

PRIORITY ACTIVITIES PROGRESS REPORT

NOVEMBER 2018

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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

Kathryn Kunert and Kraig Paulsen

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 in November at Wells Fargo Home Mortgage. Presentations were made on the DSM Code (new code academy) and the DSM Fellowship Program. There also was a round-table discussion on workforce.

Leverage BRE visits to inform business expansion and attraction efforts

- There were 169 Business Retention and Expansion (BRE) meetings held between November 1, 2017 and October 31, 2018. There were 36 potential expansion and retention projects identified from these meetings.

Continue to advance economic activities with local small businesses

- There were twelve Startup Stories podcasts and Square One DSM networking events in 2018.
- The Partnership hosted the Small Business Success Summit on November 9th. The purpose of the Summit was to inform, educate and inspire small business owners in DSM. The summit hosted three keynote speakers and 18 breakout sessions on a variety of timely topics that affect business owners and managers.
- Goldman Sachs, which announced in September it was bringing its 10,000 Small Businesses program to Iowa, has been working with Des Moines Area Community College and the state's other community colleges, along with regional and local economic development agencies, to coordinate the program's launch this January in Iowa. The program is based on a curriculum developed by Babson College in Wellesley, Mass.

Continue to partner with local EDOs to retain and expand businesses

- Kum & Go held an open house for the 160,000 sq. ft. Krause Gateway Center at 1459 Grand Avenue, across the street from the John and Mary Pappajohn Sculpture Park.

- 3M Company received IEDA assistance for an Ames renovation project. This project includes preparation and utilization of approximately 30,000 square feet of existing available floor space at its Ames facility and the purchase and installation of manufacturing equipment. The IEDA board awarded 3M tax benefits for this project from the High Quality Jobs (HQP) program. This \$27.8 million capital investment is expected to create 16 jobs incented at a qualifying wage of \$26.11 per hour.
- Hormel has proposed a \$150 million expansion of its Burke Marketing Corporation facility in Nevada. Burke Marketing Corp., a subsidiary of Hormel Foods Corporation, a global branded food company, manufactures fully-cooked meat products. The Burke facility project would add 200,000 square feet to its Nevada location to accommodate increased production. The IEDA board awarded the company tax benefits via HQJ for this proposed \$150 million capital investment. The project is expected to create approximately 210 jobs, of which 52 are incented at a qualifying hourly wage of \$24.95.
- A Story City manufacturer plans to expand its facility and introduce new product lines. Founded in 1938, M.H. EBY is an industry leader in manufacturing aluminum truck bodies and livestock haulers. EBY plans to expand its existing facility in Story City by doubling workspace and purchasing additional equipment. This expansion will not only allow for the growth of existing lines, but will position EBY to introduce additional product lines into the facility. The IEDA board awarded EBY \$176,000 in direct financial assistance, as well as tax benefits from HQJ for this \$4.7 million capital investment. The project is expected to create 64 jobs, of which 22 are incented at a qualifying hourly wage of \$26.11.
- VERBIO will establish an RNG production facility in Nevada. VERBIO North America (VNA) is the U.S. subsidiary of VERBIO Vereinigte BioEnergie AG, a German producer of ethanol, biodiesel and renewable natural gas (RNG) serving the European renewable vehicle fuels market since 2000. The proposed project establishes an RNG plant at the former site of the DuPont cellulosic ethanol facility in Nevada. This would be the company's first production facility in North America. The IEDA board awarded VERBIO tax benefits via HQJ for the proposed \$35 million project. This investment is in addition to, and separate from, the facility acquisition cost and will go toward converting the plant to utilize the VERBIO RNG technology. The project is expected to create 44 jobs, of which 28 are incented at a qualifying wage of \$24.95.

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.

- The Partnership launched a targeted digital marketing campaign to market the region to national audiences including economic development site selectors throughout 2018 with the following results:
 - 2.7 million impressions and 6,845 clicks to growDSMUSA.com.
 - 96 percent of users were new, showing the campaign continues to expand DSM USA's presence to new prospective economic development audiences.
 - 32 economic development conversations were secured (i.e. potential prospects who have reached out via phone or email due to the campaign).
 - 288 additional unique activities on the website shows users are actively engaged and are "moving down the funnel" toward conversion.
- Secured 2,726 media placements and 2,271 wire release pickups totaling 4,997 media mentions for the organization and related initiatives from the U.S. and 15 other countries.
- The Startup Stores DSM podcast launched on March 26, 2018 and has received 2,149 plays.

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

- No events were held in the fourth quarter; however, Partnership staff attended the Industrial Asset Management Council's Fall Forum in Philadelphia in September. Approximately 400 corporate real estate executives, site selection consultants, service providers and economic development professionals attended the forum.

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

- Marketing trips were made in October to San Francisco/Silicon Valley and in November to Atlanta for meetings with corporate headquarters, companies and site selection consultants.
- IEDA exhibited at the annual conference of The American Council of Life Insurers and the Property Casualty Insurers Association of America. The Partnership helped staff the trade show booth and attended conference sessions. At the annual conferences, attendees were encouraged to attend the 2019 Global Insurance Symposium April 23-25, 2019.

ENTREPRENEURIAL DYNAMISM

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

Facilitate the provision of seed and growth capital

- Entrepreneurship continues to grow at Iowa State University. Several business pitch competitions took place on campus to validate and reward students for their business ideas. The Entrepreneurship Club traveled to Kansas City, Missouri and participated in the Collegiate Entrepreneurship Organization's (CEO) international conference. Iowa State University and Ames community members hosted a 1 Million Cups in Ames at the Memorial Union. 1 Million Cups is a national program to educate, engage, and inspire entrepreneurs all around the country over a cup of coffee. The Student Innovation Center began the process of hiring a director for the center when it opens in the Spring of 2020.
- The Ag Startup Engine's seven initial agricultural startup companies have collectively raised more than \$10 million in follow-on investments, the organization announced today. The seven portfolio companies within ASE at Iowa State University Research Park have also created more than 40 jobs since the initiative's launch. ASE portfolio companies have brought to market technologies including an automation platform for agriculture equipment, an algae-based wastewater treatment system, and an animal health data traceability and analytics software platform, among others.
- Partnership clients raised \$13,875,000 in capital in 2018.
- Plains Angels meetings in October and November featured six startup and early stage firms that were seeking capital.
- The 2018 Best of the Midwest Angel Capital Association Conference was held in Des Moines on Sept. 19 and 20 with 140 attendees. Conference hosts were the Angel Capital Association and Plains Angels, an initiative of the Partnership.
- The Partnership held "The Raising Capital Seminar" on Sept. 27 at the BrownWinick Law Firm.

INTERNATIONAL EXPANSION

Accelerate growth of key industry clusters through global engagement

Increase the region's global identity through growth in key services clusters

- The Partnership sponsored a two-day international training seminar on export compliance and harmonized tariff/schedule B classification hosted by IEDA. The event was conducted by Mike Alloca with Alloca Enterprises who is globally recognized as one of the leading trainers in export compliance. The event attracted over 70 attendees from around the state and a few companies from outside of Iowa.
- IEDA conducted a trade mission to China that included Partnership staff. There were numerous meetings in Shanghai, Beijing and Shijiazhuang. Meetings were held with the Chinese Ministry of Commerce, China Chamber of Foodstuffs and Native Produce (CFNA), American Chamber of Commerce Shanghai and Beijing, China International Chamber of Commerce, Hebei Foreign Affairs, Hebei Agriculture Industry Association, Council for the Promotion of International Trade and more. The IEDA delegation also attended the China International Import Expo (CIIE).

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 task force completed work on the Downtown DSM Retail 2030 plan which included four strategic priorities:
 - Create a data hub to support recruitment of national and local retail;
 - Bolster the unique identity of each district and build creative connections to link neighborhoods;
 - Provide resources to help small businesses succeed in downtown;
 - Establish infrastructure that is supportive of retail efforts.

The plan was shared with stakeholders on November 16. Implementation will occur over the next ten years with involvement appropriate partners identified in the plan.

Enhance downtown Des Moines activity and event programming

- Downtown events in the third quarter included the conclusion of the Downtown Farmer’s Market, Luminarium, the Winter Farmer’s Market and the East Village Promenade. The Promenade has expanded to two days and added fireworks and other activities, drawing

over 5,000 attendees. The first weekend of the Winter Farmer's Market attracted over 10,000 attendees.

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

- The Lauridsen Skatepark broke ground on the on the northwest end of Principal Riverwalk on October 15. Construction of the two-acre park will continue with a planned opening in summer 2019. The Skatepark also announced a skate-able art sculpture "WOW" by renowned artists Roberto Behar and Rosario Marquardt of R&R Studios in Miami. The proposed sculpture is 80 feet long, 12 feet high and 4 feet wide and will be a landmark to the riverfront site.
- Planning for the Greater Des Moines Water Trails continues with a fundraising feasibility study, business plan and economic impact report.

Build and sustain downtown housing at multiple price points

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

- The City continues to work with developers on incorporating a portion of units at affordable rent levels into projects receiving TIF incentives in downtown. Approximately 45 units spread among three downtown projects should become available to those in the downtown workforce making approximately 80% of the area's median income. Focus on creating active uses in ground floor spaces continues, with the recent retail study and upcoming new zoning code providing direction on where retail, restaurant and other active uses should be a priority.

Develop a Downtown Des Moines Workforce Housing Plan

- A committee continues work with the Virginia Center for Housing Research at Virginia Tech on a study that will identify the quantity, price, and type of workforce housing needed downtown and how to plan for the future. The study will provide a strategy for addressing housing needs as they align with workforce, and train staff to analyze data and monitor moving forward. Virginia Tech researchers conducted focus groups in early November with human resources professionals, developers, real estate professionals and residents. The data report will be complete in early 2019.

Foster development of connected, pedestrian-friendly downtown environments

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

- Implementation of the PARK downtown Des Moines is nearly complete. The year-long strategy developed by DCA and the City changed the hours and rates for on-street

parking meters and parking ramps to better align with a mixed-use downtown. The longer hours charged at parking meters are intended to promote ease of use by patrons of downtown businesses and restaurants and the lower rates in parking ramps are intended for residential and workers whose use of parking is generally longer in duration.

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 and Polk County have jointly funded a second contract with consulting firm czb LLC to advance recommendations from the City's recently completed evaluation of the Neighborhood Revitalization Program. The City Council has also approved four neighborhood pilot areas. Plans for each of the four pilot areas kick off in November.

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

- The Viva East Bank! initiative will come to a close at the end of 2018. Lessons learned from the experience are helping to inform citywide policies and work in the next set of neighborhoods.

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

- The Corridor continues to work with ISU, Ames & The Greater Des Moines Partnership to grow awareness and excitement about the agricultural industry.
- Central Iowa Ag Ecosystem is strong. Six startups have received funding from the State to advance to the next stage.
- Total capital investment for FY 18 was over \$600 million. Capital investment for Q1 FY 19 is over \$185 million.
- 185 jobs were added and retained for FY 18; 400 jobs impacted have been impacted in the first quarter of FY19

Actively promote the Cultivation Corridor brand

Increase brand awareness among targeted audiences

- Brand awareness efforts for the 2018-19 year will focus on communications to our backyard: lowans. A new campaign is targeted for release in the Cultivation Corridor's third or fourth quarter.

Support agbio and agtech innovation

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

- The Corridor continues to work on pushing out information on successful accelerators in Iowa while at the same time connecting startups to individuals who can help them expand their networks.

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 and implement the Regional Cultural Assessment.

Advance priorities of the Regional Cultural Assessment.

- Work to advance priorities identified in the Regional Cultural Assessment continues. Metrics will soon be established to measure success of arts & culture efforts in the region.

Generate more spontaneous artistic and cultural connections in new and different spaces.

- Public art representatives from the 28E partner communities supporting Bravo were invited to a second roundtable discussion in September to strengthen collaboration and education about public art strategies. More than 30 people attended and conversations continue about how to strengthen connections between communities on this work.

Support creative artists and entrepreneurs as part of our creative economy.

- A task force continues exploring strategies to support and promote the region as a music city. Best practices are currently being researched and a survey will be sent to both artists and music consumers in the region to identify gaps in the music scene.
- In November, Bravo Greater Des Moines and the Des Moines Arts Festival announced a collaboration with artist and entrepreneur Chris Dahlquist to launch “The Creative Economy Initiative (CEI) as part of the creative economy initiative. The purpose is to create a feasibility study and action plan for how to advance creative economy objectives in the region and align artists with arts organizations, businesses, municipal governments, and community art lovers in the development of vibrant artist communities capable of sustained growth.

Support arts, culture and heritage throughout Central Iowa in a diverse, accessible, inclusive and equitable manner.

- In October, Bravo and the Social Capital of Capital Crossroads hosted Ruby Lopez Harper, Director of Local Arts Services for Americans for the Arts in Washington, D.C., for a presentation at the State Historical Building on “Cultural Equity: What it Means and Why it Matters.” Nearly 100 people attended the event in the State Historical Building Auditorium for a discussion about cultural equity which has been called a defining issue for the 21st century. Lopez shared details from Americans for the Arts’ journey to create a cultural equity statement and policies for change. She also outlined actionable steps individuals and community partners can take to bring the concept to life in our community.

Attract arts & culture visitors to Central Iowa.

- A group of 15 arts leaders from communities across the country visited Des Moines in October as part of the Americans for the Arts Executive Leadership Forum. This was an exciting opportunity to showcase the work our community is doing in the arts in general and particularly around the Regional Cultural Assessment priorities. Reviews from the experience were universally outstanding and clearly demonstrate that Des Moines is a national leader in this work.
- Catch Des Moines is working with a firm to develop a Destination Strategic Plan to guide efforts to increase sustainable economic growth and development throughout the destination and to increase visitor and group business from 13.7 visitors in 2016. The plan will focus on four objectives:

- Identify and assess gaps in the area's tourism infrastructure which, if filled, would position the metro as a competitive, top-tier leisure, meetings and sports destination nationally. This would include:
- Recommend actions and activities to be undertaken by the municipalities, other key stakeholders and Catch Des Moines to increase national and international visitor flow across all visitation.
- Build consensus among stakeholders on the trends impacting the destination marketing industry and the opportunities and threats they represent to Catch Des Moines and its member communities.
- Create key performance indicators to measure and track goal achievement

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

- The Stormwater Management project completed a series of learning and discussion sessions attended by city staff and some developer/engineer partners. Initial learnings were as follows:
 - Rainfall trends indicate a new normal of higher and more intense rainfall events both in terms of increasing volume and increasing storm intensities;
 - Developers have spent millions of dollars on the installation of stormwater management controls (primarily detention), yet the results of the improvements are not meeting desired goals;
 - Metro communities have spent millions of dollars on projects to repair stream corridors and protect infrastructure from damage, directly related to increased runoff rates and volumes in urbanized areas;
 - Continued business as usual will not be enough to mitigate problems and address changing stormwater management needs from future development as well as addressing impacts that currently exist;
 - There are practical and cost-effective tools and techniques that can be integrated into the development process (public and private) to positively impact stormwater management allowing each city and site to effectively manage stormwater in a way that makes the most sense for that site.
- Next steps are to ask city governance officials to support their staff in the development of a performance-based approach that will:
- Approach storm water as an asset rather than a waste product;

- Consider stormwater management as a utility involving actions and resources similar to other infrastructure systems;
- Manage all storms and not just the 100-year events;
- Require policy leadership to ensure that appropriate and equitable standards are developed and enforced uniformly;
- Involve advocacy for increased resources (funding, technical assistance, coordination) from state, local and private sources.

The group has emphasized an outcomes-based approach be pursued with flexibility in the use of specific measures based on the characteristics of individual sites. It also has been agreed that measures involving the built environment as well as developing areas will be required. After a presentation and discussion with the Metro Advisory Group (MAC, a group of local mayors and council members), it was agreed a series of council workshops should begin in January with the intent of securing support for the next steps. Outreach to the development community will occur via presentations at groups such as the Homebuilders' Association, Building Owners and Managers Association of Iowa and Iowa Commercial Real Estate Association.

Adopt and sustain the work of the Central Iowa Code Consortium

- The Central Iowa Code Consortium is currently reviewing proposal changes to the 2018 codes. The eight committees will review proposals through January 1, 2019 and then will finalize recommendations through March 31, 2019.

Assess Opportunities for Regional Governance

Determine the long-term viability of existing regional coordination committees

- The Metro Advisory Committee (MAC), the MPO and Capital Crossroads continue to be forums for regional collaboration.

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 and Consider the promotion of education-specific policy issues

- The 2019 Iowa Skills2Compete Coalition, convened by United Way of Central Iowa and chaired by Mary Bontrager, recently finalized the 2019 Policy Agenda. Members of the coalition include statewide representatives from K12, post-secondary, business, labor and nonprofit industries. With a focus on talent recruitment, retention and skilled-workforce the following slate will be advanced during the 2019 legislative session:
 - Maintain current investments in adult basic education, PACE programs, pathway navigators, industry sector partnerships and GAP tuition assistance at \$12.5 million and expand PACE programs to include apprenticeships and other work-based learning opportunities;
 - Lead efforts to eliminate the child care "cliff effect" and increase access to quality and affordable child care by expanding the income eligibility level of the Child Care Assistance (CCA) program from 145 percent to 200 percent of the federal poverty level using a tiered co-pay schedule. Advocate for the stabilization of the child care provider market through CCA program improvements and reimbursement rates;
 - Support the Future Ready Iowa initiative to help grow Iowa's workforce through new investments that build on the solid foundation of programs and funding currently in place;
 - Support efforts to increase awareness of affordable workforce housing issues and develop innovative policy solutions to address this growing problem;
 - Initiate a public-private partnership to increase opportunities for the direct care workforce to allow portability of credentials and training, support higher wages, and increase the talent pipeline;
 - Identify and support both public and private transportation solutions so communities have access to education, training and employment;
 - Support efforts to provide state identification cards to returning citizens upon exit from incarceration so that housing, employment and benefits can be secured.

- Representatives from business, non-profit, K-12, and higher education served on the GPC subcommittee to develop The Partnership's 2019 policy agenda for Education and Talent Development. The Partnership and United Way participated in each other's State agenda development to ensure support of shared policies.

Consider the promotion of education-specific policy issues

- Iowa Workforce Development and The Partnership hosted the DSM Region Future Ready Iowa Summit on October 19. The Summit also served as the Partnership's annual Excellence in Education Summit. Majora Carter, leading urban revitalization strategy consultant and Peabody Award-winning broadcaster, was the keynote speaker at the event. Nancy Mwiroti, founder of Pi515 was awarded the Partnership's 2018 Excellence in Education award during Summit. Aligned to the goals of EDGE, the Summit brought together key stakeholders in education, business, economic

development and the community to create strategies to ensure all DSM residents are future ready. A capacity crowd of 300 was in attendance.

CRADLE THROUGH CAREER PIPELINE

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

Optimize coordination and communication with private sector partners

- Businesses continue to be engaged with the EDGE campaign.

Provide support for early grade success

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

- As one strategy to support the health, attendance and performance outcomes in early grades the United Way will advocate for a comprehensive Children's Mental Health System, including Adverse Childhood Experiences (ACE's) strategies, and advancing the recommendations of the Well Kids Coalition of Central Iowa. Two focused Advocacy Events have been scheduled during the 2019 Legislative Session on January 31 and February 5.

How have students successfully been advanced to graduation?

- According to Iowa Workforce Development - Laborshed Study 2017, there continues to be improvement in educational attainment in the Partnership's eight-county service area. From 2016 to 2017, there has been a .4% drop in working age adults (25-64) whose highest level of education is a high school diploma or equivalency. In overall attainment, the study shows an increase from 61.7% (2016) total completers of some post-secondary experience to 65.3% in 2017.

Graduate Central Iowa high school students college and career ready

Support college and career readiness in Central Iowa high schools

- The Partnership is working with Kuder Inc. on their Connect2Business technology platform which will link area K-12 students, administrators and teachers to area businesses offering opportunities to provide internships, job shadows and externships. In addition, businesses can post their interest in providing project-based learning experiences, group tours, and other resources.

LIFELONG LEARNING

Help Central Iowa adults advance their education and career opportunities

- Central Iowa HealthWorks is above target to assist 380 individuals underrepresented in the healthcare field to enter healthcare careers by the end of year 2020. As of September 30, 291 participants are enrolled, of which 87 are currently in training and 205 are no longer in training. Of the 205, 174 clients (85%) successfully completed a training and have a new credential. That amounts to 131 Certified Nursing Assistants, 20 Direct Care Professionals, 14 Sterile Processing Technicians and 9 Registered Nurses. An Employment Specialist is also working hard to connect clients at all levels of training with job opportunities. Of the 174 who successfully completed their training, 97 clients, or 57%, found employment in healthcare so far and 13, or 7%, are currently furthering their education (most commonly, pursuing an RN outside of the grant). The Broadlawn TEACH program (Training and Education for a Career in Healthcare), has now empowered 50 members of the Broadlawn community to train to be CNAs. The students are from diverse backgrounds, some with barriers such as criminal records, but are able to join the ranks of hospital staff. The program is now officially a Registered Apprenticeship allowing students start with income that will only grow as they continue to train and job shadow, all within a hospital environment.
- The United Way of Central Iowa received a \$1.5 million grant to work with incarcerated individuals to lower recidivism which ultimately lowers tax payer costs and, more importantly, the number of victims of crime. The goal of the program (CIRCA) is to assist 188 individuals residing in correctional facilities to complete training cohorts that include technical training, life changes, and employment readiness training in order to find jobs that allow them to be self-sufficient and move away from harmful life patterns. Eighty percent of all CIRCA participants are expected to complete training and 75% of all CIRCA participants to enter employment. The goal is to have less than 20% of CIRCA participants recidivate within 12 months of leaving incarceration. The first quarter has been a planning period: staff has been hired and trained, and partnerships have been created with 9 other agencies including the Department of Corrections, DMACC, Evelyn K Davis Center for Working Families, Goodwill of Central Iowa, Iowa Laborers, Iowa Legal Aid, Iowa Restaurant Association, IowaWORKS and Project Iowa that will be assisting in providing the training and supportive services to create a community-wide effort to lower recidivism in central Iowa. In the next quarter training will begin for a cohort at Iowa Correctional Institution for Women in Mitchellville and at the Newton Correctional Facility.

Enhance adults' ability to access jobs and training

Support the OpportUNITY Plan initiatives

- On October 19, over 200 people joined the New Iowans Work Group and the Refugee Alliance of Central Iowa (RACI) for an all-day summit on the barriers that prevent New Iowans from thriving. Forty percent of Iowa's population growth since 2010 has come from immigration and as of 2014, 46,739 New Iowans account for \$845.9 million in spending power and contributed \$286.7 million in tax receipts. The summit focused on hearing directly from New Iowans, understanding barriers, exploring what the community can do to eliminate barriers and bringing awareness to mental health concerns for the refugee population in Central Iowa. As follow up, the New Iowans Work Group and RACI are looking for ways to continue educating the population about the barriers New Iowans face and combining efforts to eliminate these barriers.

TALENT RETENTION AND ATTRACTION

Retain skilled recent graduates and interns

Leverage tools and relationships to support talent retention

- The DSM Fellowship program, focused on attracting and retaining young, diverse, high potential talent, is well into year one programming. To date, the Fellows have had three professional development classes, participated in a day and a half retreat, completed three community service projects, held three leadership connection events and joined together for numerous social events.

Offer comprehensive internship and intern-support programs

- As a result of the closing of the U of I Higher Education Initiative, their year-round internship housing option will be lost. The Partnership is exploring alternative short- and long-term housing solutions within the metro area to fill the intern housing gap.

Attract top talent to Central Iowa

Promote Central Iowa through external events and visitation

- In 2018, the Partnership Talent Development team participated in 42 college campus recruiting events and six virtual career fairs reaching 11,668 registered participants.

Work to attract international talent to the region

- The Partnership is currently working with over 35 foreign-born professionals providing career readiness classes, career guidance and connectivity to employers. These educated, experienced professionals are currently un- or underemployed and are seeking career opportunities in their fields of education/experience or new career pathways that align to their previous careers. The efforts are beginning to be

recognized outside of the metro as inquiries are coming from foreign-born professionals out-of-state who are interested in relocating to Des Moines.

NATURAL CAPITAL

Hannah Inman, Larry James and Julie Stewart

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 Partnership, Operation Downtown and Urban Land Institute are working with the City of Des Moines to apply for a BUILD grant that could fund some of the changes proposed in the plan.

OUTDOOR RECREATION

Enhance Central Iowa's network of parks and greenways

Develop and implement a regional parks plan

- The initial draft of the plan has been developed by students at Iowa State University. Portions of the plan are being divided into implementation phases, some of which are incorporated within the Greater Des Moines Water Trails project and also within the Water Shed Management Authorities.
- Hubbell Realty Co. committed the first \$1 million gift to the water trails project.
- Planning of the Greater Des Moines Water Trails continues. Both a business plan and economic impact study are in the final stages. Additionally, the Leadership Team approved formation of a water trails incubator under the Capital Crossroads umbrella via formation of an LLC through the Great Outdoors Foundation. The incubator, modeled after the approach used by the Community Foundation to launch Bravo and the Greater Des Moines Public Art Foundation, will help accomplish near-term priorities while setting the stage for long-term goals.

- Initial next steps for the water trails include:
 - Finalizing consortium roles and responsibilities;
 - Forming the LLC and organizing board leadership and committees;
 - Sharing results of final economic impact study and business plan;
 - Completing fundraising feasibility study and moving into campaign mode.

RESOURCE CONSERVATION

Optimize Water Quality and Distribution

Continue expanding watershed-management capacity and impacts

- The Council of Des Moines Area Watershed Management Authorities continues to meet. Participating watersheds include Fourmile Creek, Mud-Camp-Spring Creeks, Walnut Creek, Beaver Creek and North Raccoon. The group is taking steps to advocate to the legislature for funding and better participate in the process. One key source of funding that has been identified is the activation of IWILL.

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

- Work continues to strengthen upstream-downstream relationships. The water trails plan was presented to the Agriculture's Clean Water Alliance board of directors, and an event is being discussed to engage rural stakeholders in metro stormwater efforts.

MARKETING AND EDUCATION

Actively promote environmental sustainability issues and opportunities

Develop compelling effective public outreach campaigns

- The Natural Capital continues to partner with the Social Capital to convene a Feedback 4 Equity focus group. The group is comprised of individuals from underrepresented communities and has already provided valuable feedback on initiatives of the Natural Capital, with a primary focus on the water trails.
- The Water Trails and Greenways plan will enact a public outreach campaign on water quality education.

PHYSICAL CAPITAL

Todd Ashby, Eric Burmeister and Elizabeth Presutti

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 continues to work to voice business support for improved transit in the Greater Des Moines community.
- An informal Mobility Coalition has been formed and has met for the last several months to ensure coordination among various transportation stakeholders. Interested parties include the Des Moines Area MPO, DART, the City of Des Moines, the United Way, the Des Moines Bike Collective, and the Greater Des Moines Partnership.
- The Des Moines Bike Collective recently adopted its strategic plan. The organization will become known as the Street Collective to represent a more multimodal perspective in its advocacy.

Ensure efficient use of existing transportation investments

- DART has installed new fareboxes on all 150 buses in its fleet to maximize the efficiency and convenience of fare collection. The new system will improve the customer experience, speed the boarding process, and improve data collection. As DART prepares for every service change, it is continually evaluating route performance and looking for ways to improve effectiveness and efficiency.
- DART is beginning planning for a major service change in 2019 focused on the western and northern suburbs. That change will look at current services in Ankeny, Clive, Grimes, Urbandale, and West Des Moines to ensure current resources and services reflect growth and development patterns, meet rider needs, and use current resources as effectively and efficiently as possible. Organizations, residents and businesses are invited to participate in public information gathering that is happening now through the end of 2018, and again in spring 2019.
- The Des Moines Area MPO continues to analyze data regarding various aspects of the transportation system. In September the MPO developed a pavement condition report.

This report identifies the amount of pavement that is in good, fair, or poor condition both at a regional level and for each jurisdiction. A subsequent report is now being developed that will forecast pavement conditions assuming historic maintenance funding to help indicate whether the MPO member communities are spending enough to maintain the system.

- The Des Moines Area MPO is updating its long-range transportation plan, Mobilizing Tomorrow. Part of this effort includes analyzing the region's transportation system and identifying necessary investments. These investments must be in line with forecasted funding available to the region. In September the MPO approved a funding plan for the Mobilizing Tomorrow update. The funding plan calls for the following targets: 20% of funding for bridges; 25% for major reconstruction and replacement of existing infrastructure; 15% for system optimization; 10% for transit; and, 30% for system capacity.
- The Central Iowa Regional Transportation Planning Alliance (CIRTPA) has purchased dTIMS Infrastructure Asset Management Software licenses for CIRTPA member governments. This software, available through Iowa State University's Institute for Transportation Research as part of the Iowa Pavement Management Program, will allow the CIRTPA region to better analyze the condition of its pavement and forecast maintenance needs into the future.
- The Des Moines Area MPO, using the Iowa Data Bike, completed data collection and analysis of the central Iowa trails system in summer. This information was provided in the Central Iowa Trail Condition Report in September. The Des Moines Area MPO also has loaned the Iowa Data Bike to the Ames Area MPO for their use in analyzing trails in Story County.

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

Implement strategies to encourage mobility alternatives

- DART continues to use a variety of marketing techniques including social media, digital outreach, events, mobility training and new partnerships to attract new customers.
- The Des Moines Area MPO, in partnership with the United Way, BRAVO, AARP, Capital Crossroads and the Urban Land Institute, launched Street Lab DSM in 2018. This program allows streets to be used as living laboratories, where communities can test new ideas for street design for a short duration (hours, days, or weeks) using low-cost materials and designs.
- In November, the City of Des Moines approved MoveDSM, its transportation master plan, which identifies a number of strategies for improving mobility throughout the city.

Advance and swiftly transition key policies into implementation mode

- DART is near completion of bus stop improvements at the Windsor Heights Walmart that will make the stop accessible, safer and more comfortable including shelters and boarding islands. The stop is made possible through the Iowa Clean Air Attainment Program and a partnership with Walmart, the City of Windsor Heights and Colby Properties.
- The Street Lab DSM program allows communities to pilot new street designs that encourage Complete Street policy implementation.
- The Des Moines Area MPO's funding plan for the Mobilizing Tomorrow plan update targets providing a minimum of 10% of funding to transit projects.

Enhance regional transit capacity

Provide ongoing support for implementation of DART Forward 2035

- DART staff are working with the DART Commission on a plan to update the long-term transit services plan. This update will happen from 2018-2020 and will likely replace the DART Forward 2035 plan when it is completed. In order to support transit needs in the community, the DART Commission approved priorities for the 2019 Legislative session, including funding options for DART's lobbyists to discuss with legislators. These options will allow DART to maintain current service while staff work with a consultant to develop a long-range service plan and develop options for the Commission to consider for the future funding formula. The funding options include:
 - An increase in the property tax cap from \$0.95 to \$1.45 per \$1,000 of taxable valuation. If this is the only additional funding source secured, it would allow DART to maintain its current service through approximately 2040.
 - Access to state levies that municipal transit agencies have access to. These levies offset the costs of certain budget items, including employee benefits, debt service levy, FICA and IPERS, and liability, property and self-insurance costs. Accessing these levies would allow DART to shift approximately \$6 million of its current operating budget to other levies, reducing the burden on the \$0.95 transit levy. If this is the only additional funding secured, it would allow DART to maintain its current service through 2029.
- Other legislative priorities:
 - Other Funding Diversification: Authorize staff and lobbyists to discuss any other potential revenue diversification options that may arise during the legislative session. Staff and lobbyists would bring these options to the Executive Committee for approval before moving forward.

- Medicaid: Any legislative fix to current Medicaid challenges should ensure that the cost of transportation for trips previously funded by Medicaid should not be transferred to local transit authorities, and thereby, local property taxpayers.
 - Property Tax Backfill: The elimination of the property tax backfill would mean a loss in revenue of more than \$600,000 annually for DART. Staff and lobbyists should encourage legislators to recognize DART's unique status and maintain the backfill.
- The Des Moines Area MPO's funding plan for the Mobilizing Tomorrow plan update targets providing a minimum of 10% of funding to transit projects.

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

- DART meets regularly with member communities to review and comment on public and private development projects.

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

- DART and Hy-Vee are working on a public-private partnership to extend transit service to the new Hy-Vee Commissary facility opening in Ankeny.

Develop key freight infrastructure

Design and promote a regional multimodal transload facility

- The regional transload facility re-solicited request for proposals (RFP) for the development and operation of the transload facility. Two firms responded to the RFP and efforts are currently underway to interview and award the project to one of the firms. Additionally, the Des Moines Area MPO applied for a federal BUILD grant to help construct the facility. These funds, if awarded, would be in addition to a \$1.7 million loan awarded by the Iowa Department of Transportation.

DESTINATION AMENITIES

Develop a world-class system of land and water trails

Develop and connect Central Iowa's network of land trails

- The Des Moines Area MPO, using the Iowa Data Bike, completed data collection and analysis of the Central Iowa trails system in summer. This information was provided in the Central Iowa Trail Condition Report in September. The Des Moines Area MPO also has loaned the Iowa Data Bike to the Ames Area MPO for their use in analyzing trails in Story County.

- The Des Moines Area MPO is currently facilitating the federal Transportation Alternatives Program (TAP). TAP funds are available for a number of uses, including the expansion and maintenance of the trail system.

Build an extensive system of regional water trails

- A coalition of stakeholders has continued to move forward with developing a Water Trails Incubator under Capital Crossroads, which will help implement the vision of the Water Trails and Greenways Master Plan. This incubator is currently focused on fundraising, developing a business plan, developing an economic impact study, determining governance needs, and taking next steps with the design process and permitting, among other tasks.

21st CENTURY TECHNOLOGIES

Secure competitive broadband speeds for all regional communities

Identify viable means to secure gigabit internet for Central Iowa communities

- Work continues with the region's internet providers. All new developments are being provided with Fiber to the Premise (FTTP), which allows for gigabit speeds.

Pursue Smart City strategies in Central Iowa

Launch a coordinated Smart City initiative

- The Smart City Roundtable has participation from a diverse group of stakeholders from the public, private, and non-profit sectors and is working to identify specific initiatives on which to focus its efforts.

NEIGHBORHOODS AND HOUSING

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

Build “missing middle” housing types

- There is increasing interest from cities in more affordable new construction, especially in Grimes, Bondurant and Urbandale. There are new efforts to produce a product at a price around \$200,000.00 for a single family detached dwelling.

Implement Housing Tomorrow to address regional affordable housing needs

- There continues to be robust discussion from a number of communities regarding a wide variety of housing needs and costs. Communities that have formerly relied only on market driven construction are now starting to find ways to provide incentives for more affordable options.

Promote infill development and the rehabilitation of vacant structures

- The biggest challenge and opportunity will be the redeveloping the vacancies caused by rapid changes in retail centers.

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

- The Social Capital continues to promote and share the 4Equity tool throughout the community. Meetings have been held with nine of the ten Capitals to explain the 4Equity Tool and learn how to support each Capital in their equity, diversity and inclusion work.
- Both Emerging Leaders Collaborative (ELC) and Greater Des Moines Area Experienced Professionals (GAP) groups continue to expand and seek out new opportunities for engagement.
- The Ray Center continues their efforts to improve civility through character development.

Leverage and enhance existing efforts

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

- The Social Capital has worked with Natural Capital in hosting the Feedback 4 Equity group to provide insight on recreation projects in the community. The group first convened on August 28 and included ten individuals from diverse backgrounds. The participants shared several ideas and concerns as it relates to outdoor recreation,

many of which are being addressed. The group is also providing instrumental insight as the water trails are being developed.

- On October 5th the Social Capital partnered with Justice for Our Neighbors and other community partners to bring Deepa Iyer from the Center for Social Inclusion for a sold-out community training. The training “Equity, Inclusion and Solidarity in America’s Changing Racial Landscape” provided participants with an understanding of concepts and practices related to equity, inclusion and solidarity through an antiracism framework. It also enabled participants to identify ways to take action to shape equitable and inclusive communities.
- On October 9 the Social Capital had the opportunity to partner with Bravo on a cultural equity training led by Americans for the Arts. This was a level-setting session to define what cultural equity is and why it’s important to arts organizations.
- The Social Capital also partnered with the Tomorrow Plan Speakers Series to bring Ru Mapp, founder of Outdoor Afro to Des Moines. Mapp’s presentation included many great takeaways and additional food for thought for the Feedback 4 Equity group and how we engage diverse voices as we develop new projects in Des Moines.
- Prior to the mid-term election, the civility committee appeared in statewide media to promote “Six Ways to Promote Civility.” Additionally, the Ray Center conducted eight Community Conversations: Strategies for Civil Discourse, including one session in Des Moines on September 25. All sessions were extremely well attended including over 150 attendees at the Des Moines session.
- The ELC group continues to meet monthly and has been fortunate to have a really strong suite of speakers on topics ranging from transportation to the water trails to new cultural offerings in our community. The discussions continue to be engaging among the YP groups participating in the collaborative. GAP has rebooted with a series of breakfast meetings.

WELLNESS CAPITAL

Jami Haberl, Suzanne Mineck and Ruth Randleman

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 Wellness Capital has been engaged in the research and community conversation phase of our region's latest Community Health Needs Assessment. The report is currently awaiting approval from the health systems and mental health was again identified as a leading concern on how best to support corresponding work.

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

- A survey was developed and sent to the business community to gain feedback on their perspectives social and emotional well-being. NAMI Des Moines is currently analyzing the data, which will then be evaluated to drive next steps.
- The Wellness Capital also hosted a meeting with a small group of human resources leaders to understand what is currently being done to support social/emotional well-being, what challenges human resources professionals face and what resources are needed.

PROGRAMS AND SERVICES

Raise awareness of the need for integrated mental health services

Convene partners to inform coordinated mental health programming

- The Wellness Capital is partnering with the Science Center of Iowa to bring Mind Matters to Des Moines. This exhibit will inform and educate the public about mental health in an interactive and informative manner. The Wellness Capital is also exploring an anti-stigma campaign that would fall on the heels of the Mind Matters exhibit. A brainstorming, planning, action-taking meeting will occur in early December with several stakeholders on how to best engage and educate key audiences including educators, policy makers, law enforcement, advocates and employers through the exhibit.

Support improved regional social and emotional well-being

Advocate for holistic Central Iowa wellness programs

- A Wellness Capital Conversation focused on the implementation of 5-2-1-0 was held in September. Panelists included
 - Erin Drinnin, United Way of Central Iowa
 - Rev. Sarai Schnucker Rice, DMARC
 - Jennifer Groos, Blank Children's Pediatric Clinic

- The Wellness Capital continues to promote the 5-2-1-0 program through social media and other avenues.
- Several events were held over the third quarter to promote physical and mental health:
 - State Fair Opening Day Walk on August 9 on the Grand Concourse
 - Healthiest State Fitness on the Hill daily at the State Fair
 - Healthiest State Annual Walk on October 3, 2018
 - Healthiest State Month throughout October 2018 with a focus on 5-2-1-0 each week
 - 5-2-1-0 Healthy Choices Count Summit on October 30, 2018
- The Healthiest State Annual Awards will be held in February to recognize workplaces, schools, communities and individual leaders.