moines was one of nine international city recipients to receive the prestigious award.
- Greater Des Moines is home to hundreds of festivals and events that draw millions of visitors throughout the year and enhance the quality of life for the more than 600,00 people who live in the metro. Arts & culture is one of three foundational elements on which the Catch Des Moines brand is built to attract the more than 13 million visitors to Greater Des Moines each year. To support this pillar, Catch Des Moines has done the following:
 - Dedicated a portion of the website to promoting arts & culture in Greater Des Moines. Visitors can access a range of activities to enjoy.
 - Implemented cooperative advertising campaigns with over \$750,000 in media buys with key partners such as the Des Moines Metro Opera, Des Moines Arts Festival, 80/35, Winefest and more to promote Greater Des Moines Arts & Culture in key markets such as Eastern Iowa, Omaha/Council Bluffs, Sioux City, Kansas City and Minneapolis to attract visitors to the metro.
 - Developed brand ads centered around arts & culture that are part of the effort to generate 250,000,000 impressions of the brand to visitors. Print ads are also featured in magazines such as *Midwest Living* and in local arts programs and playbills.

GOVERNANCE CAPITAL

Bob Andeweg, Sara Kurovski and Gretchen Tegeler

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

COORDINATED OPERATIONS AND GOVERNANCE

Pursue operational coordination

Continue the evolution of the Local Government Collaboration Project

- Area finance directors worked together to develop a tool to enable financial and budget comparisons to be made amongst metro cities. The information was published in September and will especially helpful to elected officials during budgeting. The model will also provide transparency to citizens. The tool analyzes expenditures, constitutional debt limits, fund balances, and taxable valuations across cities and

years. The team also created a common calendar and discussion tool to expedite the resource-sharing process.

- In February, mayors and city managers from around the metro will come together to identify their next region-wide collaborative project. Various topics have been discussed, but the session will allow all to have input in deciding the top priority. The project could provide a means of continuing work that has already begun, or it could take on an entirely new subject area.
- In collaboration with the Business Capital, efforts continue to develop the Fair Play Agreement 2.0.

Adopt and sustain the work of the Central Iowa Code Consortium

- The 2018 codes are currently out for review. Proposals will be accepted beginning January 2018.

HUMAN CAPITAL

Elisabeth Buck, Dr. Angela Franklin and Greg Nichols

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

WORKFORCE-SUPPORTIVE POLICIES

Identify and lobby for education policies benefitting Central Iowa

Leverage partners to inform policy priorities

- United Way of Central Iowa (UWCI) and the Greater Des Moines Partnership have worked with many community partners to identify policy priorities for the 2018 Iowa Legislative Session.
- With the passage of new HSED legislation, there are now several new pathways being formalized including an Adult Diploma that bundles existing high school credits earned alongside post-secondary credits in core competency areas that result in an Iowa Department of Education recognized HSED.

Consider the promotion of education-specific policy issues

- In preparation of the 2018 Iowa Legislative Session, The Partnership hosted its annual Excellence in Education summit where the organization highlighted recent successes in the education system, discussed issues and barriers to delivering high quality education in Iowa, and identified policy priorities for 2018. More than 180 educators, students, business and non-profit leaders and elected officials attended the event.

CRADLE THROUGH CAREER PIPELINE

Partner with the private sector to maximize their impact on talent development

Optimize coordination and communication with private sector partners

- UWCI maintains a number of work groups including private sector representatives. The OpportUNITY Plan group maintains regular email communications, and, during legislative session, UWCI launches a weekly update newsletter on statehouse news. The Skills2Compete Coalition is also a means by which public and private sector representatives are brought together to address critical policies that affect adult education and workforce development.
- In November, the Partnership launched the rebranding of Education Drives our Greater Economy (EDGE) to align to the DSM USA regional identifier. In conjunction with rebranding, the first annual EDGE community report card was released highlighting a 10.4 percentage point increase in completion rates of post-secondary education from 2008 to 2016. Since the launch of EDGE in 2014, completion rates have improved by 1.1 percentage points from 60.6 percent to 61.7 percent. Additionally, the percentage of working-age adults with some education beyond high school has increased from 70.1 percent in 2014 to 79.3 percent in 2016. All indications are trending positively toward achievement the 75x25 goal.

Provide support for early grade success

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

- In May 2016, United Way of Central Iowa officially launched the Read to Succeed Campaign, a community action and awareness campaign designed to mobilize the community to increase the number of students who read proficiently by the end of the third grade to 90% by 2020. Since launching, 354 volunteers have been engaged to be reading mentors with children through Power Read, resulting in 98.2% of students with a mentor demonstrating improvement in reading. Because of the community's collective work on early grade reading, UWCI has:
 - Increased kindergarten readiness scores by 15%
 - Decreased chronic absent rates by 3%
 - Increased by 50% the number of children in summer programming showing improvement in reading skills
 - Most significantly, UWCI has increased the numbers of low-income 3rd graders reading proficiently by 3% points over the past 3 years.

Graduate Central Iowa high school students college and career ready

Support college and career readiness in Central Iowa high schools

- In collaboration with Kuder, Inc., in November the Partnership will begin piloting the new Connect2Business platform in 10 schools in the metro. The platform will allow K-12 students and educators to connect online with businesses who will provide career exploration and work-based learning opportunities.

LIFELONG LEARNING

Help Central Iowa adults advance their education and career opportunities

Support local adults seeking to complete high school and college degrees

- Bridges to Success is a collaborative effort led by the United Way of Central Iowa (UWCI) to help 10,000 central Iowans achieve a high school equivalency diploma (HSED) by 2020. This aggressive goal is foundational to helping individuals move onto the next phase of skill-building through access to post-secondary education and training. Since the Bridges to Success launch, 1,461 individuals have attained their HSED. UWCI is also working on larger system changes to offer more opportunities for central Iowans to have success.
- In April 2017 UWCI launched Central Iowa HealthWorks in the community with the goal of training nearly 400 central Iowans for careers in healthcare over a four-year period. This opportunity was made possible through a \$2.2 million grant from the US Department of Labor. As of September, 112 individuals are enrolled with plans to enroll more in the last quarter of the year.
- Of the 112 participants in the Central Iowa HealthWorks program, 42 have already completed training and 73 are currently in training. Participants also represent those who are underrepresented in the healthcare field:
 - 69% are minorities
 - 46% are refugees or immigrants
 - 7% have a disability
 - 23% are single parents
 - 11% have little work history
 - 6% have a criminal record
 - 42% are considered low income under Workforce Innovation and Opportunity Act standards
 - 96% live in households at 250% or less of the federal poverty level.
- Partnerships continue and are emerging with Signature Healthcare, DMACC, Broadlawn and Lutheran Services of Iowa to provide targeted training opportunities.
- To date, Central Iowa HealthWorks has a 92% retention rate.

TALENT RETENTION AND ATTRACTION

Retain skilled recent graduates and interns

Leverage tools and relationships to support talent retention

- The Partnership continues to host quarterly Welcome to Des Moines receptions to more effectively welcome and engage new professionals to the community. The Q3 event in October attracted 30 attendees; the Q4 event will be held December 6.

Attract top talent to Central Iowa

Promote Central Iowa through external events and visitation

- In 2017 the Partnership conducted 99 in-person recruiting events on 53 college campuses in addition to professional level recruiting at SXSW in Austin, Texas and the CI-SHRM career fair in DSM, representing an 18 percent increase over the number of events attended in 2016. Through these efforts, 3,244 in-person conversations were conducted with prospective candidates. A follow-up email campaign is planned to maintain connection.
- In 2017, the Partnership participated in six virtual career fairs resulting in 11,435 participants in the virtual booth.

Enhance targeted outreach and engagement with talent prospects

- The Partnership has successfully expanded its interactions to build awareness of the region's career and lifestyle advantages. There have been 20,217 website sessions from social media referrals to The Partnership website through Oct. 31, compared with just 4,614 for all of 2016, marking a 338 percent increase to outpace the goal of 5 percent growth. Of the total sessions, 14,745, or 72.9 percent, were first-time visits.
- #DSMUSA garnered 63.5 million potential impressions and its #GlobalDSM hashtag garnered 7.1 million potential impressions through Oct. 31.
- The Partnership's online Career Center increased its active resume pool by 55.5 percent over 2017, with 1,336 job seeker profiles having been created for the year through Oct. 31.
- The Black/African American Employment Opportunity report became a key component of the Directors Council's "One Economy" strategic plan which is a comprehensive approach to addressing the social and economic challenges of this population.
- In September, the Persons with Disabilities Study was unveiled outlining the current state of residents in our region relating to employment, poverty and education.
- As a strategy under the OpportUNITY plan, the Central Iowa Reentry Task Force offered a Reentry Simulation developed by the United States Attorney's Office. Over 375 individuals, primarily employers and policy makers, have participated in the simulation.
- In September, the Central Iowa Re-Entry Task Force hosted a Reentry Summit at the Iowa Correctional Institution for Women, bringing together employers, state agencies, elected officials and community organizations to participate in the simulation and discuss ways to enhance reentry services in central Iowa. Over 100 individuals have attended the summit the last two years.

Work to attract international talent to the region

- Joined the Welcoming America Network and convened local public officials to develop a collaborative Welcoming Cities plan
- Hosted “Maximizing International Talent Summit” to engage employer partners
- Provided direct employment navigation services to highly-skilled foreign-born professionals and worked with higher education to develop an international student retention plan.

NATURAL CAPITAL

Adam Hammes, Hannah Inman and Larry James

Central Iowa will be recognized nationally as a best practice community for its environmental sustainability

LAND USE, ZONING, AND SUSTAINABILITY

Implement policy and resource frameworks supporting Central Iowa’s sustainable growth vision

Zone for preferred land uses

- The Connect Downtown plan has been completed and City Council is considering next steps. The recommendations show plans for converting one-way streets to two-way and narrowing roadways in favor of more on-street parking and bike amenities.

OUTDOOR RECREATION

Enhance Central Iowa’s network of parks and greenways

Develop and implement a regional parks plan

- The partnership between Iowa State University, Great Outdoors Foundation, and Capital Crossroads is in its final stages. A report from the students will take place December 13th to the initial partners, with a complete presentation to the community and media in January.

RESOURCE CONSERVATION

Optimize water quality and distribution

Continue expanding watershed management capacity and impacts

- A greenway master plan was released in September for Lower Fourmile Creek. The plan identifies necessary steps to acquire and create a linear greenway along Fourmile

Creek downstream of Interstate 80. The primary goals of the greenway are intended for flood hazard mitigation and to improve water quality. The plan also addresses other potential natural resource and recreational improvements the greenway can offer.

Partner on conservation and advocacy efforts to sustain Central Iowa's natural resources

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

- An event was held in November as part of the *Current Conversations on Water Quality: An Upstream-Downstream Exchange* series. This series is a partnership between Capital Crossroads and Agriculture's Clean Water Alliance, a group of ag retailers that aims to help agriculture identify and implement solutions that reduce nutrient loss to Iowa's waters. The November event highlighted the first bioreactor recharge in the state as a way to effectively reduce nitrate levels in water streams.

MARKETING AND EDUCATION

Actively promote environmental sustainability issues and opportunities

Develop compelling effective public outreach campaigns

- The Great Outdoors Foundation is working with Webspec to create a community calendar for outdoor recreation and conservation events for partners within the region. Attached to that calendar will be a social media marketing budget to build marketing and awareness for our community partners.

PHYSICAL CAPITAL

Todd Ashby, Eric Burmeister and Michael Sadler

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

TRANSPORTATION AND MOBILITY

Optimize transportation infrastructure and services

Create a non-partisan mobility alliance as a business-led partnership to advance multimodal mobility in Central Iowa

- The Transit Future Work Group and the MPO's Bicycle-Pedestrian Roundtable look at ways to work with partner agencies to advance multi-modal transportation alternatives.

Ensure efficient use of existing transportation investments

- The MPO's Surface Transportation Block Grant funding sub-committee uses a scoring method to find the best and most efficient projects for funding transportation projects.
- The Iowa Data Bike was developed to determine pavement conditions on the region's trail system and where investment should be made.
- Pavement, safety, traffic and other performance reports have also been developed to indicate system performance and help determine where investment should be undertaken.

Foster development of connected, bicycle- and pedestrian-friendly environments

Implement strategies to encourage mobility alternatives

- MPO funding applicants receive more points for projects that have a transit or multi-modal component or support walking or biking.
- A model complete streets policy was developed and shared that with regional governments for implementation and modification.

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

- The Connect Downtown study looked at the need for parking downtown and street typography.
- Don Shoup, distinguished research professor at the University of California Los Angeles was featured as part of the Tomorrow Plan speaker series. Shoup shared alternative pricing and planning methods for public parking.

Advance and swiftly transition key policies into implementation mode

- On December 4 the Connect Downtown Study will be presented to City Council for adoption. Upon acceptance, the city will determine a plan for integrating construction of one-way streets into two-way streets into current construction plans.
- Carlisle and Windsor Heights, among others, developed complete streets policies and implemented sidewalk plans in each city.
- Supported the Windsor Heights redesign of University Avenue and worked with various communities on Safe Route to School projects to help children bike and walk to school safely.

Enhance regional transit capacity

Provide ongoing support for implementation of DART Forward 2035

- The MPO provides approximately \$1 million in funding each year for DART. The Transit Future Work Group also looked at developing sustainable funding streams for DART Forward 2035. Progress has been made, but there is work still to be done.

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

- Workshops, speakers, and best practices have been shared with communities on development types that help support transit more efficiently.
- National expert Brandon Palanker visited as part of the Tomorrow Series. Palanker shared insights on form-based codes from a developer perspective and its potential return on investment.

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

- The MPO's Surface Transportation Block Grant funding formula provides for additional points for projects that have transit connectivity and support nodal development. Also, work on form-based codes with communities support the idea of corridors and nodes.

Develop key freight infrastructure

Design and promote a regional multimodal transload facility

- The City of Des Moines has sold the land for the facility to an operator. The operator is in the process of developing the site and plans are being developed for the facility. Presentations to various groups about the transload facility are ongoing generating interest in the facility for company use.

DESTINATION AMENITIES

Develop a world-class system of land and water trails

Develop and connect Central Iowa's network of land trails

- Continued funding from the MPO and local communities provides maintenance and additional connections in the trail system. The MPO's Data Bike provides pavement condition ratings that help communities determine where trail maintenance is most needed.

Build an extensive system of regional water trails

- The Regional Water Trails effort continues thanks to the leadership of the MPO. The engineering feasibility plan is underway and will be completed early 2018. The MPO has made numerous presentations to the community regarding the water trails, and also hosts the steering committee meetings for the engineering efforts.

21st CENTURY TECHNOLOGIES

Secure competitive broadband speeds for all regional communities

Identify viable means to secure gigabit internet for Central Iowa communities

- Work on expanding access to gigabit internet continues. All Mediacom sites now have access and CenturyLink continues to deploy “Fiber to the Home” technology in new housing developments and Multi Dwelling Units (MDUs). Existing MDUs have been upgraded to achieve fiber speeds through new technologies.
- 16,000 new homes in central Iowa will gain access to faster internet speeds through aerial fiber optic deployment.
- CenturyLink recently completed a merger with Level 3 Communications.

Pursue Smart City strategies in Central Iowa

Launch a coordinated Smart City initiative

- The MPO has been working with the DOT, the Partnership, various vendors and many communities to discuss the right approach for a Smart City initiative.
- The City of Des Moines is completing its Transportation Master Plan which will provide direction for Des Moines’ investment in the transportation system. The plan will include signal upgrades which may play a part in developing the Smart City plan.

NEIGHBORHOODS AND HOUSING

Ensure regional diversity in neighborhood and housing costs, styles, and locations

Build “missing middle” housing types.

- The City of Pleasant Hill has recently approved a subdivision that includes smaller single-family homes on smaller lots. The approval was in response to a discussion on the limited availability of affordable new construction in the metro. Hubbell's new Gray's Landing has been approved for mixed housing types, including higher densities than historically permitted by the current zoning code.

Implement Housing Tomorrow to address regional affordable housing needs

- Several presentations by the Polk County Housing Trust Fund and others have occurred over the past quarter, including a well-attended panel discussion sponsored by the Greater Des Moines Partnership on the need for affordable housing in the metro. The Iowa Finance Authority recently assembled experts on Permanent Supportive Housing for a presentation in Central Iowa.

- The Polk County Housing Trust Fund recently announced funding for new rental projects in Central Iowa that could add over 200 units of housing affordable to households earning less than 80% of area median income.
- A cross-sector work group has formed to explore the creation of a downtown workforce housing study that would act as a template for other neighborhoods and communities.
- Story County has recently been certified for State Housing Trust Fund allocations to add and improve housing units in the county.

Promote infill development and the rehabilitation of vacant structures

- The committee remains engaged with the City of Des Moines and its consultants on the transition to a form-based code and the opportunities that it brings for easier infill development.

Develop vibrant neighborhoods and communities

- The Committee is engaged with the City of Des Moines and its consultants on the revisions to the Neighborhood Revitalization Plan.
- Healthy Homes Des Moines released its two-year report. The program aimed to improve health outcomes for asthmatic children by remediating environmental triggers in their homes. To date, it has proved to be successful in producing more asthma-free days and reducing emergency room and clinic visits for patients.

SOCIAL CAPITAL

Angie Dethlefs-Trettin, Daniel Hoffman-Zinnel and Izaah Knox

Central Iowa will become the gold standard of the successful 21st century region.

SUPPORT A MORE DIVERSE IOWA

Establish community goals for leadership, diversity, equity, inclusion, and civility

Continue to inform and advance the three critical drivers of success – leadership, civility, and diversity, equity, and inclusion – throughout the overall implementation of Capital Crossroads by building grassroots discussions and participation to drive deep understanding of key issues related to diversity, equity, and inclusion

- A focus group of community leaders was convened, additional conversations were held and initial research was done to begin laying a framework for broader community engagement in the area of diversity, equity and inclusion specifically. Initial steps have resulted in a Capital Crossroads conversation on unconscious bias at the February co-chair meeting. Civility goals have been established. Through The Ray Center's focus on civility, character education and leadership skills are implemented

from PK-12 education through the workplace and entire communities. Additionally, it should be noted that Dr. Glenda Bivens resigned her position as tri-chair due to a recent move out of state and Daniel Hoffman-Zinnel has agreed to serve in this capacity.

Leverage and enhance existing efforts

Recognize, celebrate, and continue to lift up successes since Capital Crossroads' inception

- Regional Leadership Council continues to meet and explore conversations around diversity, equity and inclusion efforts as well as opportunities to lift up board and committee membership opportunities. In August, the Greater Des Moines Leadership Institute released survey findings from an assessment of community leadership development needs in Central Iowa. This information is being used to inform broader community conversations to determine how leadership needs in our community can be addressed. The Emerging Leaders Council continues to convene to share resources, encourage collaboration and reduce programmatic duplication. The GAP advisory group continues to meet to explore potential programming and structure to provide individuals in the 35-55 age range with engagement and learning opportunities from their peers. A new partnership with the National Institute for Civil Discourse will enhance the civility work. There is an opportunity to host eight community conversations around the state in 2018 in partnership with the National Institute on Civil Discourse.

WELLNESS CAPITAL

Jami Haberl and Rick Kozin

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

PRESCRIPTIVE ASSESSMENT

Optimize the use of data to inform wellness planning

Participate in regular community health assessments and tracking

- The Gallup-Healthways Well-Being Index was shared with the community in September. The study emphasized the importance of holistic health in a community. The ongoing national survey measures purpose, social, financial, community and physical well-being.
- Hospitals will begin the next CHNA process in 2018.

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

- A survey has been created and is being piloted that aims to understand businesses' perspectives on employee productivity, the mental health of workers, and companies' responsibilities with respect to these issues. The survey results will inform opportunities to improve overall social and emotional well-being of the community through advocacy and awareness.

PROGRAMS AND SERVICES

Raise awareness of the need for integrated mental health services

Convene partners to inform coordinated mental health programming

- Multiple community groups convened to hear research director for Gallup-Heathways, Dan Witters present on the findings of the Well-Being Index and the importance of holistic health

Support improved regional social and emotional well-being

Advocate for holistic Central Iowa wellness programs

- The Iowa Walking College graduated 14 fellows from across the state including two fellows representing central Iowa.
- NAMI Des Moines has initiated community conversations on mental health issues.
- Capital Crossroads sponsored a Business Publications special publication, *Lifting the Veil*, to help frame the conversation around mental health and social and emotional well-being. The publication will be released in December and distributed in *Business Record* and *dsm Magazine*, and given to all the legislators in the Iowa House and Senate.