CELEBRATING 125 YEARS

STANDING ON THE SHOULDERS OF GIANTS

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Since 1917, Bankers Trust has worked handin-hand with civic and business leaders to improve the quality of life and the economic opportunities available throughout Iowa. Based in Des Moines, we are Iowa's largest privately held bank. We are committed to serving our customers and our community through our products, services and expertise in doing business. We are proud of Iowa's growing array of people from diverse cultures who are welcomed, valued and encouraged to call Iowa home. Bankers Trust will continue to offer the premier banking services Iowans need and the personal attention they deserve.

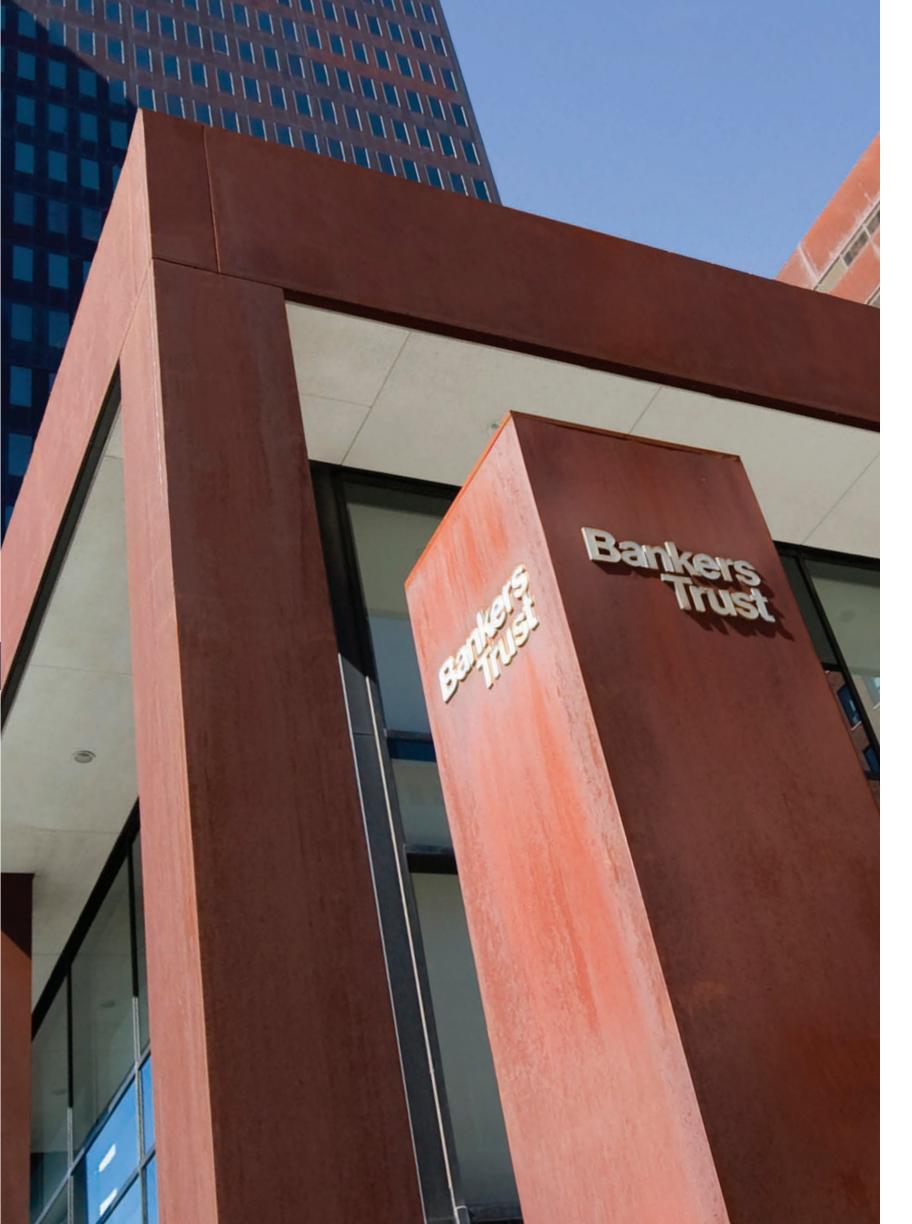
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Greater Des Moines' current vibrancy and multiple national recognitions and accolades are deeply rooted in the solid foundation of our collective history. In 1888, Des Moines leaders formed the Commercial Exchange, the community's first economic development organization, which led to generation after generation of growth and change. Today, the Greater Des Moines Partnership celebrates 125 years of ongoing economic development in Central Iowa, our predecessor organizations, and the change agents who helped lift our region to reach new heights time and time again. Each generation of leaders succeeded thanks in large part to the efforts of those who came before them. Today, we stand upon the shoulders of our past leaders as we continue to work together as a region to take Greater Des Moines to the next level.

To celebrate these "giants" from our history, we are proud to share this commemorative publication, "Standing on the Shoulders of Giants." Written by veteran Des Moines journalist Dave Elbert, this book documents the historic foundation of the Partnership, our community's signature accomplishments, and the people who made them happen. These are amazing stories accurately captured and beautifully illustrated with photographs from our archives documenting Greater Des Moines' dramatic progress. As this publication is not intended to be a comprehensive history, we apologize in advance for any people, companies and/or events that may have been inadvertently omitted.

We wish to thank our partners on this project, *Des Moines Business Record*, the Iowa History Center at Simpson College, and the Wonder of Words Festival. Special thanks also goes to *The Des Moines Register* for permitting us access to their historical archives. We also thank our business community for honoring our success by supporting this project with their own historical accounts. It is our honor and privilege to share these stories. Moving forward, the Greater Des Moines Partnership remains committed to continuing to play a lead role in advancing our region as we work together to build the future of Central Iowa on the shoulders of the giants who came before us.



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The Greater Des Moines Partnership is the economic and community development organization serving Central Iowa. Together with 20 Affiliate Chambers of Commerce and 4,700 business members which employ a workforce of more than 150,000, the Partnership works to grow opportunity, create jobs, and promote the best place to build a business, a career and a future.

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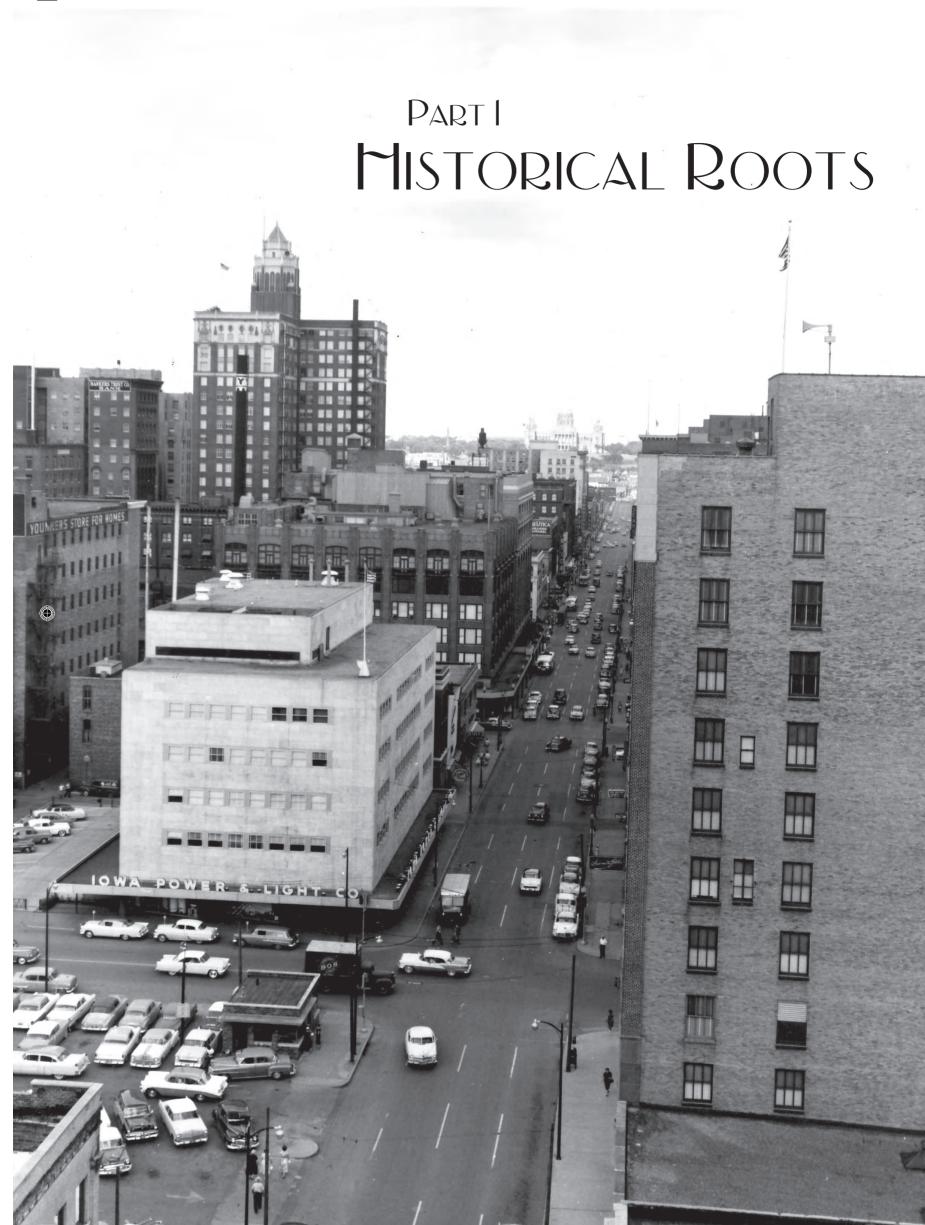
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January 1, 1888, was the day when many of the 51,000 people who lived in and near Des Moines at that time learned for the first time about plans to form a Chamber of Commerce.

The first day of the year was a Sunday, which meant most of the city's 44 churches were full. It was a cold day, one degree below zero at daybreak, with a high of just 12 degrees. A dusting of snow fell during the day, providing a new sheen for the four or so inches already on the ground.

Because it was Sunday and too cold to spend much time outside, most families had plenty of time to read the featured story in that day's *lowa State Register*. The headline proclaimed that despite 1887 having been the fourth bad year in a row for lowa's farmers, the year had provided "A Splendid Showing of the City's Solid Growth and Prosperity."

The city had come through the Panic of 1884 in good shape. Construction of the Iowa Capitol had been completed in 1886, and the city experienced a construction boom in 1887, with 557 new homes built and 31 new businesses added. Employment was growing and pauperism was declining.

Des Moines was on a roll, and business leaders were looking for ways to extend the growth. Des Moines was not alone. A wave of commercial activity that had been building since the end of the Civil War began coming ashore in 1887, with a flood of new Chambers of Commerce created throughout the nation between 1887 and 1900.

"There were many reasons for the upsurge," Chris Mead wrote in his recently completed retrospective, "The Magicians of Main St.: The Story of Chambers of Commerce in America, 1768-1945." They included "concern about labor unrest, the desire to join together to solve civic and social problem, increasing prosperity, and the competitive struggle for markets and populations."

All were at work to greater or lesser degrees in Des Moines. By 1888, the city had become a manufacturing, insurance, and distribution center, linked by networks of railroads and surrounded by "a score of coal mines and cheap fuel," according to that *Iowa State Register* of January 1, 1888.

The wave of growth had pushed beyond the city limits, creating a ring of suburbs named North Des Moines, Capital Park, Easton Place, Grant Park, Gilbert Park, Sevastopol, Greenwood Park, and University Park. All would be merged into the city in the 1890's in a business-backed move that would result in a nearly sixfold expansion of the city's geographic footprint.

But that was in the future. To get to where things stood on January 1, 1888, various groups had worked diligently for more than a decade to improve Des Moines. They included a Board of Trade, a Citizens Association, and a Manufacturers' Association. There was also a Real Estate Exchange, an Association of Jobbers, and Manufacturers, and fledgling labor groups.

As the 1880's neared an end, members of the various groups began to realize they could accomplish more together pushing as a single force than they could by each pulling in their own direction. The situation was not unlike what happened in 1999, when the Chamber of Commerce Federation and Des Moines Development Corp., along with other promotional and development groups, joined to become members of today's Greater Des Moines Partnership.

The January 1, 1888, newspaper article hinted at what was coming. "The Board of Trade, which for the past seven years has been laboring to encourage every laudable enterprise, contemplates the erection of a Chamber of Commerce," it said.

Later that week, the newspaper told of a meeting to be held Saturday, January 7, "to discuss the city's commercial interests."

On that cold Saturday night with temperatures in the single digits, an overflow crowd pressed into the federal courtroom on the third floor of Moore's Opera House at the southeast corner of Fourth and Walnut Streets.

We want harmony, we want all to pull together and all try to work in accord regardless of the opinions of each other. ,,

"The Des Moines band was present and enlivened the meeting with good music," the *Register* reported the following morning.

"Mayor (James) Phillips called the meeting to order and (bank vice president) W.W. Witmer was selected as chairman," the *Register* story said.

Witmer explained the purpose of the meeting, saying: "We want harmony, we want all to pull together and all try to work in accord regardless of the opinions of each other."

He then introduced a series of speakers, who discussed the current state of commerce in Des Moines.

Rufus Ford, the head of Garver Coal and Mining Co., talked about the abundance of coal and the fact that "while we are paying \$2 or \$2.25 a ton, the cities of Omaha, Kansas City and others pay \$4.50 and \$5 a ton.

Charles Watrous, who owned a nursery and a buggy company, said Des Moines was "destined to be a great manufacturing point," but he warned that there were "a few absurdities" in transportation costs. "In some places, it costs more to send a cutter by freight than by express," Watrous said.

George A. Carter, a manufacturer of windmills and pumps, said that startup businesses were not receiving the support needed to expand production. "Other western cities were using money freely for the enlargement of their business interests (and) Des Moines needed to follow their example a little more enthusiastically," the newspaper story said.

Banker David Lyons said Des Moines needed some sort of association to promote the city. It would be "composed of nearly all the officers of Des Moines, an organization which would include all kinds of people, all classes of men of all qualities." It would "have a board of directors of four or five good strong men . . . (who) would select one good, broad minded earnest worker of ability and conscience and saddle upon him the work."

Conrad Youngerman, a building contractor, said that taxes, along with railroad rates, were too high. He said city taxes were increasing while the rest of the county with its suburban property had seen no increase in taxes.

"Reduce taxes and capital will come in," Youngerman said.

William Bentley, a boot and shoe wholesaler, said Des Moines had become a distribution center, with nearly \$27 million of goods shipped out in the previous year. With 15 railroads serving the city, Des Moines could become an even larger commerce hub, Bentley said.

Pharmacist Norman Lichty told the group that he was normally too shy to speak at such large gatherings, but said he wanted to encourage people to buy local. He added that the city needed to encourage more convention business as a way of advertising the benefits of Des Moines to outsiders, who then might want to move here.

Banker and real estate developer Isaac Brandt said the city's pioneer business leaders had fallen behind the times and needed to be replaced by younger business owners with more vision. His call to arms would be repeated periodically during the coming decades, most notably during the late 1960's, when entrepreneur John Ruan and banker John Fitzgibbon began a new round of development that led directly to Des Moines' modern downtown.

During the course of the meeting, a dozen speakers laid out an agenda that would become the founding platform of the Commercial Exchange, which was created during a second gathering later that month, on January 24.

An estimated 100 civic and business leaders attended the January 24 meeting. The proposed plan, according to the next day's newspaper, was for "an association for the benefit of shippers, jobbers, and retail merchants" that would exclude "lawyers and real estate men and a few others."

But, the newspaper said, "under the reformed plan those restrictions are to be abandoned."

Another change was the name of the group. The plan had been to call it "The Merchants' Exchange," but Jefferson Polk, the longtime law and business partner of Frederick M. Hubbell, moved that the name be changed to the Commercial Exchange.

Each of 4,000 members would purchase one share of stock for \$1 and pay annual dues of \$25.

The group approved a platform with nine objectives:

1. Securing and entertainment of conventions

2. Developing roads in order that people may come to Des Moines to trade

3. Securing better freight rates for Des Moines

4. Working for the construction of a viaduct over the railroad south of the business district

5. Working for a Union Station

6. Advertising Des Moines in a systematic and judicious way to encourage manufacturing plants

7. Attracting by advertising, correspondence, and personal solicitation of industrial enterprises (wholesalers) that are successful elsewhere but that because of the superior advantages here may be induced to come to Des Moines

8. Securing an Army encampment for Des Moines

9. Beautifying the riverfront. The new offices of the new Commercial Exchange were located in the newly opened Savery House Hotel at the corner of Fourth and Locust streets. In 1905, the name was changed to the Commercial Club, and in 1914, it changed again to the Des Moines Chamber of Commerce

WHAT'S IN A NAME

The name "Chamber of Commerce," came into common usage after the Chamber of Commerce of the United States was founded in 1912, according to U.S. Chamber historian Chris Mead.

Before the 20th century, a variety of names were used to describe groups that performed functions similar to those of a Chamber of Commerce.

In addition to Commercial Exchange and Commercial Club, the names that were used in Des Moines up until 1914, Chamber-like organizations went by the names Businessmen's League and Board of Trade.

During the later part of the 20th century, Mead said, the names "Partnership" and "Alliance" have also been used.

In Des Moines, the Greater Des Moines Partnership was created in 1999 as the parent organization for more than two dozen groups, including 20 Central Iowa Chambers of Commerce.









Congratulations to the Greater Des Moines Partnership on your 125th Anniversary!

Homesteaders is proud to have played an important role in the Central Iowa business community for more than 107 years. We appreciate all the Greater Des Moines Partnership continues to do to promote our community, making it one of the best places in which to live, work and play. Visitors to Des Moines continually tell us it exceeds their expectations. We couldn't agree more!

Photos (top to bottom): Homesteaders Life Company was established in 1906, in the Securities Exchange Building in downtown Des Moines at $7^{\rm th}$ and Grand.

The Homesteaders Board of Directors approved a plan to build a freestanding home office in 1948. One year after breaking ground, the staff began their migration to the new location at 2141 Grand Avenue.

As the company grew to more than 100 employees, so did the need for a larger facility. In 1968, Homesteaders added two floors to its building on Grand Avenue and expanded parking.

In 2003, Homesteaders moved to its current location at 5700 Westown Parkway in West Des Moines. The building sits on 16 acres and is home to more than 170 employees serving more than 3,500 funeral homes and the families they care for across the country.



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The Des Moines Chamber of Commerce and its predecessors have occupied a dozen locations in the downtown core during the past 125 years. All but one were in leased space. During the early years, the group moved every four to six years, but it occupied only three locations between 1919 and 1985.

In 1888, the 280 original members of the Commercial Exchange held their first annual meeting at the Savery House Hotel at 401 Locust St., but relocated after seven years to a building less than a block away. The Chamber offices moved four more times before returning to Fourth and Locust Streets in 1919 when the current Savery Hotel replaced the outdated Savery House.

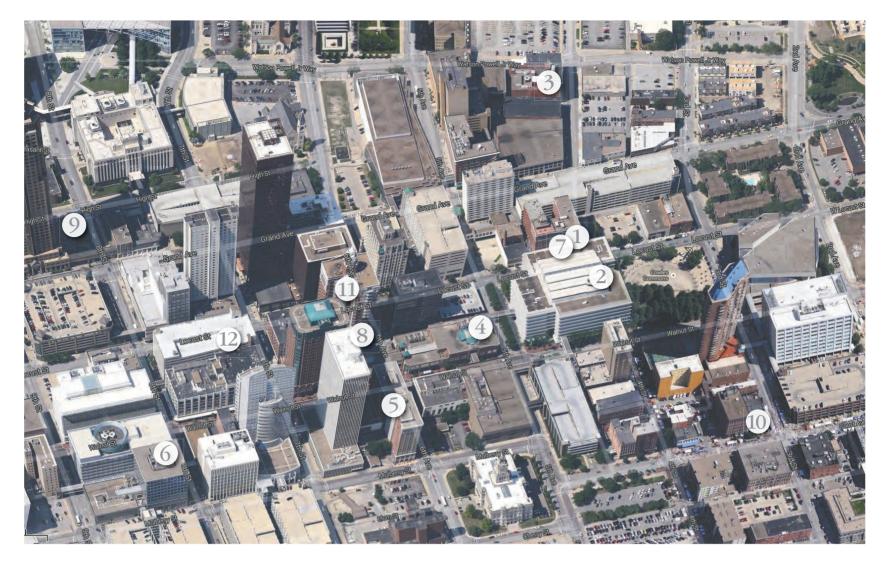
The Chamber remained at the Savery for 23 years, before moving to the Equitable Building at 600 Locust St. in 1942.

In the early 1960's, the Chamber built and owned a onestory building at 800 High St., where the group remained until 1985. That site has two distinctions. Today, it marks the northeast corner of the block that is home to the 44-story 801 Grand, Iowa's tallest office building. It was also the site of an early-morning bomb explosion on June 13, 1970, that caused an estimated \$100,000 of damage. The explosion was one of three that occurred in Ames and Des Moines during a one-month period. The explosions were believed to be tied to the anti-Vietnam War movement, but no arrests were ever made. Similar explosions occurred on May 13 at the Des Moines police station and on May 22 at Ames City Hall.

During the past 125 years, Chamber offices have been located on Locust St. for 76 years in six different locations, including the past 13 years at 700 Locust St.

The farthest south the Chamber ever went was Court Ave., when it moved to the Saddlery Building at 309 Court Ave. in 1985 as part of an effort to breath new life into the Court Ave. Entertainment District.

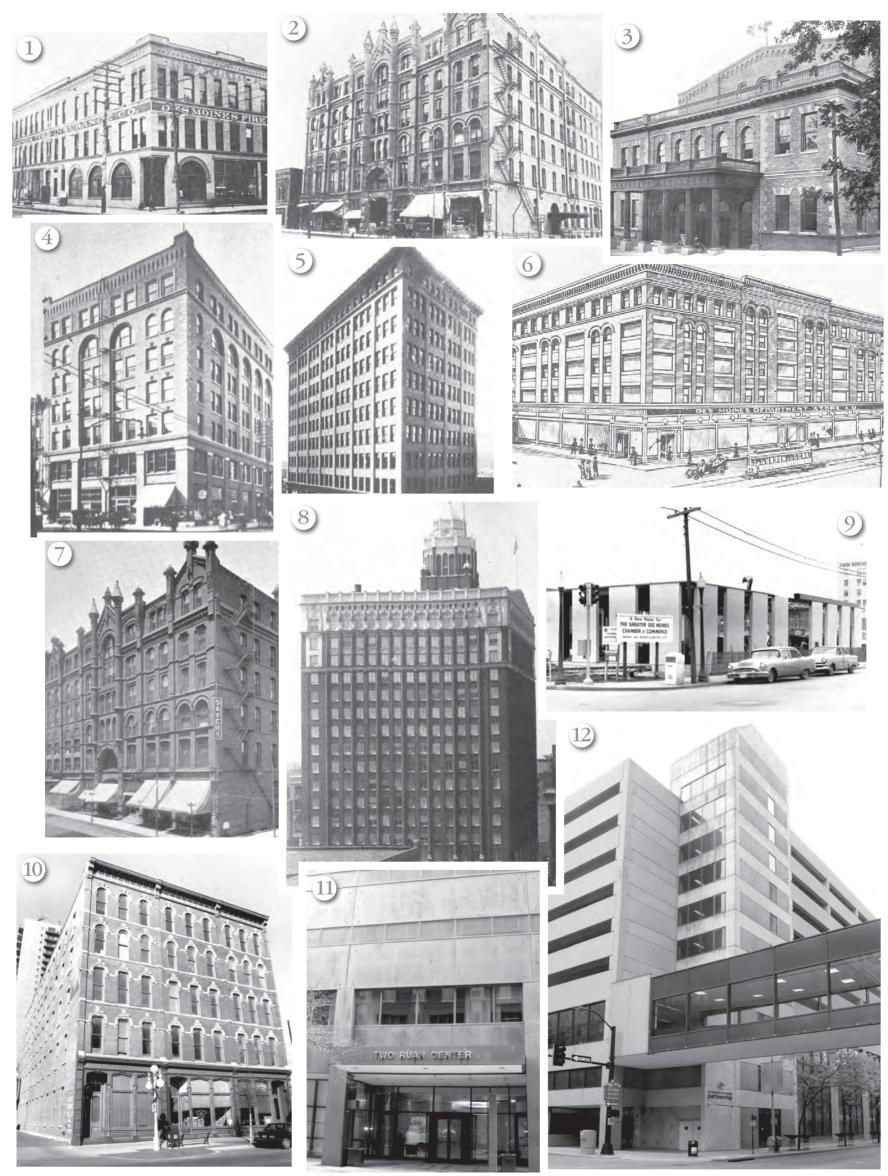
The offices returned to Locust St. six years later, when they moved into the ground floor of Two Ruan Center at 601 Locust St., and moved again in 2000 to the Locust St. Mall (now the Partnership Building) at 700 Locust St.



CHAMBER OF COMMERCE LOCATIONS:

- 1 1888-95: Savery House Hotel, 401 Locust St.
- 2 1895-99: Redhead block, Fourth and Locust Streets (southwest corner)
- 3 1899-1904: Des Moines Auditorium, Fourth St. between Grand Ave. and Watson Powell Jr. Way
- 4 1904-08: Mid-block, west side of Fifth Ave. between Walnut and Locust Streets
- 5 1908-14: Fleming Building (southwest corner of Sixth Ave. and Walnut St.)
- 6 1914-19: Des Moines Department Store Building, 800 Walnut St.
- 7 1919-42: Savery Hotel, 401 Locust St.
- 8 1942-62: Equitable Building, 600 Locust St.
- 9 1962-85: Eighth and High Streets (southwest corner)
- 10 1985-91: Sadlery Building, 309 Court Ave.
- 11 1991-2000: Two Ruan Center, 601 Locust St.
- 12 2000-present: Partnership Building, 700 Locust St.

SOURCE: DES MOINES CHAMBER OF COMMERCE RECORDS



Celebrating 120 years

We've come along way since 1893 when we first invested in the newly formed Valley Junction.

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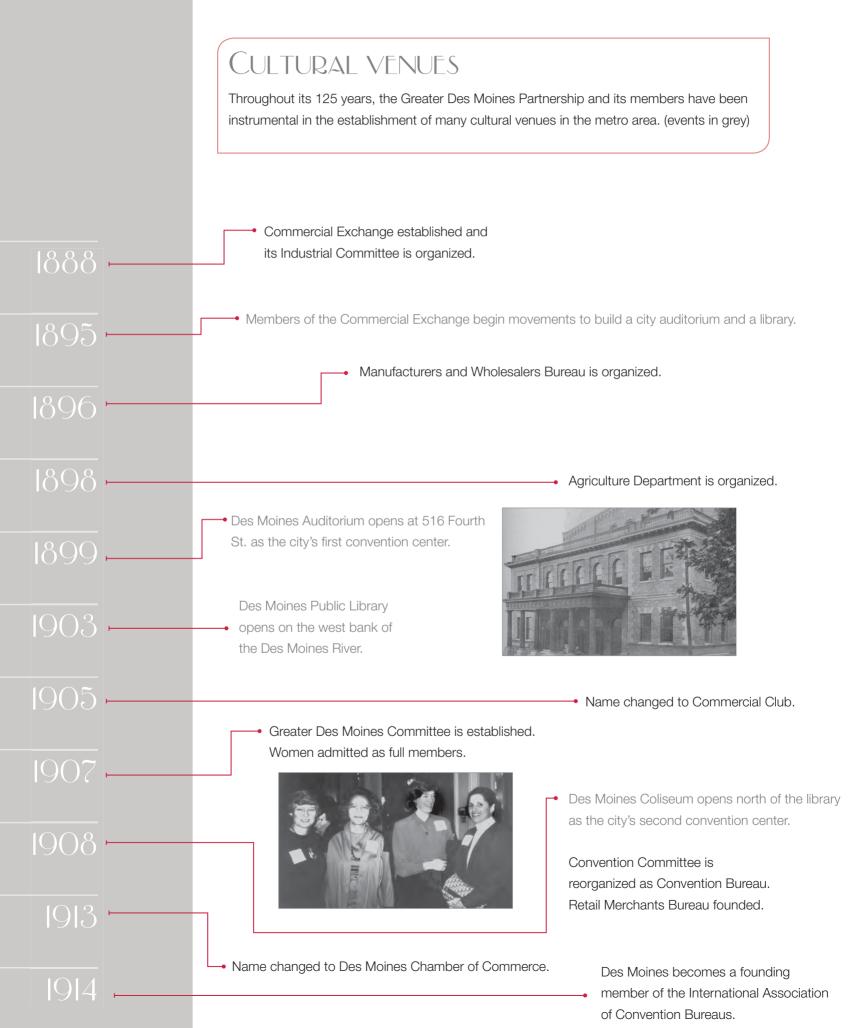
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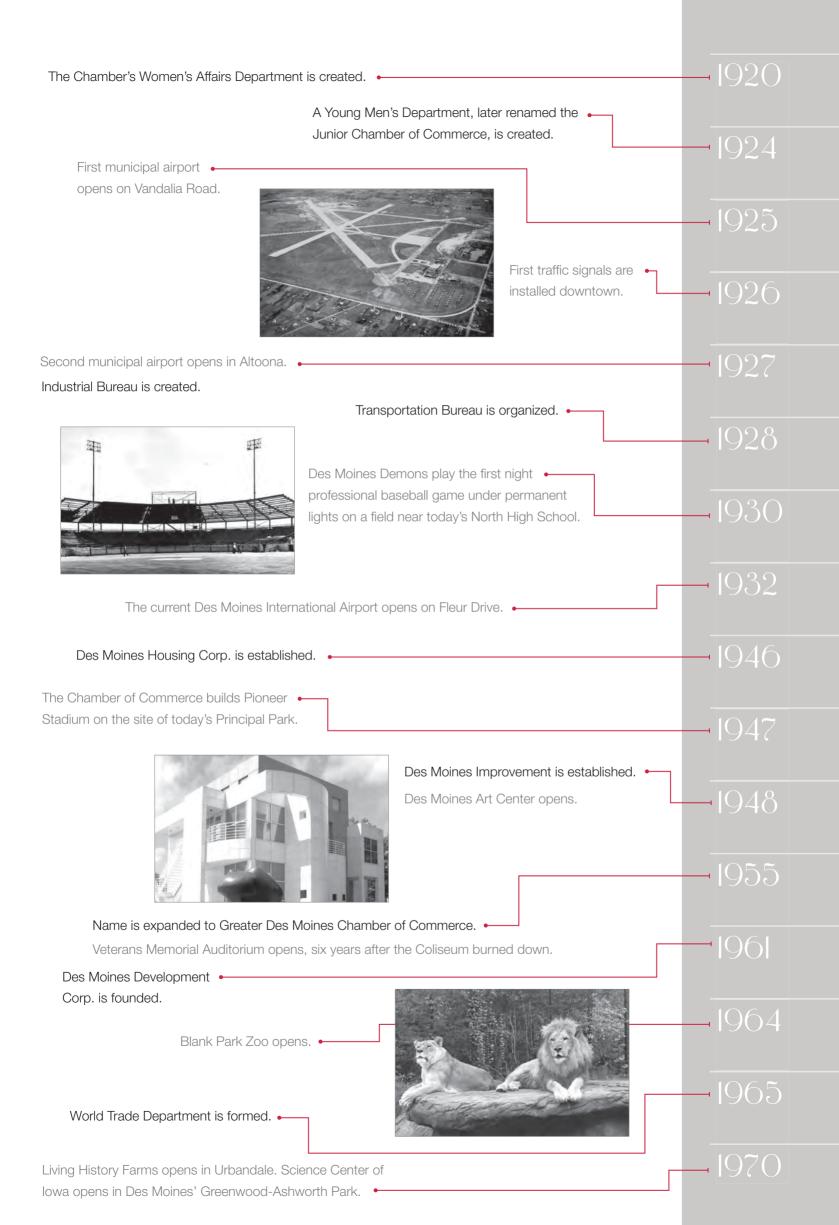


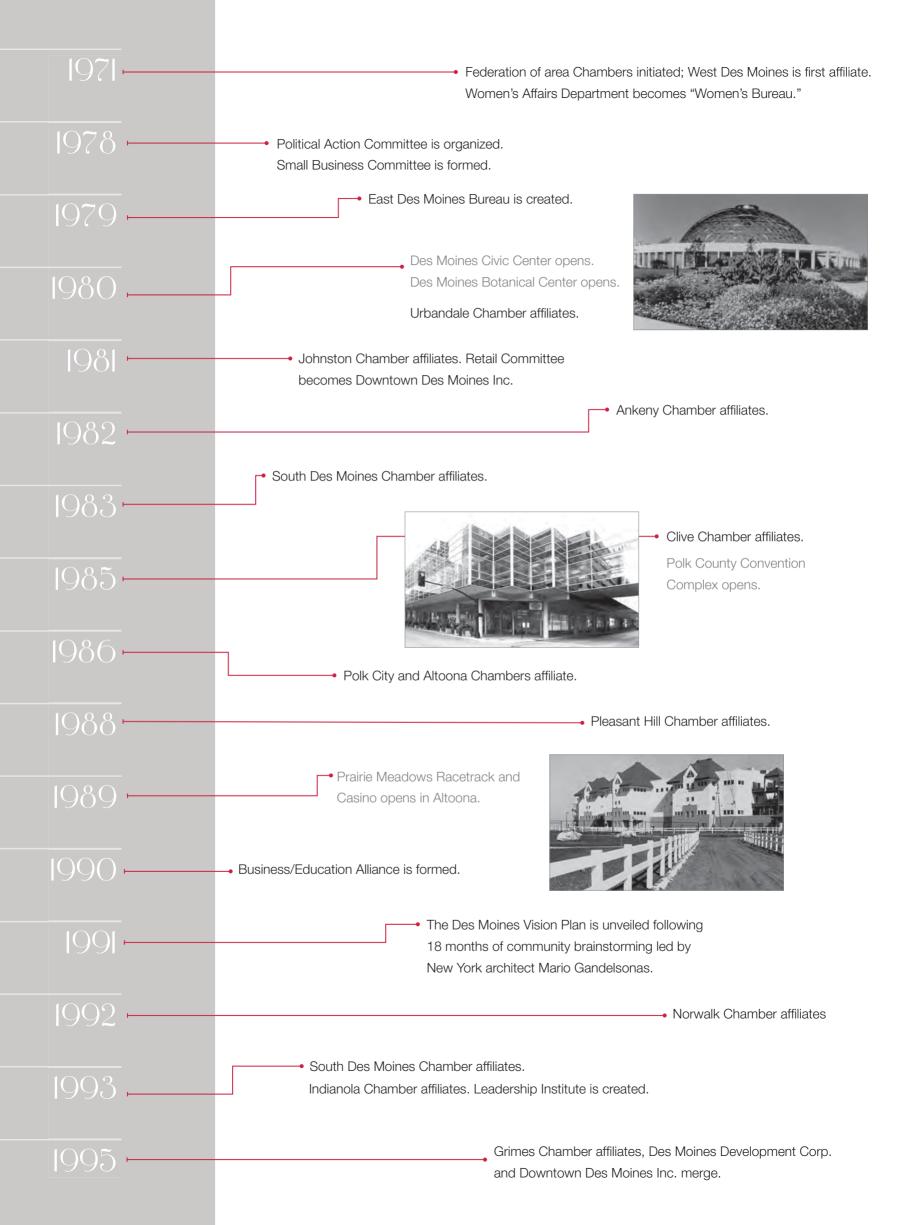


GREATER DES MOINES PARTNERSMIP

Founded in 1888, as the Commercial Exchange, the Greater Des Moines Partnership is composed of more than 20 local Chambers of Commerce. (events in black)









lowa Reinvestment Act signed by Governor. Regional business membership tops 4,700.

More than 29,000 Iowa State graduates can be found living in Greater Des Moines.



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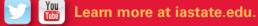


Over the past four years, 445 businesses in Polk County have benefited from engineering services provided by Iowa State's Center for Industrial Research and Service.



Operations and supply chain management faculty rank fifth in the nation for research productivity. - Academy of Management Journal

IOWA STATE UNIVERSITY





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Polk County Board of Supervisors

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-Chris Connolly, General Manager, Iowa Events Center thanks from your, partners for the next 125 years,





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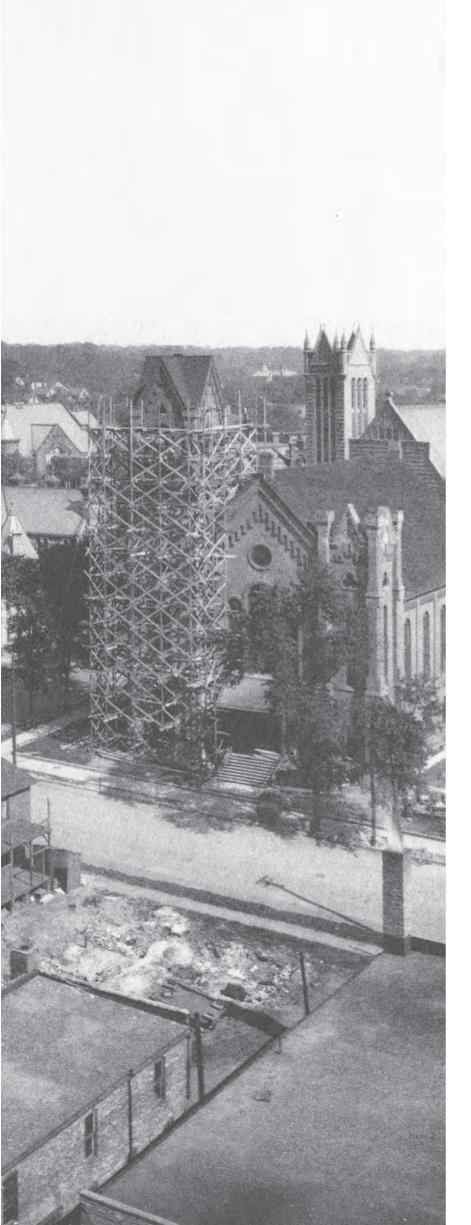


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PART 2 SIGNATURE ACCOMPLISMMENTS





One of the first projects tackled by the Commercial Exchange after its founding in 1888, was to expand the Des Moines city limits to roughly where they are today. The move occurred as a result of a unique tax equalization effort that merged seven of Des Moines' then-developing suburbs into the city. In fact, it can be argued that the city-suburb mergers were one of the motivators for establishing the Commercial Exchange in January 1888.

The Exchange was created following a series of public meetings where business and civic leaders focused on the community's assets and liabilities. One of the biggest liabilities, leaders said at the time, was that property tax rates were much lower outside the city limits than they were for businesses and homes located in the city.

During a meeting on January 7, 1888, Conrad Youngerman, a building contractor, proposed a solution that most agreed would work: "Reduce taxes and capital will come into the city," Youngerman said.

But how could that be done?

The reason suburban rates were lower was that their town governments were much smaller. The new suburbs did not yet have fire departments, police protection, and other services for which Des Moines residents paid city property taxes.

A second question was how to spur more growth.

During the previous decade, a ring of suburbs had grown around Des Moines. The earliest suburb was called Sevastopol, incorporated in 1877. It was a small community located along Southeast 14th St, south of the Des Moines River. Other bedroom communities followed, including North Des Moines in 1880, Greenwood Park on the west in 1881, Gilbert on the southeast edge of the city in 1882, University Place on the northwest in 1883, Capital Park, also on the north, in 1884, Grant Park on the east in 1888, and Easton Place on the northeast in 1889. Other unincorporated areas, including Highland Park, Oak Park, and Clifton Heights, were also attracting new homes and businesses.

Members of the newly formed Commercial Exchange recognized that the suburbs contained many of the area's better development sites, and they wanted growth to occur in a consistent, sustainable manner.

They believed that merging the new suburbs into Des Moines would do two things. It would lower city taxes by



spreading the tax burden over a wider base, and it would allow quicker development of municipal services in the rapidly growing suburbs, thereby extending growth farther and faster.

Des Moines lawyer B.F. Kauffman, whose son, B.F. Kauffman, Jr., would go on to found Bankers Trust Co. in 1917, was selected to head a seven-member committee that drafted legislation that would merge the suburbs into Des Moines.

A newspaper account of the January 7, 1888, organizational meeting said that Kauffman told the group: "The suburban towns ought, at this early stage in their development, be brought into the city limits." The newspaper added that Kauffman "hoped that the members from Polk County would give due consideration to the subject and assist the citizens in removing the laws against enlargement of the limits that now so seriously interfere with the growth of Des Moines."

Kauffman's committee got to work and eventually hit on an idea that they thought would work. They drafted legislation that would immediately extend the city limits 2 ½ miles in all directions, enlarging the city from 8 square miles to 54 square miles, a nearly sixfold increase in size.

The proposal was introduced in the Iowa General Assembly by state Senator Conduce H. Gatch. It received final approval on March 3, 1890, and was put into effect a month later, eliminating all the suburbs as separate towns and leaving only Des Moines.

The merger law, which required no vote by residents of the suburbs or of Des Moines, was challenged in court in 1894 as special-interest legislation. As written, the law applied only to cities with more than 30,000 residents, and Des Moines was the only city in Iowa at that time with that many people.

Two years later, in 1896, the Supreme Court ruled that the merger law was in fact special-interest legislation. But the court allowed the already-merged government to remain in place, saying that at that point, it would do more damage to try to undo the merger than it would to let the city move forward.

Many of the same business leaders stepped up again at the turn of the century to push for a change in the form of local government. Their proposal at that time coincided with the City Beautiful movement that swept the country following the 1893 Chicago World's Fair.

In Des Moines, the effort initially centered on plans to clean up the downtown riverfront, which had become an open sewer. Business and civic leaders drew up plans to create a Civic Center District that would eventually consist of seven public buildings flanking the river as it passed through downtown.

A new public library (now the World Food Prize Hall of Laureates) was the first to be built. Construction began in 1899 and was completed in 1903. Then came a new City Hall, a municipal courts building, a federal building (now the Polk County Administration Building), a federal courts building, the Coliseum, which was destroyed by fire in 1949, and the city armory building. At one point, plans even included a proposal to build an elaborate train depot on a magnificent bridge that would span the Des Moines River south of Court Ave.

As construction was getting underway, the business leaders also launched an effort to change the city's form of government from a ward system, where individual city council members effectively controlled their own sections of the city, to a new commission form of government, where individuals



IMAGE COURTESY OF DRAKE UNIVERSITY ARCHIVES AND SPECIAL COLLECTIONS

would be elected to run specific city departments and meet jointly as a commission.

The commission form of city government, which later became known as the Des Moines Plan of city government, was adopted on June 20, 1907, "after several years of intensive work" by members of the Commercial Exchange, according to a history of the Chamber that was written in 1938 to mark the organization's 50th anniversary.

The motivation for the overhaul was a City Hall fraught with corruption. The change replaced corrupt aldermen with four city commissioners.

"The idea was civic-minded business elites would provide honest and efficient service where ward-style cronyism and waste had prevailed," according to local historian John Zeller. "Unfortunately, the first election under the new plan re-elected the old crowd and discarded the reformers. But the idea was born that the right sort of people could shape a city to their shared vision," Zeller said.

Des Moines' City Commission lasted through World War II, after which the city shifted to a business-backed councilmanager form of government that provided professional direction for the city.

More recent efforts in 1994 and 2004 to re-create the magic of the 1890's by merging the governments of the city of Des Moines and Polk County failed, but business leaders have continued to be involved in a wide array of public policy initiatives in recent years. The ever-growing list includes:

Annual trips to Washington, D.C., during which business

and civic leaders meet with federal lawmakers and agency heads to promote programs that benefit the metro area. Trips have been made every year since 1980, with 190 area leaders making the three-day trip in May 2013.

• The Des Moines Vision Plan and the Major Projects Task Force of the 1990's, which created consensus and muscle for downtown redevelopment including Western Gateway Park, the Principal Riverwalk, the East Village, downtown housing, and the Iowa Events Center.

• Project Destiny, a multifaceted effort begun in 2003 to attract new workers through quality-of-life improvements. Business leaders failed to win voter approval of a one percentage point sales tax increase that would have been used to lower property taxes and support arts and culture programs. But they recorded several successes, including expanded early childhood education, building out a 700-mile regional trails network and creation of Bravo Greater Des Moines as a privately funded program supporting arts and culture.

• Capital Crossroads, the current effort to unite Central lowa around new visions for 21st-century developments. The program is designed to identify and address 11 issues of regional concern, including the needs of the core city and urban neighborhoods, economic development, the environment, the Ames-Des Moines corridor, education, health care, civility, culture, sustainable growth, and governmental infrastructure.

Today, 125 years after the Commercial Exchange was created, its legacy includes having helped to literally shape the city of Des Moines, its riverfront architecture and its form of city government.



When the Commercial Exchange, the predecessor of the Des Moines Chamber of Commerce, was organized 125 years ago, its founding members listed nine goals. Topping the list was: "Securing and entertaining conventions."

The city in 1888 was led by overachievers, who helped Des Moines become one of the great convention cities of the early 20th century. The lowa capital was already a transportation center, with 15 railroads serving the city. Much of the activity of the Commercial Exchange during those early years focused on telling the Des Moines story in a way that would attract more visitors, conventions, industry, and residents to the city.

Conventions were already being held in the city well before 1888 and were seen by business leaders as a good way to advertise the community to outsiders who might then decide to do business with local merchants, or open a factory or other business.

The concept was not original. St. Louis was the first city "to encourage conventions" in 1836, according to the International Association of Convention Bureaus. But Des Moines, which was founded in 1851, was among the earliest cities to recognize the economic and motivational value of conventions, well ahead of Atlantic City, Denver and other modern-day convention centers.

Though conventions were not new, "entertainment of the convention guests was more of a problem" during those early years, wrote John D. Adams, the longtime general secretary of the Chamber, in a 1938 history of the organization's first 50 years.

Part of the immediate solution was the Savery House, which was newly opened in 1888. The six-story hotel was the predecessor of today's Renaissance Des Moines Savery Hotel, which was built in 1919, and which occupies the same site at Fourth and Locust Streets. "The entire building was lit by electricity, which was quite a novelty at the time" and helped attract visitors to the city, according to local historian John Zeller. The new Savery also became the first home for offices of the Commercial Exchange in 1888.

At the time, Des Moines was one of the few municipalities in the country that had installed electric streetlights, which helped provide a more festive atmosphere after the sun went down.

To demonstrate how up-to-date Des Moines was, business leaders decided to hold a special convention. "Manufacturers from all over the United States were invited into Des Moines for a conference" in 1888, the Chamber history said.

"The purpose was to interest them in Des Moines and Iowa as a possible location. Booklets, folders, posters and pamphlets on Des Moines were printed and distributed," Adams wrote of the event.

One hundred thousand promotional pieces were distributed in Chicago alone. Meanwhile, "a series of articles on Iowa Helping Iowa were furnished to newspapers and magazines all over the country," Adams added.

The following year, the business community launched Seni Om Sed during the Iowa State Fair, which had recently moved to a permanent home on the east edge of Des Moines. Seni Om Sed was a carnival parade patterned after New Orleans' Mardi Gras. The intent was to honor "the king of the harvest," a character named Seni Om Sed, which is Des Moines spelled backwards. The Annual Report of the Iowa State Agricultural Society provides this description of the affair:

"Tuesday night the gorgeous pageant of King Seni Om Sed was seen by admiring multitudes. The streets were illuminated by thousands of electric lights, shining through many colored glass globes, and arranged in many artistic forms. The king in all his majesty led the commercial interests of Des Moines in the greatest trades' display ever seen in the State, a proud monarch in a happy and prosperous State. Then came lowa in the past, represented by a group of Indians, and native lowans, in full dress; then the cowboys; the old stage coaches; a float with Indian tent and campfire; one with log cabin and pioneer occupants, Co. H, 3d Regiment, a pleasing change. Further enumeration would fill many pages. Let it suffice that eighty-six floats representing as many industries and trades, all gotten up with reference to harmony, beauty and appropriateness, and with little regard to expense, pleased, amused and dazzled the interested hosts who were so fortunate as to witness it."

Festivals of Seni Om Sed, sometimes spelled Seniom Sed, continued to be held at different times into the 21st century.

Although the business leaders of 1888 were proud of Des Moines, they recognized early on that a big obstacle to attracting conventions and visitors was that the city had no equivalent of what today would be called a convention center. So, they immediately set about raising money to build one.

By 1896, members of the Commercial Exchange had raised \$40,000 in pledges and launched plans to build the Des Moines Auditorium, which became the earliest predecessor of today's lowa Events Center. The auditorium was completed in 1899 at 516 Fourth St., just two blocks south of today's lowa Event Center. That same year, the Commercial Exchange moved its offices into the new building.

Later, the building served as a Buick automobile dealership. The Roman columns that once graced the front entrance, along with much of the original ornamental architecture, were removed long ago, but much of the original building still exists today as a garage.

In 1900, the year after the Des Moines Auditorium opened, the Commercial Exchange promoted Des Moines as a tourist destination with "dry roads that are available for bicycling." More than 80 conventions were held in Des Moines that year, including a Mothers' Congress and a national gathering of music teachers.

Des Moines' convention business grew so quickly that the 3,000-seat auditorium was soon outdated. Efforts were begun to build a larger venue, called the Coliseum, on the west bank of the Des Moines River where the YMCA of Greater Des Moines stands today.

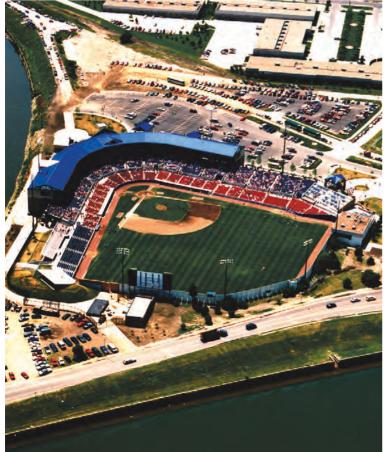
The Coliseum opened in 1908, the same year that a Convention Bureau was created as a permanent arm of the Commercial Club, as the Commercial Exchange was then known.

In 1914, Des Moines became a founding member of the International Association of Convention Bureaus, and by 1925, the Iowa capital was considered one of the nation's leading convention cities, hosting 100 events that year.

George E. Hamilton, who wrote the lyrics of the "lowa Corn Song," led the Des Moines Chamber's Convention Bureau from 1914 until his retirement in 1938. Hamilton came up with the lyrics during a train trip to Los Angeles with a group of Shriners, according to biographer Tom Longden. "Hamilton wanted a rousing, peppy tune for the lowa Shriners to sing as they entered the convention hall," Longden wrote.

The Des Moines convention leader "was known for aggressively cultivating Des Moines' image across the country," Longden said. "In 1932, Hamilton successfully opposed federal government plans to build a convention auditorium in Washington, D.C., saying that the project would be in direct competition with auditoriums across the nation that were built with local tax dollars."









Des Moines was hosting 30 to 40 conventions a year when Hamilton came on board in 1914. By the time he retired, the total for his final year in 1938 was 273 national regional, sectional and state conventions.

Hamilton was dubbed 'the father of the convention bureau' and 'the man who put Des Moines on the convention map'.

Longden said Hamilton "was dubbed 'the father of the convention bureau' and 'the man who put Des Moines on the convention map.'"

Des Moines remained a convention leader up through World War II, but fell behind after the war when the city was slow to replace the Coliseum. Voters approved a bond issued to build a new Veterans Memorial Auditorium in 1945. But they didn't get the job done until 1955, six years after the Coliseum had burned down.

An even bigger problem was finances. Starting in the late 1950's other cities, led by Las Vegas, began charging hotels a "bed tax" to cover the growing expense of Convention and Visitors Bureau (CVB) work.

lowa did not approve a hotel-motel tax until the early 1980's, which was when the Greater Des Moines Convention and Visitors Bureau became a separate agency, independent from the Chamber of Commerce.

Today, the CVB is able to make effective use of the hotel-motel tax money because of more than a dozen crucial pieces of infrastructure that were put in place, including:

- 1964: Blank Park Zoo opened
- 1970: Living History Farms opened in Urbandale
- 1975: Adventureland amusement park opened in Altoona

1979: The Civic Center of Greater Des Moines and the Des Moines Botanical Center (now Greater Des Moines Botanical Garden) opened

1985: The Polk County Convention Complex opened

1989: Prairie Meadows Racetrack and Casino opened in Altoona

1992: Sec Taylor Stadium (now Principal Park) was rebuilt

as the home of the Iowa Cubs, and the Knapp Center opened at Drake University

2004: Jordan Creek Town Center opened in West Des Moines

2005: The Science Center of Iowa opened at its new downtown location, as did the Iowa Events Center's Wells Fargo Arena, Hy-Vee Hall, and Iowa Hall of Pride

2006: The new downtown branch of the Des Moines Public Library opened in Western Gateway Park, and a major renovation of Drake Stadium was completed

2009: The John and Mary Pappajohn Sculpture Park opened in Western Gateway Park

2011: The World Food Prize Hall of Laureates opened in the downtown library building that was originally built in 1903

2012: Veterans Memorial Auditorium reopened as Community Choice Credit Union Convention Center at Veterans Memorial following a \$42.8 million renovation

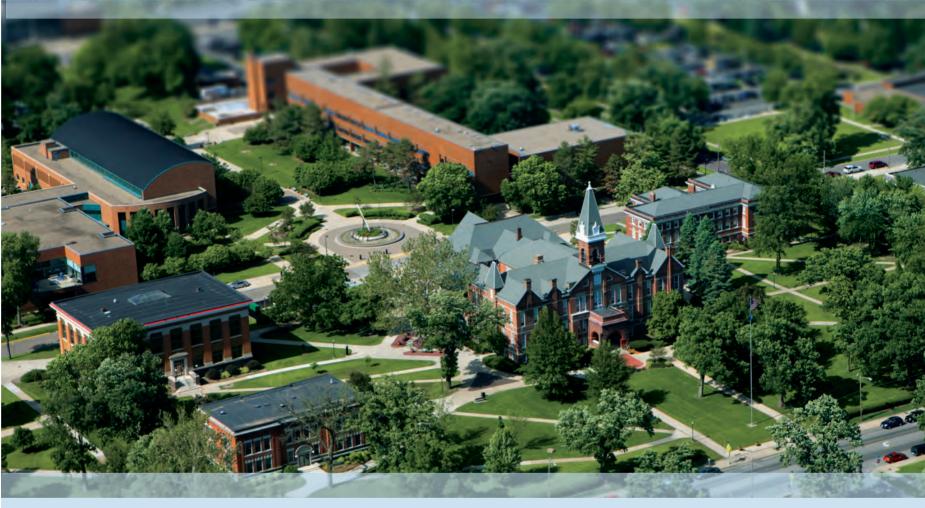
2013: The Principal Riverwalk was completed

As a result of those and other projects, Des Moines is once again a convention leader, hosting everything from national quilting and horse shows to bank and insurance conventions. Today's Greater Des Moines Convention and Visitors Bureau, led by Greg Edwards, was able to leverage a \$4 million budget in 2012 into \$96 million in annual retail sales. The growing list of top-tier sporting events held in Des Moines include the NCAA Wrestling Championships last March and the USA Track and Field Championships in June. Events that now help draw millions of visitors to the metro area each year include the weekly Downtown Farmers Market, the Iowa State Fair and The Principal Charity Classic golf tournament. There is also a growing list of downtown festivals that began with the Des Moines Arts Festival and now include Winefest Des Moines, the 80/35 music festival, the World Food and Music Festival, and the Wonder of Words Festival. The metro area in 2012 hosted more than 900 events that helped draw more than 2.9 million visitors. As a result of that growth, the region's hospitality industry has grown from a handful of hotels with fewer than 100 employees 125 years ago, to 10,600 hotel rooms and more than 16,400 jobs today.

Business leaders say plans to build a major new hotel near the lowa Events Center will ensure that the city's convention and tourism business reaches well into the 21st century.



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Airmail first arrived in Des Moines on a sweltering summer evening following a day of 104-degree heat. Temperatures were still in the 90's the evening of July 1, 1925, when roughly a third of the city's residents piled into automobiles that created their own breeze as they drove to a field just outside the city limits on Vandalia Road, east of 30th St.

At 9:50 p.m., history was made as a single airplane from Chicago dropped out of a darkening sky and bounded to a landing on a grass strip surrounded by spectators. A short time later, two airplanes lifted off the same runway, headed for Omaha. The entire exchange at the newly opened Des Moines Aviation Park took less than 20 minutes.

The *Des Moines Tribune* put the size of the viewing crowd at 40,000 to 50,000 people. It said that more than 10,000 cars returned to the city "two and three abreast, making cross traffic impossible."

Giant searchlights, each illuminated to 5,000 candlepower, helped guide the airplane from Chicago to the ground. The first to greet pilot R.L. Wagner as he stepped down was James Carss, a 94-year-old civil engineer who had ridden on the cowcatcher of the first locomotive to enter Des Moines in 1866.

"The mail plane was loaded while the post office band played the 'Iowa Corn Song,'" the *Tribune* reported.

"About 10,000 letters were carried on the first flight out of the city," the newspaper said. In fact, there were so many letters that a second plane, piloted by W.C. Hopson, was needed. Included were letters that Des Moines stamp collector Will Sprague had addressed to the king of England, the prince of Wales, the crown prince of Sweden, and the sultan of Egypt. The recipients were all well-known stamp collectors. Each envelope bore an official postmark that marked the significance of the occasion.

"Engraved cigaret (sic) cases were presented to the two pilots," the Tribune said.

The welcoming committee that evening included Mayor Carl M. Garver, Chamber of Commerce President George Way Williams, Warren Jackson, general secretary of the Chamber, and Alex Fitzhugh of the Chamber's Greater Des Moines Committee.

The presence of the Chamber leaders was significant because of the role the organization had played in helping secure Des Moines' first air service. Chamber leaders would go on to play significant roles in the founding and development of today's Des Moines International Airport.

Transportation has always been high on the Chamber's list of goals. In fact, four of the group's original nine objectives involved transportation. The business leaders who founded the Des Moines Commercial Exchange in 1888 had focused much attention on improving roads and rail service to the city because they recognized the economic value that flowed from being a commercial hub.

There was, of course, no mention in the founding platform of air service. The Wright brothers would not make their first controlled, heavier-than-air flight at Kitty Hawk, N.C., for 15 more years on December 17, 1903. It would take World War I to greatly expand the possibilities of general aviation.

Once the war ended, the Des Moines business community was among the first to recognize the potential of flight. In 1919, less than year after the war had ended, the Des Moines Chamber created an "air committee" to explore ways to bring air travel to the city.

By 1921, the year of the nation's first transcontinental airmail flight, Fitzhugh and other Chamber members were already lobbying the U.S. government to establish airmail service to Des Moines.

To get air service, Des Moines needed an airfield. The problem in the early 1920's was that Iowa law did not allow cities to spend money on airports.

66 Three hundred thousand pairs of eyes, it is believed, watched the famous silver monoplane as it circled over the city ...,

"There was, however, legislative authority for funding 'parks' located outside the city limits," according to a 1981 history of the Des Moines airport. "So the field (on Vandalia Road), like the locations that followed it, was called 'Des Moines Aviation Park.'"

Unfortunately, that first "park" was in a low-lying field that was prone to flooding and early-morning fogs. Efforts were soon underway to construct a second airport near Altoona.



That second field was leased from James Hanna, who had been mayor of Des Moines in 1910. It opened in August 1927, just three months after Charles Lindbergh had made the first solo flight across the Atlantic Ocean.

Lindbergh flew his Spirit of St. Louis airplane to Des Moines for the dedication ceremony.

The August 29 *Des Moines Tribune* captured his arrival: "Three hundred thousand pairs of eyes, it is believed, watched the famous silver monoplane as it circled over the city shortly before two o'clock.

Houses and office buildings emptied as suddenly as if an earthquake had threatened, everyone rushing out for a glimpse of the ship that spanned the Atlantic, and its boy pilot."

Lindbergh landed at the Altoona field at 2:05 p.m. where another crowd of 50,000 welcomed him. "Horns screamed a raucous welcome. Bass voices shouted, excited women screamed meaningless endearments, but the shrill voices of children could be heard over all," *Tribune* reporter Rae MacRae wrote.

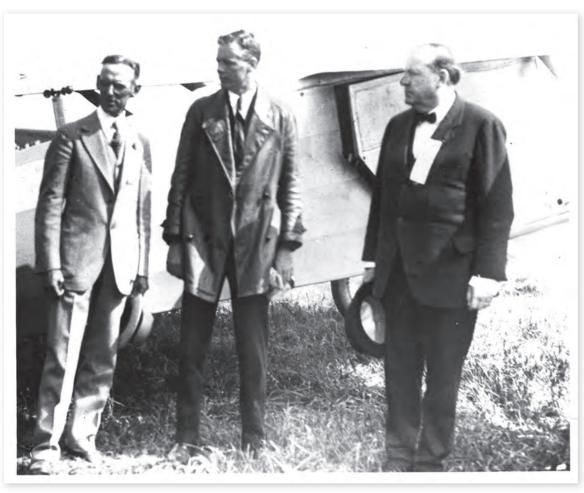
A line of cars that "was probably the longest parade in the history of the state" followed Lindbergh to Des Moines, where he was feted and spent the night at the Hotel Fort Des Moines before flying off the next day to Omaha, the newspaper said.

In 1928, a 100-by-100-foot metal hangar was erected at the Altoona

airpark. The field had been leased from Hanna with the idea that it was likely to be replaced with an airport closer to the city, once the sticky issue of airport financing was settled.

In 1929, lobbying by Chamber members and others paid off when the Iowa General Assembly passed landmark legislation that allowed cities to levy assessments and provide for the sale of airport bonds. That same year, lawmakers authorized the licensing of aircraft and pilots and created Iowa's first air traffic rules.

City officials considered 80 possible airport sites before deciding on November 17, 1931, to accept Mayor Parker Crouch's proposal to issue bonds up to \$200,000 to buy a 160-acre farm at Southwest 21st St. (now called Fleur Drive) and Army Post Road for \$80,000. (The site was just south of the city limits and was not annexed to the city until 1955.)





It was the early years of the Great Depression, and despite the bond issue, there wasn't much money to actually build an airport. So airport director Arthur Thomas got creative. Thomas had been a draftsman from the city engineering department when he was tapped in 1927 to oversee the Altoona field.

66 I wrote letters to every airport in the world that I could think of. I would ... ask them to send me all the literature they had. ,,

Years later, Thomas told the Des Moines Tribune: "All the time I was out there at Altoona, I felt sure that wasn't going to be the Des Moines airport." While he waited, he said, "I wrote letters to every airport in the world that I could think of. I would slip a dollar bill in the envelope and ask them to send me all the literature they had."

He got responses from France, Germany and England. Much of the material had to be translated before he could understand it.

Once the new location south of the city was selected, Thomas went to work. He tore down the single metal hangar at the Altoona field and reassembled it at the new site. He collected nuts, bolts, and other items from family and friends and used them to keep grading equipment and other machinery running.

"Any time I was around the city hall and saw anything I needed, if nobody was looking, and I could carry it, I had it," Thomas said. One night, Thomas and the park commissioner backed up a truck and "relieved the streets department of some pipe it had left lying around," the Tribune reported.

After 250,000 yards of dirt had been moved, the Des Moines Airport opened in 1932 with two runways. A third, north-south runway was soon added, and a fourth, a mile-long northwestsoutheast runway, was added in 1939. By 1940, the airport was rated one of the four best in the nation.

It would grow even more during World War II when the Chamber's general secretary, John D. Adams, led efforts to locate a number of war-related industries in Central Iowa, including an air guard squadron.

Adams, who was known for meticulously compiling statistics about the Des Moines area, began lobbying officials in Washington, D.C., in 1940. By 1941, he had succeeded in persuading the War Department to locate an Air National Guard base at the Des Moines Airport, a move that significantly increased the size and importance of the city's airport.

EARLY AIRLINES

United Airlines, which was founded as Varney Airlines in Boise, Idaho, in 1926, was the first commercial carrier to serve Des Moines. United began collecting travelers from Des Moines in the early 1930's when it added passengers to its airmail flights between New York and San Francisco. United's initial passenger service was with Boeing 247 airplanes, which carried up to 10 people. The airline briefly dropped Des Moines during the mid-1930's when it introduced a bigger airplane, but resumed service when Des Moines added a longer runway in 1939.

The city's second passenger carrier in 1940 was Mid-Continent Airlines, which had been founded in 1928 as Hanford's Tri-State Airlines, a charter service that operated out of Sioux City with flights to Omaha, Minneapolis and Bismarck, N.D. The airline flew 10- and 14-passenger Lockheed planes. Mid-Continent was acquired by Braniff Airways in 1952. Braniff was the first to offer jet service to Des Moines in 1965.

Ozark Air Lines, founded in Springfield, Mo., in 1943, became the third airline to provide service to Des Moines in 1957. Trans World Airlines acquired Ozark in 1986.



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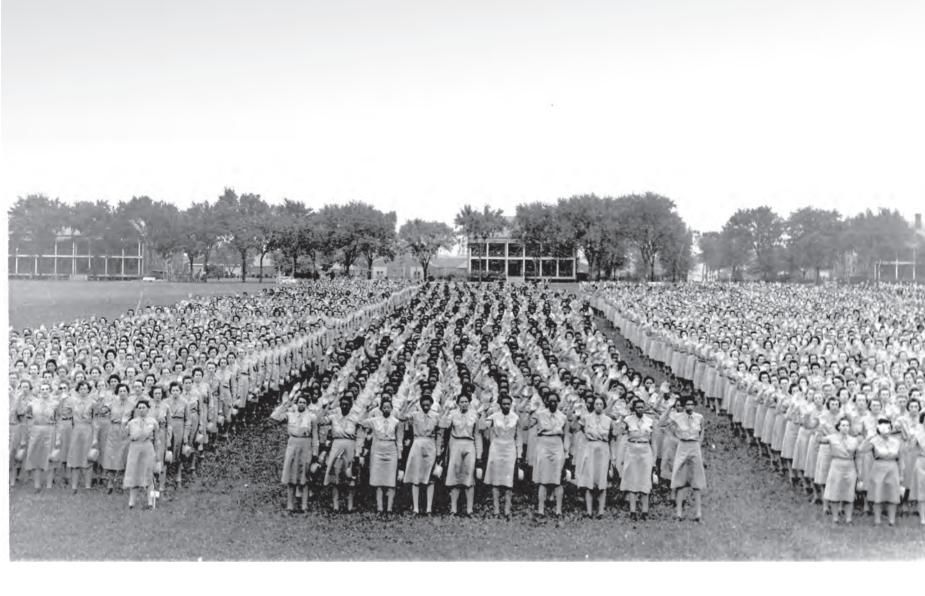
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Des Moines businesswoman Connie Wimer remembers being at a general meeting of the Greater Des Moines Chamber of Commerce sometime around 1980 when the entire leadership was male. "They were all the presidents and CEOs of the big insurance companies and so on," she said. The leaders included Bankers Life Co. chairman Harold Allen, United Federal Saving Bank chief Joseph Strasser, lowa Power and Light Co.'s Dwight Swanson, super lawyer Arthur Davis, and telephone executive William Stauffer.

During this particular meeting, Wimer said, "I raised a concern that there was not more respect for small business."

It was a timely issue. Economists were starting to preach that most job creation was coming from small businesses, not large corporations. Plus, President Jimmy Carter had pushed the idea with his White House Conference on Small Business in 1980.

"I stood up and made some kind of statement about that, and the very next day, I got a phone call from a top leader at the Chamber," Wimer said. More than three decades later, she doesn't remember whom the call was from, but she does remember being "scared to death because I thought he was going to come over and give me hell and chide me. Instead, he asked me to become a member of the board."

She went on to become President of the Chamber in 1987, the first woman to hold that position. In 2002, Wimer was the first female inductee into the Iowa Business Hall of Fame, an institution that was created in 1975 by the Greater Des Moines Committee, which was itself created as an arm of the Chamber in 1906.

"The fact that I was in a very unconventional role for a woman helped a lot," Wimer said, both in her business success and in her dealings with the Des Moines power structure.

Wimer's unique position in that power structure is apparent in three separate lists of the metro area's 25 most powerful leaders. The first list, compiled by *The Des Moines Register* in 1976, had no women. The second list in 1990, also compiled by the *Register*, listed two women, Wimer and Senator Elaine Szymoniak, a former Des Moines City Council member and state senator. The third list, compiled early in 2013 by the *Business Record*, also has only two women, Wimer and Mary O'Keefe, Principal Financial Group Inc.'s senior vice president and chief marketing officer. Although Wimer was the first Des Moines woman to serve as a Chamber officer, the group's involvement with women goes back to the early 20th century.

Chamber records show that in 1907, the organization admitted its first two female members. A 1938 history of the Chamber that records that event does not identify the women, but it does say: "Two women admitted to membership in the Commercial Club (as the Chamber was then called), probably the first time in the history of Commercial organizations in the world."

66 ... Des Moines was very early with women members. ,

That's a bit of an overstatement, according to Chris Mead, author of "The Magicians of Main St.," a history of Chambers of Commerce. There are records of Chamber organizations having women members as early as 1900, Mead said. The first known female officer of a Chamber was Fannie Reese Pugh, who was secretary for the Chamber in Yuma, Arizona, in 1909, he added.

"But Des Moines was very early with women members," Mead said.

Des Moines also believes it was the first Chamber to create a women's department in 1920, the year that women received the right to vote. That claim is impossible to prove, Mead said, because "it's hard to search through the records of thousands of Chambers."

There is no doubt, however, that Des Moines was a leader in recognizing the value of female members.

A four-page "Women's Department History" that was written in the late 1940's describes the early days of the department saying: "In February 1920, a group of business and professional women, who had been active in the Chamber of Commerce, decided they should have a definite department in the Chamber or an independent organization consisting of women."

The department listed eight objectives:

1. Form an economic organization that is essentially conservative.

2. Educate women in economic values.

3. Establish bureaus by means of which women would have every opportunity of specializing in the fields in which they were particularly interested. 4. Inculcate right principles in the thoughts and practices of womankind, especially younger women.

5. Bring to the city the best thinkers and speakers on economic issues.

6. Collect and formulate data on all matters pertaining to the progress and welfare of women in the business world and in the professions.

7. Gather and distribute information relative to vocational opportunities.

8. Establish quarters where the business and professional women could meet other business and professional women for exchange of ideas and keep in touch with new developments in their particular lines of interest.

66 Membership in the women's department 'is offered to any executive of a firm who is a member of the Chamber or to any professional woman who meets the standards of the Board of Directors of the Department.

Membership in the women's department "is offered to any executive of a firm who is a member of the Chamber or to any professional woman who meets the standards of the Board of Directors of the Department," the history said.

The group had 12 standing committees: business affairs, civic affairs, education, junior women, hospitality, legislation, membership, Tuesday noon luncheons, publicity, telephone, health, and recreation. Heads of the standing committees created the department's 12-member board of directors.

Activities of the women's department included:

- Getting out the vote.
- Beautification of the city.
- Assisting unemployed girls.
- Sponsoring the annual Harvest Home Dinner to which rural women were invited.
- Receptions for newcomers.

- Radio broadcasts for children.
- Organization of a glee club.
- Exchange visits with other Chambers' women's departments.

During World War II, the department sponsored "a series of 'Know Our Allies' programs in which speakers from India, England, Mexico, Liberia, Panama, France, and Norway were presented," according to the history.

The four-page history says the department also brought in "famous and notable figures from the United States and foreign countries – economists, writers and poets, women senators, attorneys, political figures, judges, world travelers, a cartoonist, a college president, a bishop, social workers, war correspondents, Red Cross workers, a landscape artist, a noblewoman, college professors, and the wife of a President of the United States," although it does not say which first lady spoke to the group.

The department and its members were early advocates for what are now known as quality-of life issues.

For a brief period, World War II helped women make tremendous strides in business and industry. During the war, with so many men in the armed services, women stepped in and filled gaps in business and industry, especially on factory floors. But when the war ended and men returned, there was a backsliding that wiped out virtually all the gains women had made.

As far as women were concerned, the attitudes of the Des Moines business community during the 1950's was closer to 1920 than it was to the war years.

When Wimer became a business owner in the 1970's and joined the Chamber of Commerce, she said she "saw the women's department as being totally separate and a little looked down upon."

66 Principal for many years had no female in their officer ranks ... but they've changed that very, very dramatically. ,,

It was made up primarily of women who held secretarial or clerical positions and was not action-oriented, she said. The women's Chamber "would have coffee and listen to a speaker and go back to work." Wimer never joined the Chamber's women's department, opting instead to focus her energies in the Chamber's small business committee.

Back then, she said, there were very few women business owners. Nor were there women in the executive ranks of large businesses.

"Principal (Financial Group Inc.) for many years had no female in their officer ranks," Wimer said. She remembered going to Bob Houser, the top executive at Principal, and talking to him about the lack of female executives.

"He said: 'We always promote from within and we have no women in the pipeline,'" Wimer recalled.

"But they've changed that very, very dramatically," she said. Today, seven of Principal's 22 top executives are women, and the financial services company regularly receives notice as one of the nation's most family-friendly and womenfriendly employers.

Since Wimer served as the Chamber's top elected official in 1987, three other women have held the top post: advertising executive Liz Newell in 1996, telephone executive Teresa Wahlert in 2000, and newspaper publisher Mary Stier in 2005.

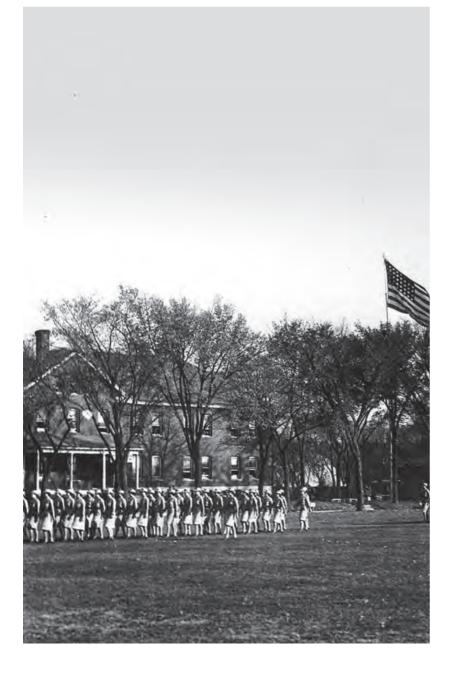
Of equal importance, two women have served as chief executive of the chamber's parent organization, the Greater Des Moines Partnership.

After retiring from Qwest Communications International Inc. in 2002, Wahlert served as President and CEO of the Partnership for one year before businessman Marvin Pomerantz hired her to run his extensive business operations.

When Wahlert left the Partnership, she was replaced by Martha Willits, a music teacher, turned politician, turned nonprofit executive. Willits helped the Partnership evolve into a truly regional operation, bringing in Chambers of Commerce from as far away as Newton and Grinnell, before she retired at the end of 2012.



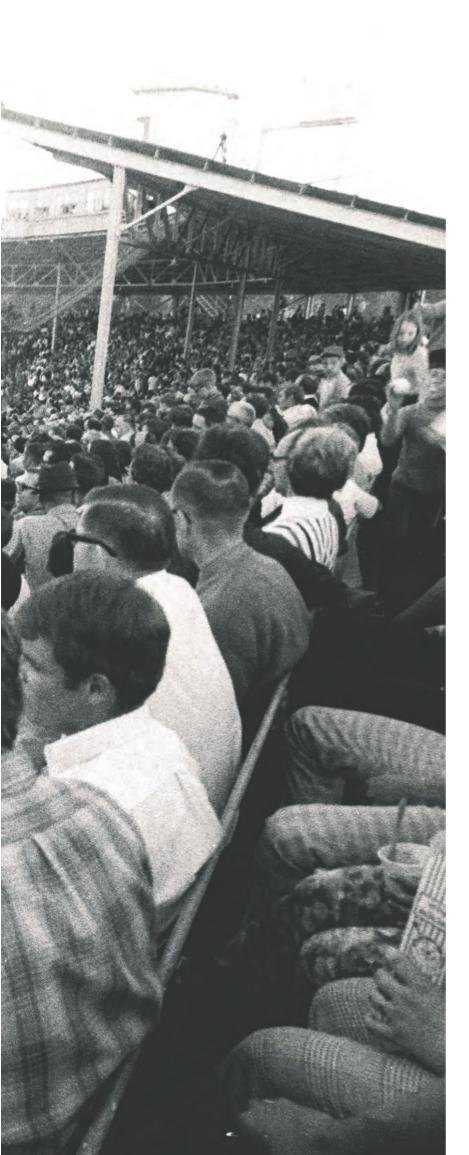












One of the first actions of the Des Moines Chamber of Commerce after the end of World War II was to bring minor league baseball back to the city. The groundwork was laid in 1946, when the Chamber helped revive the Western League, a minor league that had succumbed to the Great Depression and ceased operating in 1937.

Des Moines had sponsored professional teams as far back as 1887, the year before the Des Moines Commercial Exchange was founded. That 1887 team was called the Des Moines Hawkeyes and played in the Northwestern League, according to Baseball-Reference.com. But the name of the team and the league changed in 1888, and the city did not have a consistent franchise until 1900, when it joined the Western League. Between 1900 and 1924, Des Moines teams had seven different names – Hawkeyes, Midgets, Undertakers, Prohibitionists, Underwriters, Champs, and Boosters – before the name Demons stuck from 1925 until 1937.

With the end of World War II in 1945, many believed it was time to restart baseball in the Midwest. The Des Moines Chamber purchased a franchise in the revived Western League for \$5,000, despite the fact that the team had no place to play. That problem was quickly solved in 1947, when the Chamber built a baseball park for the Des Moines Bruins atop a landfill at the confluence of the Des Moines and Raccoon Rivers. The same site is today home to Principal Park, where the Iowa Cubs of the Triple-A Pacific Coast League play.

"The baseball park was built by the Chamber and given to the City of Des Moines," chamber records reported.

That 1947 team was the first to use the name Des Moines Bruins. Later, it became the Des Moines Demons when the team switched to the Illinois-Indiana-Iowa (Three-I) League. In 1959, the baseball park was named after *Des Moines Register* sports editor Sec Taylor.

The Chamber continued to own the team until 1961, when major league baseball expanded. The move disrupted the minor leagues and ended the Three-I League. Des Moines was without professional baseball until 1969, when the minor leagues ramped up again and Dallas, Texas, businessman Ray Johnson acquired the franchise for the newly created Iowa Oaks, which played in the revived Triple-A American Association. In 1981, Johnson sold the Iowa Oaks for \$600,000 to a group of Des Moines owners that included local businessmen Dick Easter, Ken Grandquist, and Rich Eychaner.

At Eychaner's suggestion, the team was renamed the lowa Cubs. Grandquist bought out his partners, and when he in died in 1999, newspaper executive Michael Gartner paid \$11.5 million to purchase the lowa Cubs, which by then had switched to the Pacific Coast League. Principal Financial Group Inc. acquired naming rights to the ballpark in 2004 and renamed the facility Principal Park.







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A \$300 Million Plan to Rebuild Downtown D.M. was the bold headline in the *Des Moines Tribune* on December 5, 1960.

The grand plan would extend nearly two miles from 12th St. on the west to the Statehouse on the east. It called for "the replacement or major renovations of more than threefourths of all downtown buildings," *Tribune* reporter James Flansburg wrote.

The proposed cost of \$300 million would have amounted to \$2.36 billion in 2013 dollars. Of the total, \$250 million would come from the private sector, with the city, county, and federal governments picking up about \$50 million. The plan was expected to take up to 20 years to implement with five-year timelines for various projects.

The Greater Des Moines Chamber of Commerce had commissioned the plan, which was prepared by Harland Bartholomew and Associates of St. Louis for a fee of \$75,000. Bartholomew was 71 at the time and would live to be 100. He is sometimes considered the father of modern city planning. He had previously created comprehensive city plans for Des Moines in 1926 and again in 1940. He had also helped prepare plans in 1929 that laid out the city's networks of parks and schools.

Business leaders believed the city needed to pick up the pace of development, which had slowed considerably during the 1930's Great Depression and which had come out of World War II unfocused.

By the late 1950's, the postwar economy was in full swing. A baby boom had been underway for a decade and would continue into the mid-1960's. Automobiles were getting bigger and faster each year. Suburbs were growing.

Des Moines had been at the forefront of many movements in the late 19th and early 20th centuries, but now it was falling behind. If Des Moines wanted to stay in the game, it needed to re-energize.

So, in 1959 the Chamber's Committee of 100, led by Joseph Whalen of the Hotel Fort Des Moines and Hubbell Realty Co.'s Simpson Smith, hired Harlan Bartholomew and Associates and the Real Estate Research Corp. to work with the city, local architects, and the Iowa Highway Commission to produce "a modern, up-to-date comprehensive plan for the central business district." The plan was completed in late 1960 and formally approved by the Committee of 100 and the Des Moines City Council in early 1961. The main elements of the Bartholomew plan for downtown Des Moines were:

• A nine-square-block "pedestrian island" in the middle of downtown between Mulberry St. and Grand Ave. and from Fifth Ave. to Eighth St. where most traffic would be prohibited.

- A Rockefeller Center-like project along Seventh St. in the area where the Ruan Center, Hub Tower and Financial Center stand today.
- A pedestrian mall in the East Village between East First and Ninth Streets.
- A 300-foot tunnel that would bring Ingersoll Ave. into the downtown at Ninth and Pleasant Streets.
- A new federal building at Fifth Ave. and Walnut St., two blocks west of where it was actually built several years later at Third and Walnut Streets.
- Relocation of the central post office to roughly the area where it is today.
- A new high-rise city-county building west of the Polk County Courthouse.
- New apartment houses spread out across three separate downtown locations.
- A new downtown hotel, new department stores, several new office buildings and many more new buildings for shops.

• A new east-west industrial highway south of downtown at approximately the location where Martin Luther King Jr. Parkway is today. (The proposal for such a road actually goes back to the 1930's.)

• A new north-south freeway on the east side of the Des Moines River that would connect the then-proposed Interstate 235 freeway north of downtown with the proposed industrial highway (Martin Luther King Jr. Parkway) to the south.

The 85-page report included 41 illustrations.

It said that an analysis of 766 downtown buildings had found only 98 that were "of architectural or esthetic value." It said



overhanging signs made streets appear narrow and uninviting. A new sign ordinance was needed, it said, to require that signs be flush against building fronts.

The report assessed the quality of downtown buildings saying: "Only five percent of all floor space downtown is in what is called Class 1 buildings (new and modern) and only 17 percent is in Class 2 (good, well-maintained structures). Forty-three percent is in Class 3 (buildings in fair condition that need considerable renovation) and the remaining 35 percent is in buildings that should be torn down."

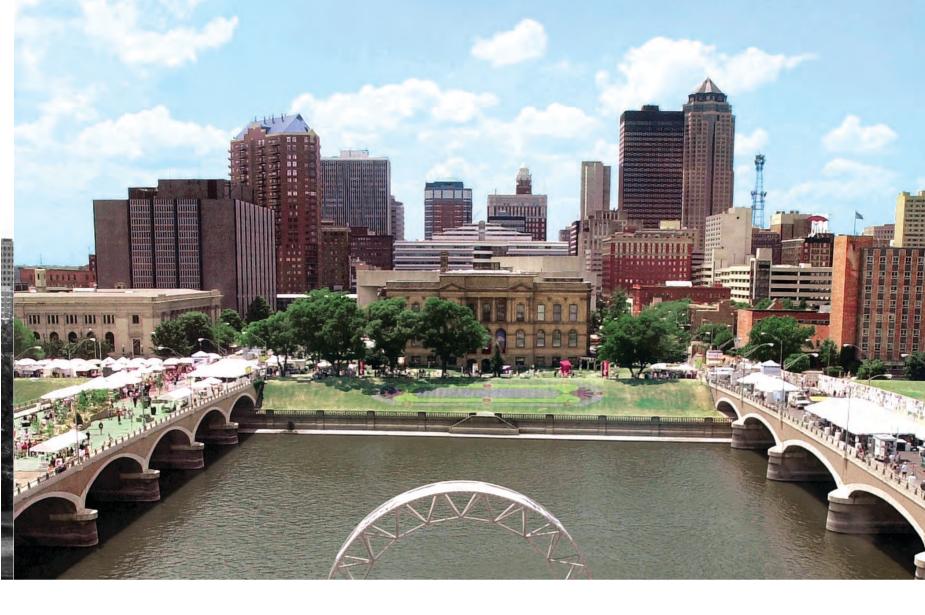
Get The Bartholomew people say the next 18 months will tell the story. If things don't begin to move by then, their experience indicates that the plan may go the way of many such proposals – onto the shelf to gather dust. " "Without an efficient and attractive center, the city may linger on for a while but inevitably will yield its place to some other community that has a healthy and vigorous center," the report said. It listed Des Moines' competitors as Kansas City, Cedar Rapids, Omaha, Lincoln, and Minneapolis-St. Paul, and it said all were "moving rapidly to improve their central areas."

The initial reaction of most business leaders was positive, although those owning businesses east of the river did not like the idea of dividing their district with a north-south freeway.

As months and years rolled by, though, little was accomplished in the way of implementation. Decades later, some aspects of the plan, such as its proposals for what amounted to skywalks, the need for downtown housing and a new hotel, would come to fruition.

A Des Moines Register editorial that appeared February 8, 1961, accurately predicted the future: "The Bartholomew people say the next 18 months will tell the story. If things don't begin to move by then, their experience indicates that the plan may go the way of many such proposals – onto the shelf to gather dust." In retrospect, perhaps the most significant accomplishment of the plan was to alert business leaders to the importance of having a "vigorous center" in their community.

Years later, Robert Mickle, who was Des Moines' city planner



during the 1970's, would say that the problem with the 1961 Bartholomew Plan was that it was too ambitious and too specific.

It called for specific changes to occur in specific locations on five-year timetables. The first time local leaders tried to implement a key piece of the plan, they failed and the plan was shelved, Mickle said.

A key part of the plan was to make the downtown core more pedestrian friendly with skywalk-like bridges and by moving parking out of the downtown core. The plan called for a ring of 10 new parking garages to serve downtown employers and retailers.

Soon after the report was issued, an unexpected opportunity to implement it occurred. There was a fire in an old Locust St. parking ramp that backed up to the Younkers department store at Seventh and Walnut Streets. The plan had called for eventual replacement of the parking ramp with a new office building. But Younkers officials balked. They owed the land, and they believed they needed the parking on that site to serve their block-long store. They built a new, bigger ramp on the same site.

Once that happened, Mickle said, the entire Bartholomew plan was put on a shelf and largely ignored.

One interesting postscript of the Bartholomew plan was its effort to pull Bankers Life Co. (now Principal Financial Group Inc.) into downtown. The Bankers Life headquarters at 711 High St. was considered by most, including the insurance company's leaders, as outside the downtown core.

The Bartholomew plan called for creation of a pocket park on the city block directly across High St. from the Bankers Life headquarters as a way to make the business feel more connected to the rest of downtown.

During the mid-1970's, Bankers Life was sealed off even more when a city-parking ramp was build on the south side of High St., creating a new wall between the company and the downtown core. In the years that followed, as the insurer's corporate campus grew, it was to the north and west, away from downtown.

It wasn't until after the company had changed its name in 1985 to Principal Financial Group Inc., and had built 801 Grand, Iowa's tallest office building, in 1990, that a pathway was found to link its headquarters with the city skywalk system. From that period on, Principal has been an essential player in downtown developments, including the Principal Riverwalk, which was originally conceived as a celebration of the insurance company's 125th anniversary.



The modern rebirth of downtown Des Moines is often tied to the early 1970's. That's when Robb Kelley built a new headquarters for EMC Insurance Companies on Mulberry St., John Fitzgibbon of the Iowa-Des Moines National Bank (now Wells Fargo) built the Financial Center on Walnut St., and John Ruan built the Ruan Center on Grand Ave.

But the rebirth goes back further than that. It goes back to an effort in the late 1960's to keep a J.C. Penney store in downtown. The department store was threatening to move its downtown store to the suburbs, as Sears had already done and Montgomery Ward was about to do.

Since the 1930's, the three major national retail chains had operated department stores in downtown Des Moines.

In fact, it was in the Des Moines Penney store that the future founder of Wal-Mart Stores Inc., Sam Walton, received his first retail sales training. After graduating from the University of Missouri with a degree in economics in 1940, Walton took a job as a management trainee in the Penney store in Des Moines, where he worked until he left to go to war in 1942. But after the war, developers began creating shopping malls in suburban areas, and in 1959, the Des Moines area got its first major mall when Merle Hay Plaza opened as an open-air mall on the site of the former St. Gabriel's Monastery on the northwest edge of Des Moines. Sears and Younkers were the original anchor stores.

At the time, Younkers kept its downtown store, but Sears did not. Not many years later, Montgomery Wards followed suit and abandoned downtown in favor of a store at Merle Hay.

The downtown J.C. Penney store was considering a similar move, which concerned downtown property owners. They worried that downtown might soon become an empty hole in the center of the city, as was happening in other large cities, including Omaha, Kansas City, and St. Louis.

Years later, Iowa-Des Moines National Bank president Fitzgibbon recalled a meeting at the old Des Moines Club, which was located in the building where the Suites of 800 Locust boutique hotel is today.



66 Business owners were complaining about all the boarded-up storefronts and bird droppings on sidewalks. "

"Business owners were complaining about all the boarded-up storefronts and bird droppings on sidewalks," Fitzgibbon said. "People wanted to know what we were going to do about it."

Fitzgibbon and *Des Moines Register* Publisher David Kruidenier agreed to lead the effort. Both of their businesses depended on the success of the community, and both believed that the success of the community depended on having a vibrant downtown, which is exactly what the Bartholomew Plan for Des Moines had said in 1961.

But virtually none of the plan's recommendations had been followed, and now the deterioration in the core was increasingly obvious.

Kruidenier and Fitzgibbon traveled to Penney's regional headquarters in Skokie, III., and to the national headquarters

in New York, and asked what it would take to keep J.C. Penney downtown.

The answer was a new store with adjacent parking. The old store was located on the northwest corner of Fifth Ave. and Walnut St., where the Kaleidoscope at the Hub is today. The site the Penney's officials wanted was across the street at 500 Walnut St., where the abandoned Sears store stood.

To keep J.C. Penney downtown, the community was going to have to buy the old Sears store, tear it down, and build a new store that could be leased to Penney.

But who would pay for it?

As it happened, one of the few accomplishments of the 1961 Bartholomew Plan was to spur the Greater Des Moines Chamber of Commerce to create a new entity, called Des Moines Development Corp., as a way to pay for downtown improvements.

So far, the corporation hadn't done anything, because there had been no consensus on where to start. But now they had an agreed-upon goal: keep J.C. Penney downtown. Fitzgibbon



and Kruidenier persuaded more than 30 downtown business owners to put in enough money to get the project started. Then, they would borrow the rest.

But they still needed parking. The site that worked best was the half block directly across Fifth Ave. It was occupied by a Salvation Army store and the city's original federal building, which had been completed in 1871.

The city bought the buildings, tore them down, and built a fourlevel public parking garage.

The garage was connected to the Penney store by Des Moines' first skywalk, beginning a network that would eventually extend

for more than three miles throughout downtown.

The way Fitzgibbon and Kruidenier raised money for the J.C. Penney project evolved into a pattern that is still used today for major civic projects.

Their strategy was to go to Harold Allen, who was the chairman of Bankers Life Co. (now Principal Financial Group Inc.). The insurance company was the largest employer in downtown. Fitzgibbon figured that if they could get a substantial commitment from Allen, they could use that example when they went to other business owners.

After Allen, they went to Jim Windsor, who was the head of Equitable of

lowa Life Insurance, the second biggest employer, and then worked their way down the list of downtown employers.

The Penney store helped kick off a new wave of downtown office construction. A new headquarters for EMC Insurance was built simultaneously with the Penney store in 1970. The 25-story Financial Center followed in 1972, and the 36-story Ruan Center was built in 1973.

The next big project that involved the same group of leaders was the Des Moines Civic Center.

For decades, the KRNT Theater on Ninth St. near lowa Methodist Medical Center had been the place where major performances were held. By the 1970's, though, the number of performances had fallen considerably. The theater was well past its prime. Not many people wanted to go there and not many artists wanted to appear there.





Civic and business leaders realized the city needed a new theater and organized a bond issue to get the money to pay for it. But the issue failed.

... if we really wanted a Civic Center, we needed to go out and raise the money ourselves.,

The day after the vote, Fitzgibbon said Kruidenier came to him and asked: "What do we do now?"

"I told him that if we really wanted a Civic Center, we needed to go out and raise the money ourselves."

Kruidenier argued that the timing was bad.

Fitzgibbon said the timing is never right, but if you want something, you just do it.

"How do we start?" Kruidenier asked.

"With you," Fitzgibbon said. "You've got the Cowles Foundation, the Kruidenier Foundation and the *Register* and *Tribune*."

Fitzgibbon figured they needed to raise about \$10.5 million. He told Kruidenier to come up with \$2.5 million and said he would come up with \$750,000. The rest they would get from the community, just like they had done before with the J.C. Penney project.

They put together a team that called on every segment of the community – labor unions, contractors, insurance companies, retailers, doctors, lawyers, and bankers.

It only took about three months to raise the money they needed, Fitzgibbon said.

The Civic Center opened in 1979.

The next project was a new downtown hotel. There was a debate over where to put the hotel. Kruidenier wanted it near the new Civic Center at Third and Locust Streets, while John Ruan wanted it near his new Ruan Center office building at Seventh St. and Grand Ave.

Ruan raised most of the money for the project, so he got to put it where he wanted.

The \$27 million Des Moines Marriott Downtown that opened in 1981 turned out to be the first of a long list of new construction projects put in place during the 1980's.

1981-1990 PROJECTS

Between 1981 and 1990, more than 20 downtown commercial and residential projects costing more than \$500 million (more than \$1 billion in 2013 dollars) were put in place. The projects included:

- 1981 The Marriott hotel, \$27 million
- 1981 The Locust Mall (now the Partnership Building), \$12 million
- 1981 Elsie Mason Manor, \$6.5 million
- 1981 Civic Center Court apartments, \$3.6 million
- 1982 Two Ruan Center, \$12 million
- 1983 Capital Square, \$48 million
- 1985 Capitol Center complex, \$12 million
- 1985 Polk County Convention Complex, \$14 million
- 1985 Plaza condominiums, \$25 million
- 1985 KCCI TV studio, \$4 million
- 1986 Park Place apartments, \$10 million
- 1986 Hub Tower and Kaleidoscope at the Hub, \$48 million
- 1986 Walnut Street Transit Mall, \$9 million
- 1986 Keck City Center, \$8.2 million
- 1986 Principal Financial Group Tower, \$42 million
- 1986 East Grand Office Park, \$10.3 million
- 1987 Ligutti Tower and parking garage, \$6 million
- 1987 State of Iowa Historical Museum, \$27 million
- 1990 801 Grand, \$80 million
- 1990 Parking garage south of 801 Grand, \$12.5 million
- 1990 Embassy Suites hotel, \$15 million

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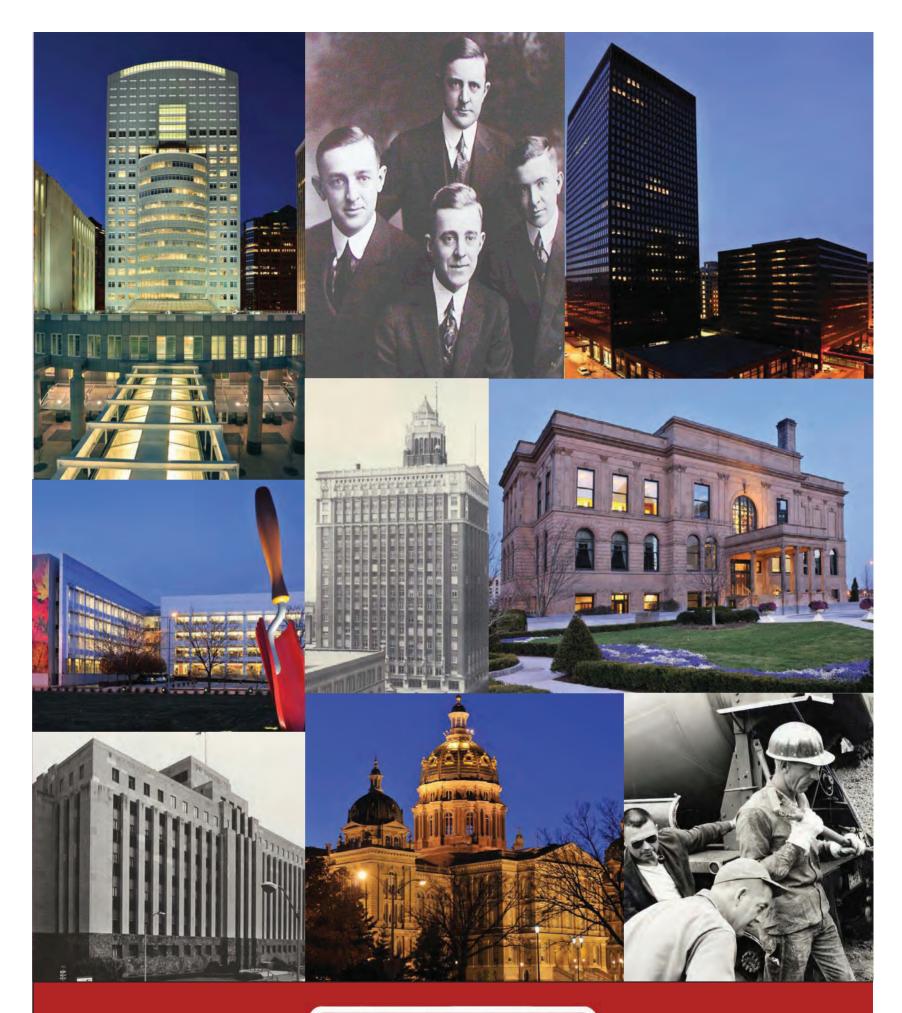
Since 1888, the Greater Des Moines Partnership has maximized local resources to address opportunities for economic and community growth. As a member of the Partnership, EMC is proud to celebrate the accomplishments of the past 125 years and looks forward to those yet to come—accomplishments that will continue to make our community a vibrant place in which to live and work.







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Prairie Meadows Racetrack and Casino is the economic engine that provided financing for the Iowa Events Center and a long list of projects ranging from Terrace Hill renovations to the High Trestle Trail Bridge over the Des Moines River. The Altoona racetrack became a national philanthropic model when it became the first pari-mutuel racetrack in the country to add slot machines in 1995.

But it almost did not happen. In fact, during its early years, most considered the Altoona gaming complex a failure.

After the racetrack opened in 1989, promoters discovered that betting projections had been overly optimistic, and Prairie Meadows struggled financially before closing and filing for bankruptcy court protection in 1991.

A scaled-back operation reopened in 1993, but it wasn't until the lowa Legislature voted to allow slot machines at racetracks that things turned around for good. By the late 1990's, Prairie Meadows had become the largest single benefactor of philanthropic causes in Polk County.

Since 1995, Prairie Meadows has contributed more than \$70 million to local charities, while providing more than \$460 million directly to Polk County, \$33 million to the city of Des Moines and more than \$4 million to local schools. During the same time, state gaming taxes totaled nearly \$720 million.

EARLY HORSE RACING

Horse racing has a long history in Des Moines. It was popular during the pre-automobile era when local sportsmen competed at a track located on the north edge of what is now Water Works Park. But that location was subject to flooding and eventually abandoned in favor of higher ground at the Iowa State Fairgrounds, which opened in 1886 on the East Side of Des Moines. Various types of horse racing continued at the fairgrounds into the late 20th century.

Proposals to build a pari-mutuel racetrack in Polk County periodically surfaced, based largely on the popularity of Omaha's Ak-Sar-Ben racetrack. But betting on horses was politically unpopular and failed to gain traction, in part because lowa governors, including Robert Ray, who served from 1969 until 1983, made clear they would veto any proposals.

Ray's successor, Terry Branstad, also had a record of opposition, but by the time he took office, the farm crisis was in full swing and officials were looking for ways to diversify lowa's rural economy.

Democrats, who controlled the lowa Legislature, passed legislation to allow pari-mutuel wagering on horse races in 1983, and Branstad signed it as an economic development measure designed to create a horse-breeding industry in lowa.

ENTER GRANDQUIST

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Iowa Cubs owner Ken Grandquist was granted a license in 1984 to build a \$30 million track near Bondurant, but the Iocation was shifted to 243 acres of pasture land adjacent to Adventureland amusement park at the urging of Altoona lawyer Ed Skinner.

Grandquist was unable to obtain financing, and in 1986, the license was reissued to the Racing Association of Central lowa (RACI), a nonprofit group led by former Des Moines City Manager Richard Wilkey. RACI persuaded the Polk County Board of Supervisors to back the sale of \$40 million in construction bonds.

The Weitz Co. was hired as general contractor, and on March 1, 1989, the track opened on a cold evening with snow flurries and fogged-over windows. The 7,148 people in attendance bet a total of \$437,581, which was well below consultants' expectations. By the end of the first 53 days of racing, patrons were wagering barely half of the \$588,000 a day projected by consultants.

The track lost more than \$1 million during that opening meet. Management was changed and drastic cuts were made. But there was still a deficit of \$6.2 million at the end of the first year.

Polk County was forced to step in and do what many believed was unthinkable: use taxpayer money to pay off the construction bonds. Voters reacted by rejecting the two county supervisors who were up for re-election in 1990, Richard "Red" Brannan and Clark Rasmussen.

BANKRUPTCY COURT

The racetrack limped through 1990 and 1991 on borrowed money, and when the 1991 season ended, Prairie Meadows filed for bankruptcy court protection. The original RACI board resigned. There was no live racing in 1992, although the track did simulcast and take bets on races from other tracks.

Under the bankruptcy plan, Polk County refinanced the debt at a lower interest rate, and the county received title to the racetrack.

Live racing returned in 1993, but the track continued to struggle and was in danger of going under a second time.

"We had to do something to keep it," said Prairie Meadows CEO Gary Palmer.

The chairman of the Iowa Racing and Gaming Commission, Bud Pike, suggested adding slot machines, Palmer said. It seemed like a logical solution.

66 The last day of the Legislature in 1993, at the eleventh hour, we lost by one vote.,

A group that included horseman Jim Rasmussen, Polk County Supervisor Jack Bishop, Des Moines businessman Jim Cownie and Palmer drafted legislation and had it introduced.

"The last day of the Legislature in 1993, at the eleventh hour, we lost by one vote," Palmer said.

We regrouped and knew in 1994 that the county was going to close the track unless we got it. We worked real hard. Jim Cownie went statewide seeking support.

"We regrouped and knew in 1994 that the county was going to close the track unless we got it. We worked real hard. Jim Cownie went statewide" seeking support, Palmer said.



This time, the law narrowly passed. On May 17, Polk County voters also approved the addition of slot machines, and on April 1, 1995, Prairie Meadows opened a newly expanded clubhouse casino with 1,100 new slot machines.

BACK IN THE BLACK

Within 20 months, Prairie Meadows had repaid Polk County \$90 million, which included operating losses and loans for the clubhouse expansion. The Greater Des Moines Chamber of Commerce Federation was also repaid \$4 million that it had provided in 1989 to get the track up and running.

Palmer said Prairie Meadows' hybrid operation of a racetrack and casino was dubbed a "racino." It wasn't long before other struggling racetracks across the country began copying the racino idea.

Prairie Meadows remains a unique venture, Palmer said, because its ownership structure is designed "to give all of our money back to the community," either in the form of charitable contributions or lease payments to Polk County, which owns the racetrack real estate. Once the debt was paid off, Polk County began using the lease payments for other community projects, including paying off the bonds used to finance the \$217 million Iowa Events Center.

The racetrack and casino became so successful that two separate sale offers surfaced. The idea in both cases was that Polk County would sell the property and annuitize the profit, thereby providing a perpetual source of local funding. The first offer was in 1996, when Circus Circus Enterprises offered \$350 million, but that was turned down. A second offer of \$300 million in 1998 from Calumet Gaming was also rejected.

Prairie Meadows' 1995 expansion to add slot machines was the first of several major expansions. More slot machines were added in 1999, and in 2004, table games were added.

Iowa's gambling laws initially made the continuance of casino games subject to periodic referendums. The approval margin in Polk County was 62 percent in 1994, 67 percent in 2002 and 74 percent in 2010.

SHARING THE WEALTH

Over the years, the success of Prairie Meadows has generated a lot of interest. In 2004, Des Moines businessman Gary Kirke



and lawyer Jerry Crawford backed competing casinos that wanted to launch operations in Des Moines. To forestall these proposals, Prairie Meadows agreed to include the city of Des Moines in future profits of up to \$7 million a year. In exchange, city officials refused to support either proposal and both died.

In 2007, the gaming complex completed a major expansion that added The Meadows Events & Conference Center, A.J.'s Steakhouse, and the Triple Crown Eatery to the original racetrack and casino operations.

Five years later in 2012, Prairie Meadows added another amenity that had been talked about almost from the beginning, a 168-room hotel.

Development also began occurring on a significant scale in commercial areas near Prairie Meadows, beginning with the 2008 announcement of a forthcoming Bass Pro Shops store.

Today, Prairie Meadows' various enterprises employ 1,300 people and 200 seasonal workers.

The list of racetrack beneficiaries is long. Since 1995, more than 250 groups have received grants ranging from \$100 to \$100,000 from Prairie Meadows, while larger grants have been awarded to groups, including \$600,000 to Central Iowa Shelter & Services, \$350,000 to Des Moines Performing Arts, and \$1 million to Drake University for the renovation of Drake Stadium.

Four years ago, then Greater Des Moines Partnership chief Martha Willits tried to put Prairie Meadows' contributions to Central Iowa in perspective. "It's been schools, it's been government, it's been arts and culture, it's been social," said Willits, who retired at the end of 2012.

Generation If you are going to have gambling in your community, this really is the model, because of all the money it puts back into the community.

"If you are going to have gambling in your community, this really is the model, because of all the money it puts back into the community," said Des Moines lawyer Tom Flynn, who has worked with Prairie Meadows since 1991. Growing and expanding to meet the needs of our patients.

> We now have more than 170 physicians and healthcare providers practicing in 38 specialties. We are the largest, independent physician owned multispecialty clinic in the Des Moines Metro Area. When you make the choice to see an Iowa Clinic provider, you can have confidence knowing that your doctor is part of a comprehensive team of specialists. If a health problem is discovered and you need a referral, our staff will coordinate your appointment with one of our experts – usually within 48 hours or less.

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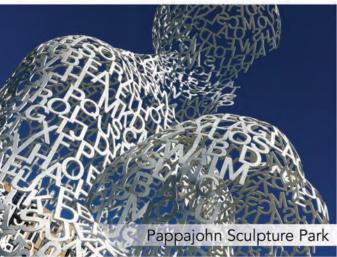


CONGRATULATIONS FOR 125 YEARS OF MAKING GREATER DES MOINES EVEN GREATER



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Many current aspects of downtown Des Moines, including its world-class sculpture park and attention-getting riverwalk, can be traced back to an intellectual exercise that began in 1988.

At the time, New York City architect Mario Gandelsonas was teaching at Yale University, where the Argentine native had become fascinated with the grid layouts of American cities. The grids of cities in Europe and South America often followed rivers, hills, and other topographical features, while development in most American cities followed latticework grids that Thomas Jefferson had originally created to more accurately map the Louisiana Purchase.

In 1988, Gandelsonas received a grant from a foundation run by the national architectural firm of Skidmore, Owings & Merrill (SOM) to apply his grid-work studies to a still-developing Midwestern city. SOM President Bruce Graham suggested Des Moines, where his firm had designed the American Republic Insurance Co. headquarters at 601 Sixth Ave. When Gandelsonas looked at a map of Des Moines, he was immediately intrigued. The Des Moines and Raccoon rivers meet just south of downtown, creating a slightly off-center downtown grid, which intersects with a traditional north-south grid just beyond the downtown core.

In 1988 and again in 1989, Gandelsonas brought teams of Yale students to Des Moines to study and plot the 150-year history and significance of the city's development as a center of industry, finance, and government.

Using old records and his own computer sketches, Gandelsonas peeled back the layers of history. As he did, he discovered why certain buildings had been built where they were and how changing transportation patterns affected development.

He learned, for example, that Court Ave., which in the 1980's was a one-way street carrying traffic away from the Polk County Courthouse, had originally been designed to carry

traffic to the courthouse. As a result of his work, traffic today flows both ways on Court.

Gandelsonas was struck by the balance created by the city's two chief culture centers: the Iowa State Fairgrounds on the east and Greenwood Park on the west. He also underscored the importance of Des Moines International Airport and Fleur Drive as the city's most significant gateway into downtown.

As local understanding of what Gandelsonas was doing began to grow, members of the city's power structure became intrigued and asked him to take the process a step further.

They raised \$250,000 and asked Gandelsonas, along with the city's former planning director, Robert Mickle, to guide a wide cross section of the city's social, cultural, and business populations through a planning process that would build on what the architect had learned about Des Moines.

15/10

A wide-reaching 90-member steering committee was formed, and beginning in the late summer of 1990, Gandelsonas, Mickle and Diana Agrest, Gandelsonas' wife and business partner, began a 15-month process of brainstorming.

The city's architectural community was drawn into the process and, to the surprise of many, became active, unpaid participants at the public sessions.

The idea was to throw as many ideas as possible on the table, and sort out later what was doable and what was not.

Water was the focus of two of the more extreme concepts.

One involved pulling back the banks of the Des Moines River as it flows through downtown to the point where City Hall and the Public Library would sit on peninsulas jutting into the river, and then create a riverwalk similar to the commercially successful one in downtown San Antonio, Texas.

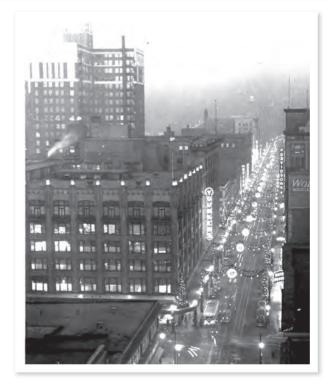
A second idea was to dredge the Raccoon River to create a lake in the area behind the Meredith Corp. headquarters and then build lakeside homes around it.

Of the early proposals, Des Moines Mayor John "Pat" Dorrian said: "There wasn't any gray area. You either thought they were ridiculous or that they had a lot of potential."

The city looked into the river and lake proposals to the point where it became obvious that they would be cost prohibitive.









Later, Principal Financial Group Inc. would latch onto the concept of a riverwalk and adopt the project as a way of celebrating the company's first 125 years in Des Moines. Under Principal's guidance, the project became a \$70 million effort that today includes a downtown riverwalk loop that contains two distinctive pedestrian bridges. In between are a number of attractions, including an amphitheater, an ice skating rink, fountains, gardens, artwork, and an eyecatching kiosk called The Hub for riverside events.

⁶⁶ There wasn't any gray area. You either thought they were ridiculous or that they had a lot of potential. ,,

At the end of the vision plan brainstorming in 1992, consensus formed around a half-dozen overlapping concepts:

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• Improve the western entrance into downtown with a park, which over time evolved to become the John and Mary Pappajohn Sculpture Park. The leaders believed the park would attract highvalue commercial construction, which it did when insurers Wellmark Blue Cross and Blue Shield and Nationwide/Allied Insurance chose to build corporate campuses on the north and south sides of the park.

• Redevelop the crumbling area between the Des Moines River and the Iowa Capitol. The area east of the river had been one of the city's earliest commercial districts. It was known during the late 19th century as a brick-making center. "Red Brick City" was the name the vision planners gave to the project. "East Village" is the name that stuck once a group of mostly female retailers began opening shops in old buildings along Locust St. A combination of retail, office, and housing now occupies the area.

• Beautify Fleur Drive between the airport and downtown. The concept led to redevelopment of Gray's Lake. The lake with its trail and signature bridge is now the city's most popular park. In more recent years, the Ruan family spearheaded efforts to create a linear garden in the Fleur Drive median, making the trip from the airport to downtown a completely different experience from what it was in 1990.

• Create a road bypass immediately south of downtown. This proposal had been in city plans since the late 1920's and was finally brought to fruition as Martin Luther King Jr. Parkway, which extends from Fleur Drive to S.E. Ninth St.

• Rebuild the area around Court Ave., focusing on its history as the early marketplace of the city. In recent years, the weekly Downtown Farmers Market has become a summer institution, while another institution, the Science Center of Iowa, moved from its longtime home in Greenwood Park to a new location just south of downtown. In recent years, the area south of Court Ave. has become one of the city's most successful infill housing projects.

• Bring housing back to downtown. The Vision Plan's original idea was to create Hillside, a \$300 million community of condominiums and apartments on the hills north of Principal Financial Group's corporate campus. It was abandoned after several developers looked at the concept and decided it was too expensive to cash flow. But rather than give up on the idea of downtown housing, developers began making small inroads in the East Village and south of Court Ave., and by creating new links to Sherman Hill, the mid- to late-19th-century community located northwest of downtown.

During the early and middle 1990's as the Vision Plan was beginning to take shape, Des Moines City Planner James Grant captured the essence of the effort. The purpose of the Vision Plan was not to effect an immediate makeover of the city, he said. Rather it was "to plant the seeds now for some things that won't happen until 10 or 20 years down the road."

Which it did.



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LENDING A HAND TO THOSE WHO WORK THE LAND.







Des Moines business leaders learned an important lesson 10 years ago from Vision Iowa. They learned that they could work on several projects simultaneously and bring all to successful conclusions.

Before Vision Iowa arrived on the scene in 2000, the city's business leaders had often achieved success by joining together to work on projects, but it was almost always one idea at a time.

The pattern went all the way back to the 1890's, when the founding members of what became the Chamber of Commerce banded together to lay plans for Des Moines' first convention center and a city library. They completed the Auditorium at 516 Fourth St. in 1899 before laying the cornerstone for the library the same year. The library was then completed in 1903.

A few years later, they built the Coliseum, a riverside convention center that made Des Moines a popular place for professional gatherings during the first half of the 20th century. After World War II, the city's business leaders and others joined together to build the Des Moines Art Center in 1948 and Veterans Memorial Auditorium in 1955. In the late 1960's, they banded together again to build a store to keep J.C. Penney downtown. Then came the Des Moines Civic Center in 1979 and the Des Moines Marriott Downtown in 1981.

The pattern was clear: one major project at a time. But following the vision planning process of the early 1990's, a growing number of worthy projects began to surface. By the late 1990's, the list was becoming unwieldy.

It included one particular project proposed by industrialist Ted Townsend in 1997 that captured a lot of attention but not a lot of financial support. Townsend wanted to build a giant rain forest on 25 acres of land west of the downtown core. His proposal was short on financial details but long on imagination. For months, the ongoing debate was more about what such a large-scale project could do for Des Moines than about how it could be accomplished.

Eventually, a group of business executives led by Meredith Corp. chief executive Jack Rehm came up with a plan. They would study all the proposals, how to do them, and create a ranking. The group was called the Major Projects Task Force.

When they presented their list in 1998, it did not include the rain forest, prompting Townsend to pack up his idea and take it on the road. He pitched the project to interested groups in Cedar Rapids, Coralville, and Pella before abandoning it in late 2007.

Rehm's major projects list included a lot of important proposals, topped by the Iowa Events Center, which was a plan to replace the aging Veterans Memorial Auditorium with a state-of-the-art performance arena and convention center. Also on the list were a new downtown home for the Science Center of Iowa and a headquarters for the John Ruansponsored World Food Prize Foundation. There was also work to do on Western Gateway Park and Grays Lake, and venture capitalist John Pappajohn wanted to build a learning center inside Western Gateway Park.

Then in 2000, Gov. Tom Vilsack and the Legislature created Vision Iowa, and it became a game changer. Vision Iowa would sell bonds to raise \$300 million that would be spent throughout the state to create new cultural venues.

Des Moines leaders immediately saw Vision Iowa as a way to close a funding gap in their plan for a \$200 million events center.

Vilsack named Iowa Cubs owner and former Des Moines Register editor Michael Gartner to chair the Vision Iowa board.

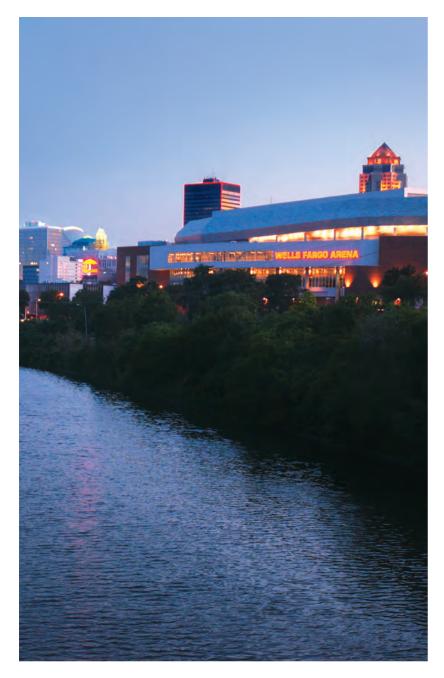
Gartner had spent more than a decade observing John Ruan, David Kruidenier, and John Fitzgibbon as they used financial leverage to jump-start a downtown renaissance. Gartner proposed using Vision lowa to create that same leverage for projects throughout the state.

There would be no giveaways. Grants from the new program would be conditioned upon community support. To receive Vision Iowa money, communities would have to provide a lot of local buy-in.

The expectation was that because of the size of the events center project, Des Moines would receive about \$75 million. But right from the start, there was a disagreement over how that \$75 million would be spent.

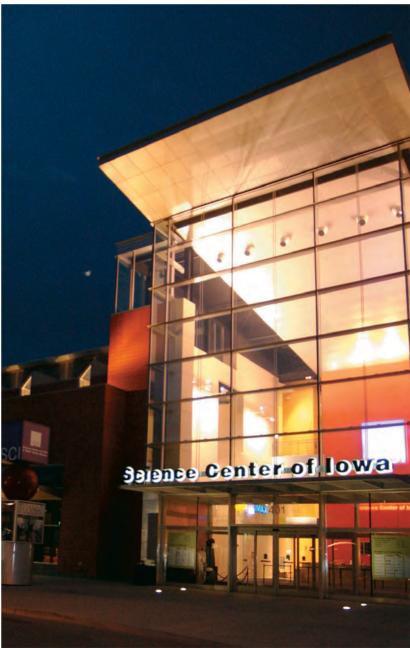
Gartner wanted the money spread out over several projects, while community leaders saw it as going to one: The Events Center.

Early in 2001, Gartner and Michael Blouin, chief executive of the Greater Des Moines Partnership, wound up in a shouting match outside a Holiday Inn where the Vision Iowa board was meeting.









Blouin had told Gartner that Des Moines planned to use all of the Vision Iowa money to close the funding gap for the Iowa Events Center.

Gartner told Blouin that the Events Center was a glorified "real estate deal" and "didn't show any real vision." The city needed to leverage some other projects by sharing the Vision Iowa money with them, he said.

"We really got in a shouting match," Gartner said.

"All these people were standing around watching us," said Blouin.

The men could not resolve the disagreement, so Gartner asked Wellmark Blue Cross and Blue Shield CEO John Forsyth, who was chairman of the Greater Des Moines Partnership, to mediate. The following weekend, Gartner, Blouin, Forsyth, thencity manager Eric Anderson and lawyer Steve Zumbach met at Zumbach's office at the Belin McCormick law firm on the 20th floor of the Financial Center.

They agreed to combine several projects into one Capital City Vision Project, which would handle the \$75 million of Vision Iowa money. The bulk of that money wound up going to the Events Center, but the business leaders promised that weekend in Zumbach's office to also find money to simultaneously support the Science Center, a new library, the John and Mary Pappajohn Education Center, and a new headquarters for the World Food Prize Foundation.

Gartner later said that as a result of the agreement, "the things you thought might be doable in 30 years happened in 30 months."

Since the completion of the Capital City Vision projects in 2006, the appetite of the metro area's civic and business leaders for simultaneous projects has increase.

Within the past year, the list has included a major makeover for the Des Moines Botanical Garden, establishing an endowment for the Des Moines Symphony, the Des Moines Social Club's conversion of the city's 1937 art deco downtown fire station, a \$11 million effort to convert Nollen Plaza to Cowles Commons, along with the major fundraising projects by Blank Park Zoo, the Des Moines Community Playhouse, and Ballet Des Moines.

Still to come are a major makeover of the State Historical Building in the East Village, erection of a convention hotel near the Iowa Events Center and a three-way swap that will result in construction of a new downtown Wellmark YMCA at the former Polk County Convention Complex, creation of new courtrooms and other legal space for Polk County in the former J.C. Penney building and construction of a new mixed use building on the riverside site of the downtown YMCA.

A NEW LEADERSHIP MODEL

Community leadership in Des Moines has evolved in recent decades, moving from a personal to a corporate model.

During the 1970's, iconic leaders like John Ruan and David Kruidenier wielded power by virtue of personal and family fortunes, while today, the top elected leaders of the Greater Des Moines Partnership are more likely to be CEOs of large national insurance or banking organizations than self-made business leaders.

During the 1980's and '90's, several of Des Moines' largest businesses were sold to national and international companies. They included *The Des Moines Register*, the Equitable of Iowa insurance companies, seed corn manufacturer Pioneer Hi-Bred International Inc., Younkers department stores, the Allied insurance group, MidAmerican Energy Co., Iowa Realty Co. Inc. and four local banks.

Even Principal Financial Group Inc. and Meredith Corp., two old-line Des Moinesbased businesses, faced new pressures from their national and international constituencies.

Younger workers also changed the equation. Many have higher expectations and expect to become players sooner than the generations that preceded them.

The new generation of leaders is more collaborative, more open to diverse points of view, and has a broader range of interests, including families and leisure activities, than did the leaders of the 1960's and '70's.

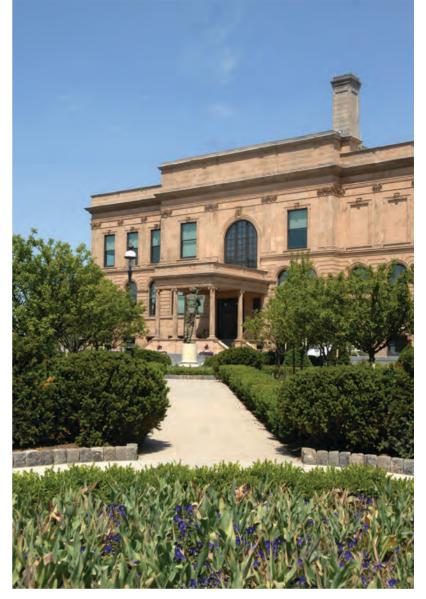
With more minds involved, the need for consensus has increased. In some cases, the corporate leadership model has slowed decision making. But it has also vastly increased the possibilities, because with more minds come more ideas and more hands to carry ideas forward.





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Finley Law may not be the largest firm but has been recognized by its clients and peers as among the best firms in Iowa.





The Greater Des Moines Partnership is the economic and community development organization serving Central Iowa. Together with 20 Affiliate Chambers of Commerce and 4,400 business members which employ a workforce of more than 150,000, the Partnership is a regional collaboration, which works to grow opportunity, create jobs, and promote the best place to build a business, a career, and a future. Working with local Chambers, communities, and other local economic development groups, the Partnership has helped drive over \$3 billion of capital investment since 2000.

The Partnership concept goes back to the mid-1990's, when executives Teresa Wahlert and Barbara Henry shared a private joke. At the time, Wahlert was new to Des Moines, having recently been transferred by US West Inc. to Iowa to oversee the telephone company's operations here. She became friends with Henry, who was sent to Des Moines about the same time by Gannett Co. Inc. to be publisher of *The Des Moines Register*.

The women executives noticed that they were often attending weekly meetings of three separate economic development groups. "We started joking with each other" about how frequently the groups met and how each seemed to have the same agenda, Wahlert said.

Their time-management problems reached a tipping point in 1998, when real estate developer Bill Knapp and Hy-Vee Inc. chief Ron Pearson began talking about creating yet another group, which would be called Choose Des Moines Communities.

Though Wahlert and Henry may have been the first to see the problem, the issue was forced out into the open by the Knapp-Pearson proposal and the unrelated resignation of the Chamber's chief executive, Michael Reagen, who announced in 1998 that he would leave the following year to take a job with Des Moines University.

Finding someone to replace Reagen, who had been with the Chamber for a decade, would involve even more time for the group's top elected officers, which included Wahlert and Henry.

Des Moines lawyer Steven Zumbach, who had been chairman of the Greater Des Moines Chamber of Commerce Federation in 1993, also saw that things were becoming unwieldy for many civic-minded executives who would have to split time between the Chamber Federation, Des Moines Development Corp., the Downtown Community Alliance, and Choose Des Moines Communities.

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"Many of the same people were on the boards of all four," Zumbach said.

CREATING A NEW MODEL

Zumbach and his longtime friend, accountant Suku Radia, began looking at how other Chambers of Commerce around the country were handling similar growing-pains.

"We talked with the U.S. Chamber of Commerce, and they said their model for what we wanted to do, their ideal person, was Mike Blouin, who at the time headed Priority One, a Partnership-like group in Cedar Rapids," Radia said.

Steve Chapman, who would take over as Chairman of the

Chamber Federation in 1999, and Zumbach contacted Blouin, who told them that the only way he would consider taking the job was if Des Moines had an organizational structure that was more efficient and that was adequately funded.

Chapman, Zumbach, Radia, and others went to work and crafted a plan to create an umbrella organization that would oversee the activities of the Chamber Federation, Des Moines Development, Choose Des Moines Communities and the Downtown Community Alliance. They called the umbrella group the Greater Des Moines Partnership.

They also launched a campaign to raise \$10 million. Businessman Marvin Pomerantz, former Iowa Gov. Robert Ray, and Knapp led the effort, and within 90 days, they had secured enough pledges to meet the goal and provide the new agency with an annual budget of \$2 million for the next five years.

At the end of 1999, the Chamber Federation ceased to exist and the Partnership was born.

"I give a lot of the credit to Teresa Wahlert and Barb Henry," Radia said. "They were both involved in the Greater Des Moines Chamber of Commerce, but they were not part of the old establishment, which was primarily male-dominated."

EMPHASIZING QUALITY OF LIFE

Creation of the Partnership was accompanied by a new style of community leadership that was more collaborative, with broader interests and more diverse views. The new group created new opportunities for young professionals to become involved and take leadership positions in significant civic projects.





"You've got so many people involved now, and you've got such a good structure, that it doesn't require an overburden of any individual or group of individuals," said then-Principal Financial Group Inc. Chairman J. Barry Griswell after his term as chairman of the Partnership in 2004.

••• Attracting business and workers to Central Iowa is at the core of all Partnership activities. ,,

"This is the kind of community where you can make an impact" without having been a blue blood, Griswell added. "People can connect fast here."

The new structure was also accompanied by increased awareness that quality-of-life amenities are essential to attracting what urban sociologist Richard Florida has called "the creative class." Many Des Moines executives became early believers in Florida's theories after hearing him speak at the Hotel Fort Des Moines in 2000.

Florida's theories recognized and encouraged many of the downtown projects that were already underway or in the planning stage, including efforts to create Western Gateway Park, develop the East Village and beautify the riverfront.

"Attracting business and workers to Central Iowa is at the core of all Partnership activities," Meredith Corp. chief Steve Lacy said during a 2008 interview as he assumed the chairmanship of the Greater Des Moines Partnership.

Today's smart workers seek out communities that have cultural and recreational opportunities that match their lifestyles, said Zumbach, who chaired the Partnership in 2003.

EXTENDING THE REACH

Since the Partnership's creation in 2000, it has extended its organizational and geographic reach but not without growing pains.

When the Partnership was launched in 1999, a separate downtown group that included many retailers opted not to join because members believed they could be more effective by remaining independent. But after seeing the Partnership operate, and receiving assurances of continued autonomy on certain projects, the Downtown Community Alliance joined the Greater Des Moines Partnership in 2003.

In 2007, Partnership chief executive Martha Willits realized that better coordination was needed between the Partnership and

PARTNERSHIP BY THE NUMBERS

Number of employees: 38 Budget: \$8.1 million

2012 Numbers:

New capital investment: \$263 million

New company locations: 11

Business expansions: 21

New/retained jobs: 1,600

Totals since 2000:

New capital investment: \$3.1 billion

New company locations: 132

Business expansions: 273

New/retained jobs: 21,399

WHERE THE MONEY | COMES FROM

The Greater Des Moines Partnership's \$8.1 million budget comes from a variety of sources.

Roughly one-third is sponsorship, event and program revenue, while two-thirds comes from investors who make annual contributions from \$3,000 to \$100,000 or more. The contributors range from nonprofit groups to small, medium-sized and large businesses, as well as city and county governments.

Only about one percent of the budget comes from the Chamber of Commerce dues paid by the 20 Chambers active in the Partnership. affiliated Chambers of Commerce. As the economy soured, it became obvious that the Partnership and the Chambers were at times competing for the same members and event participation. To resolve the issue a single dues structure was created that automatically provided full regional benefits to all members of the 20 Chambers of Commerce under the Partnership umbrella.

Over a three year period, Chamber leaders Tom Gayman of Urbandale, John Irving of South Des Moines, and Darlene Carlson of Altoona helped implement a dual membership model and work out the bugs. The new membership model extended premium services to all Chamber members. Those services, which help businesses expand, collaborate and try new ventures, had previously been available only to larger businesses that formed the original core of the Partnership's member base. As a result of the change, the number of Partnership members more than doubled to 4,400.

In 2010, the Partnership extended its geographic reach working with Chambers of Commerce in Madison, Jasper and Marshall Counties. In 2012, the Grinnell Area Chamber of Commerce joined the Partnership, extending the regional reach.

Meanwhile, an effort that may be the Partnership's most ambitious undertaking is just getting underway: figuring out how Central Iowa's growing list of assets fits into the megaregion concepts that economic and social planners say will drive the future.

Megaregions provide economies of scale for trade, transportation, and other public services. They are defined by various groups as areas that range in population from 7 million to 63 million.

The concepts of megaregions are still developing, explained Jay Byers, CEO of the Greater Des Moines Partnership. "These aren't hard-and-fast boundaries," he said. "Just because you are part of one megaregion doesn't mean you can't be part of another."

In fact, Byers said, the Des Moines metro area already identifies with two megaregions. One is the Great Lakes megaregion, which has a population of about 57 million. The other is a "Heartland" megaregion, which is less developed as a formal area, but includes the metropolitan areas of Des Moines, St. Louis, Kansas City, and Omaha.

One challenge for future Partnership leaders, he said, will be figuring out the best ways to leverage Central Iowa assets to achieve the highest returns from our megaregions.

PARTNERSMIP SLOGAN MISTORY

Des Moines

1977: Des Moines – The Surprising Place



1988: New Style American City



1991: Believe It!



1996: Des Moines. Smart Life.



2001: Change Your View



2006: Des Moines. Do More.

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Today, John Ruan III, the Ruan family and company team members carry on his legacy. We offer our customers a one-source solution for Dedicated Contract Carriage, Logistics Management, Bulk Transportation, Warehousing and more. Team members are active in communities across the nation, supporting worthy causes. And we remain — and will always remain an anchor in Des Moines.

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What began as a Chamber study on community leadership, has grown into the premier incubator for leadership and civic involvement in Central Iowa. Since 1982, the Greater Des Moines Leadership Institute (GDMLI) has been a catalyst for ensuring the development and injection of new leadership into Central Iowa.

In 1979, then Des Moines Chamber of Commerce Federation President A. Arthur Davis appointed a committee of Chamber members under the age of 40 to look at Greater Des Moines' quality of life and future. The Metro 2000 Committee met over 60 times to discuss local issues with national, state, and community leaders. As a result of those discussions, GDMLI was founded. The Community Leadership Program (CLP) Class of 1982 had a two-year curriculum designed to motivate participants to a higher level of community awareness and involvement.

In just over three decades, more than 1,500 leaders have participated in GDMLI programs, gaining a greater understanding of the region, and opportunities for civic improvement, expanding their networks, and enhancing their personal leadership skills. GDMLI's CLP curriculum has expanded over time. Current classes of around 50 participants complete a 9-month program.

As the new millennium approached, Greater Des Moines communities experienced major cultural and technological change. GDMLI was quick to respond. In 1998, the Institute developed the Transformational Leadership Program. Although LC participants formed a compelling leadership agenda to lead significant change; the LC program was discontinued in 2006.

A GDMLI Class of 2002 project led to a third initiative. Modeled after the GDMLI program and existing youth leadership programs, the Youth Leadership Initiative (YLI) was created to target high school sophomores in the Greater Des Moines area. Initially administered by GDMLI, the program grew in popularity, and management was transferred to the Greater Des Moines Partnership's workforce development and education program, where it continues today.

Each year, the CLP class completes a community service project. Over the years, GDMLI class projects have contributed more than \$1 million and more than 6,000 volunteer hours within the region.

The GDMLI experience does not end after graduation. More than 50 alumni volunteer their time on GDMLI's board and committees to support the organization's mission. In addition, GDMLI offers programs which help alumni continue to grow and learn as community leaders. Most importantly, GDMLI alumni are often the individuals who champion change and growth which improves the quality of life in Greater Des Moines.





The Young Professionals Connection (YPC) began as an initiative of the Greater Des Moines Partnership with 30 members in 2000. It has since experienced monumental growth and has become the largest young professionals organization in the metro area.

The Partnership recognized a need for opportunities for young people to be involved in the city. YPC was founded as an organization that could provide those opportunities for young professionals to be active socially and philanthropically. Its mission is to promote an environment that attracts and retains young professionals in Greater Des Moines through social, civic, charitable, and professional development endeavors.

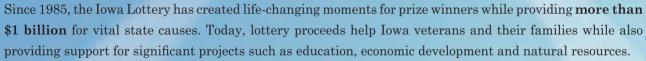
The organization saw steady growth through its early years. It had an initial budget of \$2,500 in annual funding from the Partnership, and raised money in years two through four by implementing a \$20 membership fee. Generated \$3,000 to \$5,000 in revenue through its signature event, Tour de Metro, a bicycle ride that culminated downtown with food and live music. By 2005, YPC had increased its annual budget to \$7,500 and had about 250 paying members. Today, it has grown to more than 600 members. YPC currently charges members \$25 for a one-year membership or \$40 for a two-year membership, and raises funds through sponsorships and the Golden Circle Games, which the Partnership turned over to the organization in 2009.

One of the organization's crowning moments came in 2011, when *Forbes* named Des Moines "America's Greatest City for Young Professionals." That led to a spike in membership that YPC still benefits from today. It also highlighted the positive momentum that the young professionals scene (which is often led by YPC members) has generated in the community.

YPC holds a number of events in the community, including a monthly social networking happy hour, morning meetups, lunch-and-learn events and a plethora of special events throughout the year. Athletic participation has also become a major part of how people get involved with the organization. New members are encouraged to get involved in one of YPC's eight committees, which are charitable, civic, diversity, impact downtown, marketing, membership, professional development, and social. A 19-seat board gives young professionals the chance to gain valuable professional experience, and board members often contribute time to other Partnership councils and committees.

Moving forward, YPC strives to continue to connect young adults to one another and to the many opportunities Greater Des Moines has to offer.

Iowa is the big winner.





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Thank you to the Greater Des Moines Partnership FOR SUPPORTING THE

Greater Des Moines Leadership Institute

IN OUR EFFORTS TO DEVELOP, CONNECT, INSPIRE, AND CHALLENGE OUR COMMUNITY LEADERS!



More than 30 years ago, the Greater Des Moines Partnership created the Greater Des Moines Leadership Institute under the direction of A. Arthur Davis. We are proud of our rich history with the Partnership and we are eager to serve our community as the premier leadership organization for the next 30 years.







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We applaud our founders Buzz Brenton, David Kruidenier and John Fitzgibbon for realizing what Des Moines could grow to be. A city where the arts take center stage.
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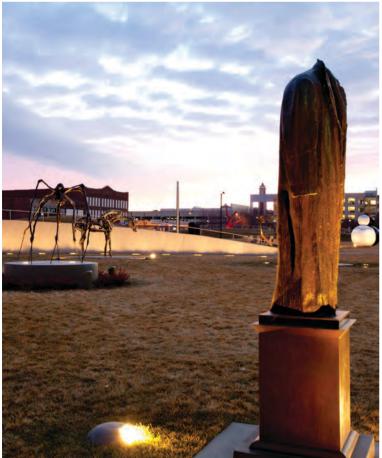
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Perhaps the most unusual aspect of Des Moines' John and Mary Pappajohn Sculpture Park is its accessibility in Western Gateway Park, where downtown workers can see it as they arrive in the morning on Locust St. and leave in the evening on Grand Ave.

The Pappajohns' goal from the start was visibility. "If you put a fence around it, I think it kind of ruins it," John Pappajohn said during an interview in 2009 when the sculpture park opened.

The park, which contains 27 sculptures by world-class artists, is the result of more than two decades of effort and cooperation between the business community and the city of Des Moines.

The park was envisioned during the 1990's as an urban green space at the western entrance to downtown. At the time, it was an area occupied by radiator shops and other run-down one-story buildings that were remnants of Des Moines' 1920's auto row.

Officials believed that creating a significant urban park would spur high-value development on adjacent blocks south of Locust St., where Nationwide Mutual Insurance Co. later built a campus that now has a taxable value of \$171 million, and north of Grand Ave., where health insurer Wellmark Blue Cross and Blue Shield's new headquarters has a taxable value of \$118 million.

The sculpture garden was not part of the original plan. When the park opened in 2006, it was a gathering space used for pickup soccer games, Frisbee throwing, and outdoor movies. It also became home to the annual Des Moines Arts Festival and the 80/35 music festival.

John Pappajohn drove by the space daily on the way to his office in the Financial Center.

"He told me he was driving to the office one morning, past the park, and a light went on," City Councilwoman Christine Hensley said. Pappajohn and his wife, Mary, began collecting art soon after they were married in the 1950's, and by the mid-2000's, they had amassed a substantial sculpture collection on the lawn of their south-of-Grand home.

John Pappajohn was originally an insurance entrepreneur, founding the Guardsman Life Insurance Co., before moving into venture capital, specializing in the health care, and medical instruments industries.

As the couple approached 80, they began thinking about a permanent home for their eclectic sculpture collection. After consulting Des Moines Art Center Director Jeff Fleming and city officials, the Pappajohns agreed to contribute their sculpture collection, then valued at \$20 million to \$30 million, to the Art Center, which made arrangements with Des Moines Park and Recreation Director Don Tripp to install the collection in city-owned Western Gateway Park.

New York architects and designers Diana Agrest and Mario Gandelsonas were commissioned to reshape the park, creating outdoor "rooms" for displaying the sculptures. Both had previously been key players in the 1990's Des Moines Vision Plan, which was where the park idea originated.

Businessman Jim Cownie and lawyer Steve Zumbach, both former chairs of the Greater Des Moines Partnership, raised \$6.5 million in mostly private donations to pay for design of the sculpture park, installation of 24 sculptures, security, and maintenance.

Since the park opened in 2009, three additional sculptures have been added, bringing the total number of pieces in the 4.4-acre park to 27. Twenty-one artists are represented in the park. The Des Moines Art Center does not place a value on the collection, but outside experts have valued it at around \$40 million.









Des Moines' Principal Riverwalk was the result of a decadelong effort that could easily have collapsed under the weight of its own ambitions, but which is today a signature aspect of the downtown core.

The Riverwalk extends for roughly a half mile on both banks of the Des Moines River, linking a renovated Historic East Village with new life in the west-side financial district, and connecting 300 miles of Central Iowa trails in the heart of Des Moines.

The Principal Financial Group launched the Riverwalk in 2002 as a community project that would help the city's largest private employer celebrate its 125th anniversary. The first phase of the effort was expected to cost \$15 million to \$20 million, with Principal supplying \$5 million to \$10 million. As a result of flooding and other concerns that were unknown in 2002, the effort wound up costing more than \$70 million, with Principal contributing more than \$20 million.

"It's a pretty remarkable project," said Mary O'Keefe, senior vice president and chief marketing officer for Des Moinesbased Principal. "I have to give credit to our management team," including retired chairman J. Barry Griswell, who had the vision to begin the project, and current chairman Larry Zimpleman for following through.

"This riverwalk will be seen as a national model," she said, because of all the collaboration between the private sector and the federal, state and local governments, and because of the amount of private money involved.

Several aspects of the Riverwalk opened in 2006, including the Brenton Skating Plaza, Long Look Garden at Des Moines City Hall, the red Union Railroad pedestrian bridge and the Hansen Triangle at Second and Grand avenues. But other significant aspects, including a signature suspension bridge over the Center St. dam and the walkway itself, were delayed by a variety of issues, most significantly, flooding concerns.

Meanwhile a variety of problems, including the economic collapse of 2008, caused some early backers to pull out and left the project several million dollars short of expected private and government funding.

Rather than create additional delays, Principal picked up the \$6 million shortfall, leading to the 2012 opening of the lowa Women of Achievement suspension bridge and the 2013 opening of the promenade and the Hub Spot, an eye-catching kiosk and cafe on the west bank.

Meanwhile, redevelopment of the \$30 million conversion of the Des Moines Public Library to the World Food Prize Hall of Laureates was completed in 2011.

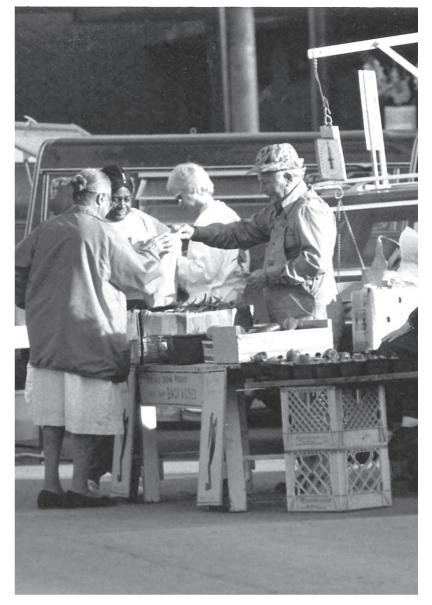




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We can help you make a difference, too. Since 1969, the Community Foundation has worked to improve the quality of life in Greater Des Moines by providing philanthropic guidance and simplicity to donors from all walks of life. We currently manage \$165 million in assets and administer more than 730 charitable funds created by Iowans. Over the past year, we distributed more than \$22 million in grants. And our momentum is clearly growing. If you'd like to explore charitable giving opportunities for your family or your business, we can help. Let us show you how to leverage your giving dollars, connect with important causes and fund a better future.

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To find out more about the joy of giving, visit www.desmoinesfoundation.org

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CONGRATULATIONS to the GREATER DES MOINES PARTNERSHIP

For more than 125 years, the Greater Des Moines Partnership has worked to make central Iowa a better place to live and work. The Davis Brown Law Firm is proud to be a part of the Partnership's rich history and is dedicated to future community and economic development initiatives.

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William N Ruud, Ph.D. President

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PILLAR OF THE CITY ...

The **Des Moines** you see today has undergone a vast transformation in the last **125 years**, in large part due to its symbiotic relationship with the Greater Des Moines Partnership. As the City of Des Moines and the Partnership has evolved, so has the **Holiday Inn Downtown**. The Holiday Inn Downtown was and is quite literally a **pillar of Des Moines** that continues to serve Mercy Campus, the local community, the state, the nation, even the world. It is a **Crucial element** to the **synergy** of our capital city.

TOP OF THE TOWER ...

Downtown Des Moines' Holiday Inn has welcomed the musical likes of Little Richard, the Oak Ridge Boys, the Judds, Britney Spears, The Ramones, Sandra Dee, The Platters, Faith Hill and Tim McGraw. They've opened their doors to the who's who in American history such as Ted Kennedy, the Georges Bush, John Glenn, Steve Forbes, Pat Buchanan, Hillary Clinton, and Barack Obama to name a few. Many residents fondly remember the restaurant, Top of the Tower, and its singing servers. Today it is a banquet hall that still 'revolves' around a diverse group of entertainers, well knowns and those wishing to say "I do" with a view.

THE HOLIDAY INN TODAY ...

Holiday Dnn

The hotel opened its doors in **1972** and has evolved along with the times. Just this year the Holiday Inn Downtown underwent another **multi-million dollar** renovation and will proudly debut the brand new **Cityscape Lounge**, the refreshed Genevieve's and the "new" Holiday Inn Downtown the fall of **2013**.

- original 1972

Downtown Des Moines, Iowa

2013 CITYSCAPE LOUNG

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Part 3 The Giants

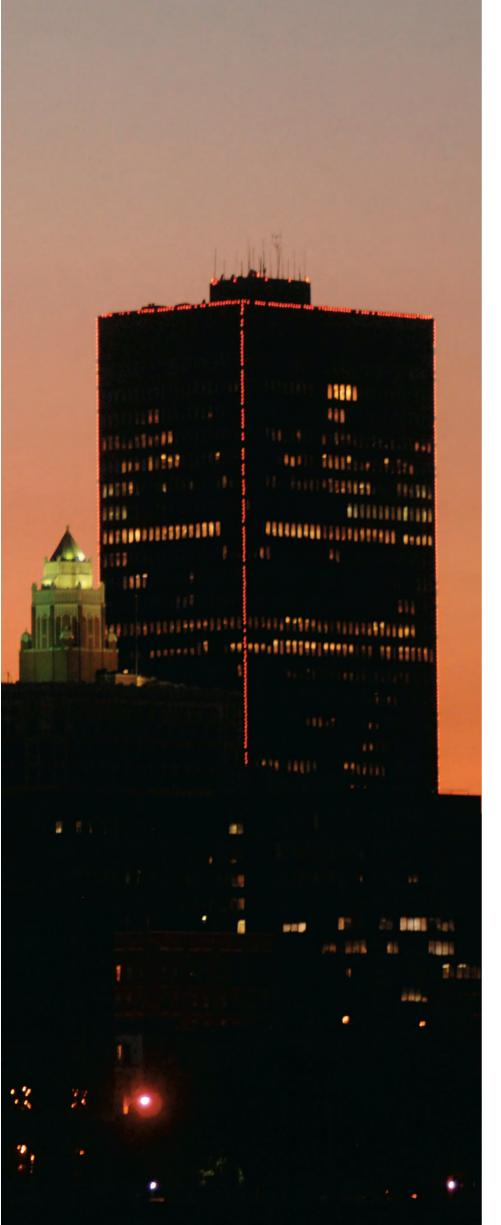


THE GIANTS OF DES MOINES

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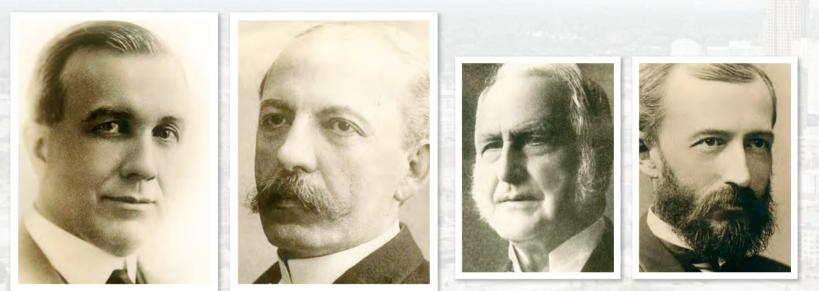
Since its founding in 1888, the organization now known as the Greater Des Moines Partnership has had several names, including the Commercial Exchange and Commercial Club, although for most of its 125 years it was known as the Des Moines Chamber of Commerce.

The nomenclature of the group's leaders, both elected and paid, also changed over time. Today, the Partnership's top elected official – James Wallace, who is the Chairman, President and CEO of GuideOne Mutual Insurance Co. – is called "Chairman of the Partnership." The title originally bestowed on furniture and carpet distributor Louis Harbach in 1888 was "President of the Commercial Exchange."

Similarly, today's title for the Partnership's top paid leader – Jay Byers – is "Chief Executive Officer," while the title of "Secretary" was given to G.F. Sellick, who had been sporting and commercial editor of the *Iowa State Register* when he was hired to run the Commercial Exchange in 1888. A total of 80 individuals – 76 men and four women – have held the top elective position of the Chamber organizations over the years, while the top staff position has been held by 20 individuals – 18 men and two women.

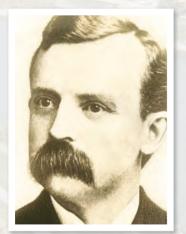
THE 112 ELECTED LEADERS

The following is a list of the top elected officials of Des Moines' Commercial Exchange, Commercial Club, Chamber of Commerce and Greater Des Moines Partnership since 1888.



1888 – Louis Harbach and William Witmer

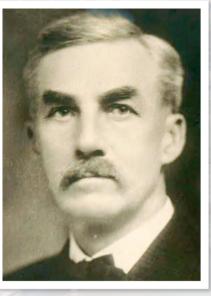
1889 - Isaac Brandt and George Baker



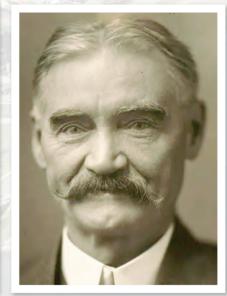
1890 – B.F. Kauffman Sr.



1891-92 - Lowery W. Good



1893 – James Cummins



1894 - Ira M. Earle



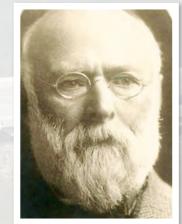
1895 - James Watt



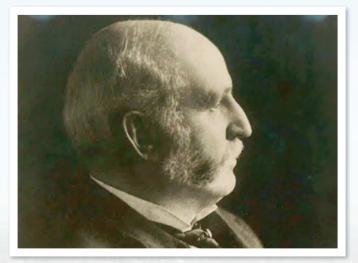
1896 – William Park



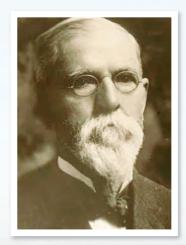
1897 – James Hill



1898 – Thomas Hatton



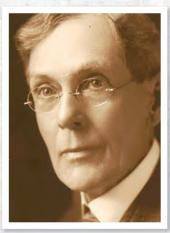
1899-1900 - H.B. Hedge



1901-02 – Sam Green



1903-04 - D.B. Lyons



1905-07 - Philo Kenyon



1908-09 - B.S. Walker



1910 – B.F. Kauffman Jr.



1911 - L.E. Harbach

FATHERS & SONS

Three father-son teams have held the top elective position of the Chamber or its predecessor organizations. Lawyer B.F. Kauffman Sr., a founder of the Commercial Exchange, served as President in 1890, and his son, B.F. Kauffman Jr., a founder of Bankers Trust Co. in 1917, served as President in 1910 of the Commercial Club, as it was briefly known. Real estate and insurance executive James W. Hubbell was President of the Des Moines Chamber of Commerce in 1934, and his son James W. Hubbell Jr., who later ran the family's insurance and real estate businesses, was President of the Chamber in 1972. Construction company owner Rudolph Weitz was President of the Chamber in 1956, and his son Fred Weitz II was President in 1980.



1912-13 – E.T. Meredith



1914 - L.E. Stevens

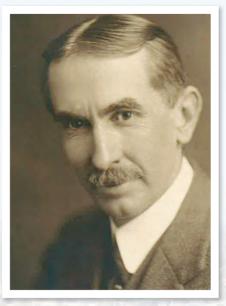


1915 – B.F. Williams



1916-18 - Ashton Clemens

1919 - James B. Weaver



1920 – Alex Fitzhugh



1921 - P.B. Sherriff



1922 - Henry Adams



1923 - E.R. Engelbeck





1928 – O.B. West



1931 – Harry T. Watts



118 THE GIANTS



1925 - George Way Williams 1926 - Clifford DePuy



1927 – Joseph Black



1930 – V.L. Clark





1932 - C.W. Clifford



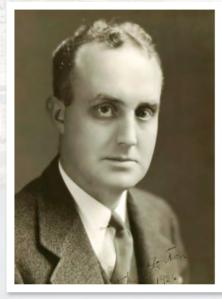
1933 - T.C. Denny, M.D.



1934 – James W. Hubbell



1935 – John R. Ford



1936 - Herbert Horton



1937 - C.R. Ives



1938 – W.W. Waymack



1941 - Scott C. Pidgeon

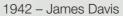


1939-40 & 1943 - Horace W. Foskett

MEDICAL DOCTORS

Two medical doctors led the Chamber of Commerce. Dr. T.C. Denny was elected president in 1933, and Dr. Ralph A. Dorner held that position in 1963.







1944 - C.A. Leland



1945 - Harold P. Klein







1948 - Richard R. Rollins



1949 – Allen Whitfield





1950 – Winfield W. Scott



1951 – E.M. McConney

1952 – A.T. Gormley



1953 – Julian Brody



1954 – Jonathan Fletcher



1955 – Stanley Friedman



1956 – Rudolph Weitz



1957 – George C. Koss



1958 – Jay Tone Jr.





1959 - Frank A. DePuydt

1960 - Miles M. Mills



1961 - Ralph L. Jester

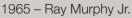


1962 - Calvin W. Aurand



1963 – Ralph A. Dorner, M.D. 1964 – Jerome Wolf







MULTIPLE TERMS

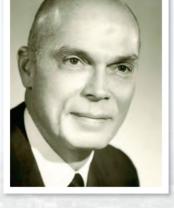
Although the term of office for the organization's top elected leaders has always been one year, 13 individuals have served at least two years in the top office. They were:

- Lowery W. Goode, President of the Des Moines Water Co., 1891 and 1892.
- Hugh B. Hedge, President of Central State Bank, 1899 and 1900.
- Sam Green, a furnace manufacturer, 1901 and 1902.
- David B. Lyons, a commercial broker, 1903 and 1904.
- Philo Kenyon, a printer, 1905, 1906 and 1907.
- B.S. Walker, a lumberyard owner, 1908 and 1909.
- E.T. Meredith, magazine founder and publisher, 1912 and 1913.
- Ashton Clemons, an auto dealer, 1916, 1917 and 1918.
- B.F. Williams, President of Capital City Commercial College, 1915 and 1929.
- Horace Fosket, executive at Equitable of Iowa Life Insurance, 1939, 1940 and 1943.
- Steven Zumbach, Belin McCormick law firm, 1993 and 2003.
- Steve Lacy, Chairman and CEO of Meredith Corp., 2008 and 2009.
- Larry Zimpleman, Chairman and CEO of Principal Financial Group Inc., 2011 and 2012.

1966 - Robb B. Kelley



1967 - L. Call Dickinson



1968 – A. Paul Thompson



1969 - James E. Olson



1970 – John R. Fitzgibbon



1971 - Watson W. Powell Jr.





1972 – James W. Hubbell Jr.



1973 - Robert Maddox



1974 - Harold G. Allen



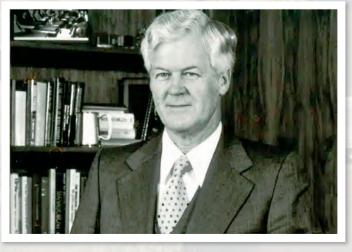
1975 - Joseph Strasser



1976 - Gerald D. Thornton



1977 – Marvin Pomerantz







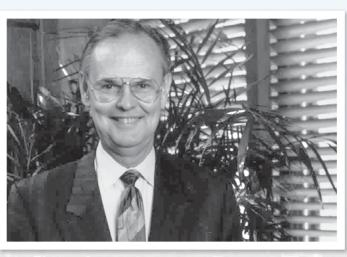
1980 – Fred Weitz



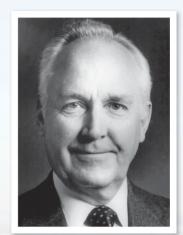




1981 - William Stauffer



1982 - John Taylor



1983 - Kenneth M. Meyers



1984 - Robert A. Dee



1985 – Tom Urban



1986 – Harlan "Bud" Hockenberg



1987 - CONNIE WIMER

One of the tasks assigned to Connie Wimer in 1987 was defending Des Moines at a news conference in the office of San Francisco Mayor Dianne Feinstein.

Wimer, the first woman elected to lead the local chamber, was sent to San Francisco to counter a promotion by the San Francisco Ballet, which had featured an overweight middle-aged couple under the headline, "We're not couch potatoes from Des Moines."

Wimer carried with her a promotion, which she and Feinstein displayed, of the Des Moines skyline and these words: "For a lot of people, the view in Des Moines is the same as the view in San Francisco."

For most Des Moines business leaders, the view in Des Moines has always included Wimer, an 81-year-old businesswoman who continues to participate in the operations of Business Publications Corp. Inc., the multifaceted publishing company she built from the ground up.

Wimer grew up in Merrill, a tiny community north of Sioux City, where she went to work as a legal secretary after one year at Morningside College. In the 1950's, she came to Des Moines as a legislative secretary and liked the city so much that she stayed.

She married real estate lawyer Bill Wimer, had three children and continued to work as a legal secretary. Later, she shifted careers and became an interior designer for architect Jack Bloodgood before deciding that she wanted to own her own business.

"I always made money for someone else, so I decided why not for myself," Wimer said. In 1976, she bought the then-failing Iowa Title Co., brought in computers and turned the business around.

Wimer then purchased the *Des Moines Daily Record*, a compendium of legal proceedings and real estate transactions, and turned it into the *Business Record*, an award-winning weekly business newspaper, which became the base for a family of publications. Today it includes *dsm* and *ia* magazines and dozens of custom publications, including "Standing on the Shoulders of Giants."



1988 – Roger Brooks



1989 – Lloyd Clarke









1993 – Steve Zumbach

1990 – Sam Kalainov



1994 – Jack Taylor



1991 - Charles Wasker

1995 – Tom Gibson

1992 – G. David Hurd

GIANT WOMEN

The first woman elected to the organization's top leadership was Business Publication Corp. owner Connie Wimer in 1987. She was followed by advertising agency owner Liz Newell in 1996, Teresa Wahlert in 2000, when she was head of US West's Iowa telephone operations, and *The Des Moines Register* Publisher Mary Stier in 2005.



1996 – Liz Newell



1997 - Charles S. Johnson



1998 – H. Lynn Horak





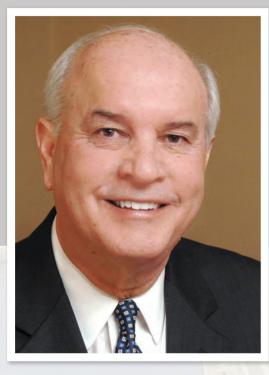
2000 - Teresa Wahlert

2001 – John Forsyth

Quad Cities native Steve Chapman is the kind of executive who speaks his mind and makes things happen, and that has led him to play a number of roles in Greater Des Moines.

In the private sector, Chapman helped build ITAGroup Inc., a West Des Moines travel agency, into one of the largest providers of business travel, event planning and performance incentive programs in the country. More recently, he has taken on the job of overseeing the Ruan family's nationwide transportation and warehouse businesses.

In the nonprofit sector, Chapman has served as chairman of United Way of Central Iowa, and he helmed the board of directors of Mercy Medical Center – Des Moines when it built



a West Des Moines hospital. He was also a critical voice on the board of Prairie Meadows Racetrack and Casino.

Community development, however, is the area where Chapman has had the most lasting impact on the Des Moines community. He played essential roles in two key events, both of which occurred in 1999.

One was the creation of the Greater Des Moines Partnership, during his term as Chairman of the Greater Des Moines Chamber of Commerce Federation. Chapman pushed for hiring Michael Blouin as the Partnership's first chief executive, and although Blouin was only at the Partnership three years, he created the basic structure and many of the accountability models that are still used today.

The other was the successful passage of a local option sales tax that pays for school repairs and upgrades. Twice before, voters had turned down efforts in Polk County. But Chapman put together teams of speakers who appeared before virtually every service and breakfast club in the metro area, explaining the value of the tax. It passed with 56 percent of the vote.

1999 - Steve Chapman

2002 - SUKU RADIA

Suku Radia is one of those people widely known by his first name and for his penchant for poking fun at himself and his best friends. He is on a first-name basis with virtually the entire business community.

Radia's life is a riches-to-rags-and-back tale that has helped him and others focus on what is truly important: family, community and helping one another.

He grew up in Uganda, Africa, the privileged child of parents who were third-generation professionals from India. His great-grandparents had moved to the East African British protectorate in the 1890's to construct a railroad and stayed, amassing a fortune from cotton, coffee, and real estate.

Radia's father helped Uganda gain independence in 1962, but the family was evicted from the country and their wealth confiscated in 1972 when dictator Idi Amin seized power. Radia was a sophomore at Iowa State University when he heard from his parents that they were in London, penniless and stateless. After receiving an accounting degree, Radia joined the Des Moines office of KPMG. He was named managing partner in 1993, but left the firm when asked to take over the Minneapolis office. To stay in Des Moines, Radia took a job as chief financial officer at Meredith Corp. in 2000. In 2008, longtime client John Ruan III, asked him to take the reins at Bankers Trust Co. when J. Michael Earley retired as bank president.

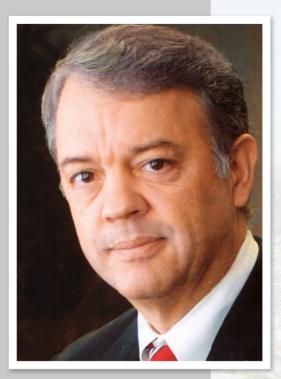
For more than three decades, Radia has used his affability and networking skills to bring people of widely different backgrounds together. Radia has chaired both the Greater Des Moines Partnership (2002) and United Way of Central Iowa and was inducted into the Iowa Business Hall of Fame (2010).



2003 - Steve Zumbach

Des Moines lawyer Steve Zumbach was one of Iowa's earliest advocates for using the state's quality of life as an economic development tool.

As far back as the 1980's, Zumbach understood that educational, cultural and recreational assets attract sustainable development in ways that cannot be equaled by tax incentives and other more traditional development strategies.



His beliefs helped the community focus on downtown projects, including the John and Mary Pappajohn

Sculpture Park, the Principal Riverwalk, the World Food Prize Hall of Laureates and the Science Center of Iowa.

In 2004, Zumbach helped create Bravo Greater Des Moines, an organization dedicated to expanding the metro area's arts and cultural offerings.

As a chief go-to guy for the business community, Zumbach has held the top elective positions at United Way of Central Iowa and the Greater Des Moines Partnership (1993 and 2003), and he was inducted into the Iowa Business Hall of Fame in 2006.

He also has been an advocate for young professionals, paying top dollar to attract young talent to the Belin McCormick law firm, where he has worked since 1978, and helping create opportunities for young people to be involved in meaningful ways in a variety of community projects.

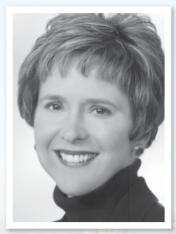
Like two of his best friends, Suku Radia and Steve Chapman, Zumbach did not grow up in the metro area. His parents were dairy farmers in northeast Iowa.

Zumbach attended Iowa State University, where highly respected economics professor Neil Harl laid out a course of study that resulted in an undergraduate degree in accounting in 1973, a law degree from the University of Iowa in 1975, and a Ph.D. in economics from ISU in 1980.

Early in Zumbach's legal career, his clients included John Ruan and Marvin Pomerantz, two of the metro area's most demanding and most successful business leaders. They introduced Zumbach to the local power structure more than 30 years ago, and he has tirelessly paid their kindness forward ever since by advocating for the inclusion of young professionals and other newcomers in key community decisions.



2004 - J. Barry Griswell



2005 – Mary Stier



2006 - Mark Oman



2007 – Jim Cownie



2008-09 - Steve Lacy



2010 – Doug Reichardt



2011-12 – Larry Zimpleman

2013 - James Wallace



John Ruan III is the only Iowan to serve as President of the U.S. Chamber of Commerce, which he did in 2011-12.

Ruan is the head of a business empire created by his father and namesake, who died in 2011. The family's businesses began when John Ruan bought a used dump truck to haul gravel for road construction in the summer of 1932, and grew it to become one of the nation's largest privately owned trucking companies. Along the way, the elder Ruan acquired Bankers Trust Co., and built the Ruan Center, Two Ruan Center and the Des Moines Marriott Downtown in the core of Des Moines' financial district.

Ruan III worked in all of the family's businesses and helped his father bring sponsorship of the World Food Prize to Des Moines.

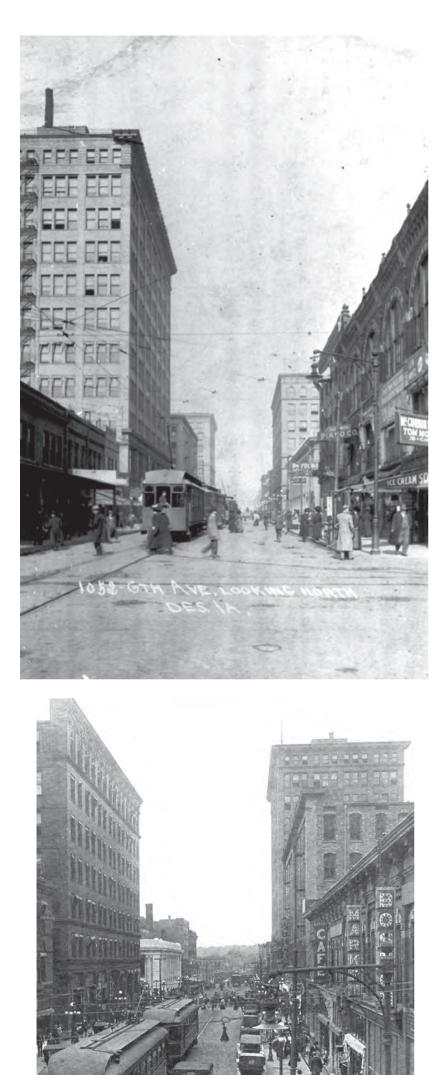
The younger Ruan was elected to the U.S. Chamber's top elective office without ever having served as a President of the Des Moines Chamber, although he currently employs two former Chairmen of the Greater Des Moines Partnership. Steve Chapman, who heads Ruan's transportation business, was the Partnership's first Chairman in 2000, and Suku Radia, President and CEO of Bankers Trust, led the Partnership in 2002. Ruan III's road to the U.S. Chamber was through the American Trucking Association, where he was a longtime friend and ally of Thomas Donohue, who was President and Chief Executive of the association for 13 years before taking over the top administrative position at the U.S. Chamber of Commerce in 1997.

Ruan III and his wife, Janis, are among Iowa's most generous benefactors. They are credited with helping soften the city's appearance in several ways. During the late 1990's, Janis Ruan launched a campaign to place large planters along downtown sidewalks and rotate varieties of flowers and prairie grass in them as the seasons changed.

The Ruans also financed the effort to plant long, linear gardens along Fleur Drive between Des Moines International Airport and downtown, and Janis has been instrumental in fundraising and planning for a major renovation and expansion of the Greater Des Moines Botanical Garden.

The family's most visible contribution to the community has been the multigeneration effort to bring the World Food Prize Foundation to Des Moines and install the world-changing group in the century-old downtown library, which they helped convert to the Norman Borlaug World Food Prize Hall of Laureates.











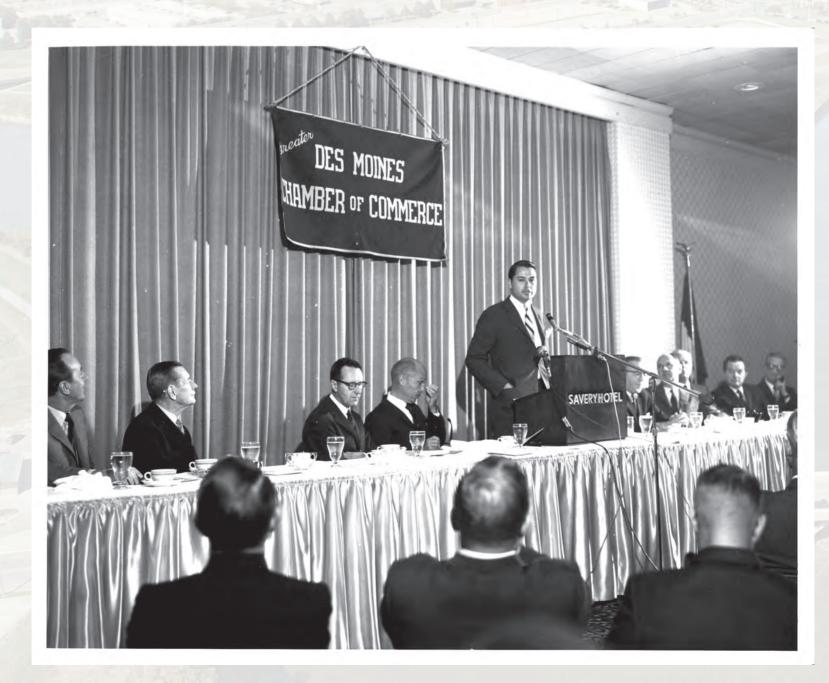
TOP STAFF EXECUTIVES

Following is a list of all of the top paid executives who have led the staff of the Commercial Exchange, Commercial Club, Chamber of Commerce and Greater Des Moines Partnership since 1888.

1888-90 – G .F. Sellick 1891-92 – John Clarey 1893-97 – O.L.F. Browne 1897-1908 – Milo Ward 1908-15 – Geis Botsford 1916-21 – R.H. Faxson 1921-22 – George E. Hamilton 1922-26 – Warren R. Jackson 1926 – Emory H. English 1926-29 – Joe Tuttle 1929-62 – John D. Adams 1963-79 – Jack Wesenberg 1979-80 – Monroe Colston* 1980-82 – Charles Webb 1982-83 – Monroe Colston*

1989-99 – Michael Reagen 1999-2002 – Michael Blouin 2003-04 – Teresa Wahlert 2004-11 – Martha Willits 2012- – Jay Byers

* Monroe Colston was a longtime Chamber of Commerce employee who served two terms as interim head of the Chamber.



MONROE COLSTON

Monroe Colston was the kind of leader anyone could go to, and many did go with problems large and small during his 20 years as an executive with the Greater Des Moines Chamber of Commerce Federation. He often had the answer, but even when he didn't, he would provide the compassion and understanding that were invaluable in the search.

"I don't know anyone who didn't like Monroe," Gov. Terry Branstad said of Colston, who died in 2011 at the age of 77. "He was always fun to be around and always had positive, constructive things to say, and good ideas."

Colston was an advocate for small business and for giving a chance to people who were often ignored. Twice during his career at the Chamber, in 1979 and 1982, Colston was called on to serve as the organization's interim chief executive while nationwide searches were conducted for new leadership.

When Colston left the Chamber in 1991, it was to become the first full-time employee of the Community Foundation of Greater Des Moines. During his six years at the helm, he grew the foundation's assets from virtually nothing to \$18 million and put it on the path to becoming one of the most significant philanthropic organizations in Iowa. Colston came of age in the 1950's and 60's at a time when there were obvious undercurrents of racism throughout society. He holds a prominent place in local civil rights history, having been the first African-American to purchase a home in Urbandale in 1964, and the first black to join Wakonda Club in 1991.

Colston founded Blacks in Management Inc. to mentor young men and women of color, and was inducted into the Iowa African-American Hall of Fame in 2007.

He was a significant supporter of AIB College of Business, and in 1993, AIB created the Monroe Colston Diversity Scholarship, which now provides up to 30 grants per year to incoming students.

"Monroe was an effective leader, a loyal friend and a true gentleman," said AIB President Nancy Williams.

Most important was the way Colston lived his life in a firm, nonconfrontational manner. His leadership and friendship allowed white business leaders to quietly peel away layers of cultural discrimination that had been created in earlier, less educated times.

JOHN D. ADAM J 36 YEARS OF SERVICE TO DES MOINE GREATER DES MOINES CHAMBER of C 75 th ANNIVERSARY



"A healthy, thriving city must maintain a modern, dynamic downtown," Des Moines Chamber of Commerce Secretary John D. Adams told local business leaders in 1959. The generations that followed took his advice, creating a downtown that is a model of 21st-century urban living with qualityof-life amenities, including a riverwalk, performance venues and a sculpture garden, that have made Des Moines a favorite of young professionals.

For more than 30 years, Adams was the top staff person at the Chamber. His title was general secretary, but the position was the equivalent of Jay Byers' job today as CEO of the Greater Des Moines Partnership.

Adams practiced an inclusive style of leadership, telling a reporter in 1949: "I am convinced that there is not a city in the United States that has as close a relationship among the top men as there is in Des Moines. The city has a record of getting things done."

An unassuming man, Adams had the brain of an engineer and the marketing sense of a salesman. His fingerprints were on virtually every significant accomplishment that occurred in Greater Des Moines during the Great Depression, World War II, and the postwar era. Adams' attention to detail and relentless drive inspired generations of Des Moines business leaders from the time he began working for the Chamber in 1926 until he retired in 1962.

His accomplishments included the establishment of Des Moines International Airport on Fleur Drive during the 1930's, and its expansion during the 1940's to include the Air National Guard. Adams helped attract a World War II armaments plant to Ankeny, and after the war, he helped persuade Deere & Co. to take over the plant and manufacture farm equipment at the same site where bombs and bullets had been made.

Adams kept detailed lists of community assets, including the number of workers in the Des Moines area and their education and skill levels; buildings available for lease or sale; and open ground available for development. Whenever a prospective employer inquired about the community, whether it was the U.S. War Department, a manufacturer, or a retail chain, Adams had the answers at his fingertips.

During the war, Adams helped convince the leaders of San Diego-based Solar Aircraft Co. that they could make aircraft parts in an old Ford auto plant at 1800 Grand Ave. That same building today has been repurposed as the headquarters of the Des Moines Independent Community School District and its Central Campus.

After the war, Adams lobbied Solar Aircraft to build a new plant on Bell Ave. That space was later converted to a farm equipment plant for Massey Ferguson and is now occupied by CDS Global Inc., the nation's largest magazine fulfillment business. He also helped attract the Firestone and Armstrong tire companies to Des Moines, making the city a global center for manufacturing oversized tires for farm and construction equipment.

Adams promoted Des Moines in trade publications, explaining to The American City magazine in 1937, how Des Moines' downtown riverfront was the result of coordinated planning by civic groups, including the Chamber and the Federation of Women's Clubs, as far back as 1890. He also drew attention to Des Moines by serving as an officer in trade associations, including as President of the National Association of Commercial Organization Secretaries in 1941.

BORN IN OKLAHOMA

Adams was born in the Oklahoma Territory in 1897. At the age of 12, he began shooting pictures, an activity that would spur a lifelong passion for photography.

In high school, he turned his hobby into a business, shooting photos of athletes and others, which he sold. Adams was valedictorian of his high school class at Miami, Okla. His college years at the University of Missouri were interrupted briefly by service in the U.S. Army Coast Guard during World War I. He graduated in 1920 with a degree in civil engineering but never worked a day in that profession.

At graduation, young Adams had three job offers. Two were from rubber companies, and the third was from the Sioux City Chamber of Commerce, which needed someone to recruit industry and handle publicity. He took the Sioux City job, then moved to Des Moines in 1926 to take a similar position.

Three years after arriving in Des Moines, Adams replaced his boss, Joel Tuttle, as secretary of the Des Moines Chamber of Commerce.

Much of Adams' success derived from his ability to see the big picture. For example, in 1928 he reported to Chamber members that Des Moines was not the manufacturing power that Cedar Rapids and Sioux City were. But, he added, the city's insurance, retail, government and transportation segments more than made up for what it lacked in heavy industry.

Besides, he added, cities that relied too much on a single industry were more susceptible to economic downturns. A year later, in 1929, the stock market crashed, marking the beginning of the Great Depression.

Throughout the Depression, Adams remained upbeat and positive about Des Moines, saying in a 1930 speech: "The Chamber of Commerce represents the entire community which, in the case of Des Moines, means the entire state."

"The work of the Chamber is not always spectacular or instantaneous," he said in that same speech, "but changes are taking place in the community today which are the result of the work of the Chamber several years ago."

In 1936, just four years after the Des Moines airport had opened on Fleur Drive, Adams noted the significance of air travel, telling Chamber members, "Good airline connections are becoming essential to a city which hopes to attract new industries and branch offices."

Adams' lobbying helped bring several wartime industries to the city during the 1940's and resulted in Fort Des Moines becoming the home of the first-ever division of the Women's Army Auxiliary Corps.

POSTWAR CHALLENGES

Recalling the end of the war, Adams later wrote: "The beginning of 1945 found the Des Moines Chamber of Commerce selling war bonds, finding additional labor for the war factories, running salvage campaigns and doing everything possible to help win the war. Then came VE Day and then VJ Day, and the wheels of war industry stopped. Gears were immediately shifted and the Chamber threw its entire efforts into postwar planning, including efforts to get peacetime industry (Deere & Co.) into the Ordnance Plant and other war factories."

After the war, Adams recognized that the city faced a new set of problems, and the Chamber went to work finding housing for returning veterans, attracting new industry, building a new baseball stadium and expanding the airport.

It was during the immediate postwar years that the Chamber began thinking regionally. In 1949, the group's board of directors announced, for the first time, that the Chamber's activities would embrace the entire metropolitan area and not just the city limits of Des Moines.

During Adams final years at the Chamber, he stressed the need for a dynamic downtown. In 1959, the Chamber hired renowned urban planner Harland Bartholomew to create a plan for Des Moines that included pedestrian sky bridges, downtown parks, and new skyscrapers.

Throughout it all, Adams remained true to one of his favorite sayings. "The work of the Chamber is never done," he would often say. "There is no beginning or end as such."

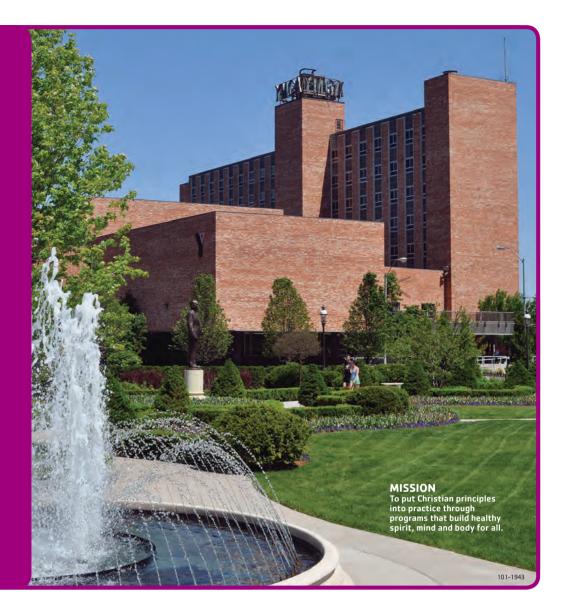


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IMPACTING DES MOINES SINCE 1868

The YMCA of Greater Des Moines is the oldest non-profit organization in Central Iowa. Our 12 branches are continually strengthening the foundations of community by focusing on youth development, healthy living and social responsibility. Every day, the Y works side-by-side with our community to make sure that everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive.

www.dmymca.org





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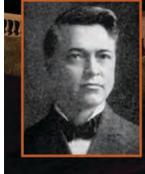




A Legacy of Leadership

In August 1928, Joseph Allen and Allen Whitfield started the law firm of Allen & Whitfield in downtown Des Moines, with one secretary and tremendous ambition. Despite the challenge of building a law firm during the Depression, their firm grew and prospered, creating a legacy of tireless dedication to the needs of their clients, excellence in the legal profession, leadership in local, state, and national politics, and commitment to community service.

Today, Whitfield & Eddy, PLC is a full-service law firm with over 50 attorneys serving clients in more than 100 industries. Eighty-five years later, the standards set by Joseph Allen and Allen Whitfield are still the guiding principles for our attorneys and staff: hard work, integrity, and enduring commitment to serving our clients, the legal profession, and our communities.



JOSEPH ALLEN Iowa State Senator 1906-1918 Mayor of Des Moines 1936-1938

ALLEN WHITFIELD

President, U.S. Jaycees 1935-1936 Nominated to Atomic Energy Commission 1955





CELEBRATING 43 YEARS!

From our beginning in the Greenwood-Ashworth Park to our current home as an anchor on the MLK corridor, SCI has been an integral part of education and innovation in Iowa.

Thanks to the founders who dreamed of opening one of the first science centers in the country and to the many communities, corporations, foundations and individuals who continue to enable more than 300,000 children, school groups and adults to experience science through interactive exploration each year.

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DES MOINES REGISTER

400 Locust Street, Suite 500, Des Moines, IA 50309 | 515-284-8000 | www.desmoinesregister.com

The Des Moines Register, flagship publication of Register Media, traces its lineage to several newspapers founded in the capital, dating back to the Iowa Star founded in 1849. For 95 years the Register, in its offices at 715 Locust Street, maintained a tradition of Pulitzer Prize-winning journalism that began with cartoonist Jay N. "Ding" Darling in 1924 and continued with Mary Chind's Pulitzer in 2010 for news photography. The Register has embraced the digital world with online news and advertising, while producing the daily newspaper from a production facility near the airport. The Register today serves a diverse audience on multiple media platforms from its new downtown headquarters in the Capital Square.

Register Media has a broader, more intelligent perspective than ever. We are the only media and marketing solutions partner with a legacy of trust and relationships, the ability to innovate and leverage the power of the Gannett corporation, and the ability to create and deliver messages that move millions of customers to action.

Register Media publishes The Des Moines Register, eight community and weekly newspapers, Juice, web and mobile sites, including DesMoinesRegister. com, DMJuice.com and RAGBRAI.com. National alignments include Apartments.com, CareerBuilder. com, Cars.com, HomeFinder.com, Yahoo!, and others. Register Media owns and produces RAGBRAI, the world's oldest, largest, and longest annual bicycle ride across Iowa.



The Des Moines Register

Register Media reaches more than 500,000 actively engaged consumers every week and excels at providing local businesses with solutions to reach their best customers.

Gannett Co., Inc. (NYSE: GCI) is an international media and marketing solutions company that informs and engages more than 100 million people every month through its powerful network of broadcast, digital, mobile, and publishing properties. Our portfolio of trusted brands offers marketers unmatched local-tonational reach, and customizable, innovative marketing solutions across any platform. Gannett is committed to connecting people—and the companies who want to reach them—with their interests and communities. For more information, visit www.gannett.com.



Bottom left: Register editors in their Capital Square newsroom. Previously, the Register's offices were located at Fourth Street and Court Avenue (left) and 715 Locust Street (below).



HUBBELL REALTY COMPANY

6900 Westown Parkway, West Des Moines, IA 50266 | 515-243-3228 | www.hubbellrealty.com







Left: Historic photo of the Hubbell Building Right: Hubbell Realty Company's founder, F.M. Hubbell

A landmark in downtown Des Moines, the

Hubbell Building proudly celebrates its 100 year anniversary in 2013. The building, one of Des Moines' first skyscrapers and former Hubbell Realty Company corporate office, is now home to Hubbell Tower Apartments and commercial office space. Constructed in 1913, the scenery around the Hubbell Building has changed, but the building, just like the company that once called it home, has stood the test of time. Through economic highs and lows, an expanding metro and countless real estate transactions, Hubbell Realty Company has been a catalyst for growth in Central Iowa.

The Hubbell Building was just the start of downtown development for Hubbell Realty Company. Hubbell has eagerly taken the reins on introducing new housing options to downtown, providing for-sale townhomes with Brownstones on Grand, loft-style apartment homes with Court Avenue Lofts and for-sale condominiums with 4th Street Condos. Today, Hubbell's 7th Street Brownstones project is bringing a unique rental townhome product to downtown. This development is located just south of MLK Jr. Parkway, an area that dates back to the 1800s in Hubbell history. First home to factory buildings and a railroad, it transformed into RiverPoint Business Park in the 1970s. With adaptive reuse of historic warehouse buildings and new construction establishing residential living in this area, it is currently developing into a distinctive mixeduse neighborhood. Hubbell's downtown success with the Riverpoint Lofts and Rocket Transfer Lofts apartment communities has paved the way for Cityville on 9th, a \$40 million development with over 300 apartment homes and 55,000 square feet of commercial retail space.

RETROSPECTIVE

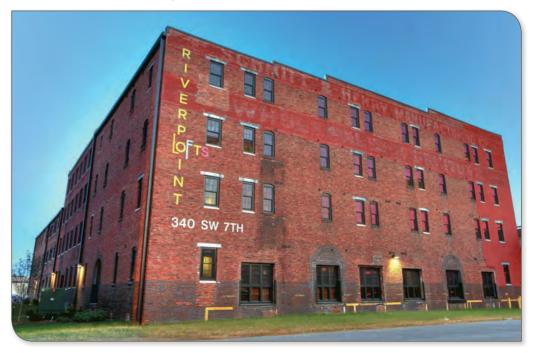
In Hubbell Realty Company's 157 year history, it has not only significantly impacted downtown Des Moines, but it has also been involved in residential and commercial development across the Des Moines metro area. From Altoona to Grimes Business Park and from Ankeny to The Legacy golf course community in Norwalk, Hubbell, along with its homebuilding, commercial construction, commercial brokerage and property management services, has developed neighborhoods and communities where people live, work and play. Hubbell has put an emphasis on sustainable living by being the first in Iowa to develop Conservation Communities. These communities, like Glynn Village in Waukee, have more green space than a typical development and use natural prairie grasses for storm water management.

Concern for the environment is just one way Hubbell Realty Company shows its commitment to the communities it serves. Through fundraising for non-profits, charity golf tournaments and numerous Hubbell employees serving on boards and volunteering for local organizations, Hubbell makes philanthropy a top priority. The company has shown its passion for giving back by going to the extreme for the community and its citizens. Hubbell Realty Company has built a home for "Extreme Makeover: Home Edition" and constructed "9 Homes in 9 Days" for Anawim Housing. This fall, Hubbell will complete its third "extreme" event when employees, trade partners and volunteers will come together at Easter Seals' Camp Sunnyside for "Cabins for Campers 24/7", building brand new, more accessible cabins in just one week.

Downtown redevelopment, suburban expansion and a greater focus on philanthropy have all positively impacted the landscape of the Des Moines metro over the years, and Hubbell Realty Company is proud to have been a part of it. Through all the changes, Central Iowa has not lost sight of what makes it great – a rich heritage, superior work ethic and strong community ties. The same holds true for Hubbell Realty Company. Hubbell is not a spitting image of the company it was in 1856 when it was investing in railroads and starting the Des Moines Water Company, but the company has stayed true to its mission throughout the years. Building on its strong foundation of integrity with a commitment to shareholders, associates, clients and communities, Hubbell Realty Company always has been, and always will be, the Des Moines metro's leading provider of real estate solutions.



Top left to right: Construction of The Winhall of Williams Pointe, Glynn Village townhomes Bottom: Riverpoint Lofts, a historic rehabilitation in downtown Des Moines



SIMPSON COLLEGE

701 North C Street, Indianola, IA 50125 | 515-961-6251 | www.simpson.edu



With a leading-edge curriculum and popular internship programs, Simpson College in Indianola, Iowa, remains committed to the success of its students.

For more than 150 years, Simpson College has prepared generations of students for graduate school, meaningful careers and service work. That legacy of success continues today, through the Engaged Citizenship Curriculum, guaranteed internships and Study Abroad programs, among many others.

Since its founding in 1860, Simpson has been uniquely connected to the greater Des Moines community through work, education and service opportunities. Our beautiful main campus lies just minutes south of downtown Des Moines on 75 acres in Indianola, Iowa. The proximity to the metro offers students the best of both worlds -- a safe, nurturing academic environment on campus, and a host of career opportunities, internships and entertainment options in Iowa's vibrant capital city. Two satellite campuses in West Des Moines and in Ankeny demonstrate Simpson's commitment to providing flexible and convenient environments for adult learners. They can earn a bachelor's degree, certificate or graduate degree by attending our popular evening and weekend classes. In addition, Simpson offers a variety of online courses for students of all ages, making Simpson accessible from anywhere.

Simpson offers 82 majors and minors, taught by professors, and most hold the highest degrees in their field. Our small class sizes mean the 1,400 students get personalized attention, and the leading-edge curriculum is designed to provide them with not only the knowledge in their field, but also the skills and characteristics employers and graduate schools are seeking.

RETROSPECTIVE

But the Simpson style of success goes beyond the classroom. A host of clubs and organizations provide students with the opportunity to get involved and take leadership roles. Simpson truly has something for everyone, from Greek life to opera to intercollegiate and intramural sports.

Simpson's campuses are growing to meet the needs of today's students. The recently opened Kent Campus Center has become the social hub of the main campus. Right next door, a state-of-the-art, comprehensive fitness facility is being constructed, thanks to a \$6 million investment. The College is always looking for ways to enhance a student's time on campus.

Simpson is home to The John C. Culver Public Policy Center, Simpson Urban Studies Institute, The Iowa History Center, and Public Forum Debate. A series of annual lectures, including one named for George Washington Carver, whose academic career began at Simpson, brings notable speakers to campus.

The Study Abroad program at Simpson encourages students to devote time studying under faculty supervision in other countries. The best way for students to understand and appreciate other cultures is to spend time in those countries and Simpson works hard to make this possible for its students. The experience creates a more well-rounded, engaged student and a more globally aware adult.

All of these programs contribute to what we call the Simpson Experience. But that experience also includes service to others. Newsweek magazine has placed Simpson among the top 25 schools in the nation for the most service-minded students, faculty and policies. Each year since its inception, the President's Higher Education Community Service Honor Roll has recognized Simpson for its commitment to community service.

Simpson's ties to the Des Moines area grow stronger with each graduating class. The college has so many great connections with employers that we guarantee an internship to qualified students. It's an effective way for students to get a jump start on their career, and many of Simpson's graduates eventually find employment in the Des Moines area, some at businesses for which they served as interns. It's a win-win partnership.

If you haven't visited Simpson recently, the welcome mat is out. Current students, faculty, staff and alumni would be thrilled to show you why they are proud to be part of Simpson College. It won't take long to understand why we say, "Success Starts Here."

The Simpson Experience includes cheering the Storm and getting personal attention and guidance from the College's professors.





THE PRINCIPAL FINANCIAL GROUP

711 High Street, Des Moines, IA 50392 | 800-986-3343 | www.principal.com







Left: In 2004 The Principal celebrated its 125th anniversary in offices around the world, including this celebration in Des Moines. Top: Edward Temple founded the company in Des Moines in 1879. He couldn't possibly have known how successful his modest plan would grow to become.

Before the Principal Financial Group[®] (The

Principal[®]) was a global investment management leader helping millions of customers achieve their financial dreams, it was a simple idea in the mind of Edward Temple. In 1879 Temple founded The Bankers Life Association (now The Principal) in Des Moines, providing affordable and dependable life insurance protection for bankers and their employees—and later for others.

That modest plan has become much more.

Today, our 14,000 employees proudly serve more than 18 million customers worldwide from offices in 18 countries throughout Asia, Australia, Europe, Latin America and North America. We help our customers build longterm savings, invest to grow their assets and insure and manage their income for a lifetime. In fast-growing, emerging international markets, we partner with several of the world's largest and most respected financial entities to help millions dream, plan and save.

So much has changed since Temple founded our company, yet his integrity still lies at the heart of everything we do. Our employees proudly carry on his legacy—as talented, committed and generous a group as you'll ever meet. They help The Principal remain an industry leader, an advocate for our customers, a wellrespected employer and a solid corporate citizen.

Winner of United Way of America's Spirit of America award, the Department of Defense Freedom award, Best Places to Work in IT, Best Places to Work in Money Management and a top company for executive women, working mothers and employee wellness, among other notable recognitions, The Principal has created a winning workplace in which our employees thrive.

Giving back and paying it forward are also important parts of our company's journey. From our participation with the Partnership on the Capital Crossroads Vision Plan and our annual advocacy trips to Washington, D.C., to the Hire Our Heroes veterans' employment initiative and the development of The Principal Riverwalk—we're making enhancements that will benefit residents for years to come.

Chairman, President and CEO Larry Zimpleman says, "We're proud to call Des Moines home. And we're even prouder of the collaborative relationship we enjoy with the community. As we renovate our downtown campus, we're excited about the significant transformation under way—we look forward to many more decades of success in our hometown, right where it all began."

RETROSPECTIVE

THE IMT GROUP

4445 Corporate Drive, West Des Moines, IA 50266 | 800-274-3531 | www.imtins.com

The "Be Worry Free with IMT" company

started from humble beginnings 129 years ago in Wadena, Iowa. In January 1884, J.B. Herriman formed The Iowa Mutual, Tornado, Cyclone and Windstorm Insurance Association to provide wind and tornado insurance to farmers. In 1970, the company changed its name to IMT Insurance Company (Mutual). The IMT Group was formed in 2007 and is comprised of IMT Insurance Company and Wadena Insurance Company. We continue to provide a strong line of personal and commercial products for which we have always been known for to families and businesses of the Midwest. We are very proud of our Midwest heritage. Our roots are firmly planted in the country's Heartland, operating our home office from West Des Moines, Iowa.

At the helm is Richard C. Keith, CPCU, IMT Group President and CEO, who was inducted to the 2013 Iowa Insurance Hall of Fame. In his 35 year odyssey through the IMT company ranks, Richard has left his mark on people

across the state, country, and especially those he has worked with at IMT. His vision and innovative thinking, combined with a steadfast commitment to the independent agent distribution channel, has resulted in an unprecedented period of growth and profitability for The IMT Group.

It's the simple things that differentiate us from our competitors. We are a small, Midwest regional mutual company that values our relationships with over 800 independent insurance agencies across the midwest.

Our commitment does not stop with our agents. The IMT Group lends a hand, as well as, contributes financial donations to a countless number of organizations. We recognize the importance of commitment to the community.

We enjoy what we do and we like to have fun! We also strongly believe that in order to be successful, you must enjoy what you are doing. Our friendly, family-oriented employees carry the same Midwest values that our agents and insureds carry.



Top: Richard C. Keith, CPCU, IMT Group President & CEO. Bottom: IMT team.

MERCY MEDICAL CENTER

1111 6th Avenue, Des Moines, Iowa 50314 | 515-243-2584 | www.mercydesmoines.org



Mercy Medical Center – Des Moines is the state's largest hospital and was named in the top 1% of hospitals nationwide for overall medical care.

Mercy is proud to be recognized as one of the highest-quality and safest hospitals in the nation. Mercy was named #1 in Des Moines and in the top 1% of hospitals nationwide for overall medical care by CareChex[®], a rating service of Comparion[®], a national independent health care data organization.

Mercy has been at the forefront of advances in patient care for 120 years. From being the first local hospital to feature private patient rooms to promote optimal healing, to being the first hospital in Iowa to perform a single lung transplant and the first to use the Jarvik-7 artificial heart, Mercy has continually embraced changes and led the way in medical progress and improvements. Today, Mercy is leading the way in coordinated patient care, helping each patient manage chronic disease, get healthier and improve quality of life.

Mercy's successes today can be attributed to the strong foundation built by the Sisters of Mercy, who founded the hospital in 1893. Their mission of service, dedication to quality and commitment to excellence created the essential framework and plans for Mercy to become the premier health care provider in Des Moines.



RETROSPECTIVE

Since opening the doors of the first Mercy Hospital location at Hoyt Sherman Place, Mercy has been an integral part of Des Moines' growth and development. Throughout the years, Mercy has continued to expand and re-build existing facilities to meet the growing demand for health care services. Today, Mercy proudly operates two hospital campuses, along with more than 20 additional facilities that house more than 50 primary care, pediatric, internal medicine and specialty clinics. Mercy is also one of the largest employers in the state, with more than 6,900 employees, and a medical staff of more than 1,000 physicians and allied health professionals. ... the health care professionals at Mercy are **PROUD TO BE** a part of the greater Des Moines community ... **?**

While many changes have taken place over the years, one element has remained consistent: the health care professionals at Mercy are proud to be part of the greater Des Moines community and value the trust each patient places in them to provide the best possible care and outcomes.





Mercy is central lowa's largest provider of many important health care services – including birthing services and cardiovascular care – and is the longest continually operating hospital in Des Moines.



SPECIAL ADVERTISING SECTION

LOFFREDO FRESH PRODUCE CO.

4001 S.W. 63rd Street, Des Moines, Iowa 50321 | 515-285-3367 | www.loffredo.com







Top left: 1940 – second generation owner Anthony Loffredo continues the tradition of growing his own produce and proudly displays his harvest.

Top right: The Loffredo Brothers from left to right: John, Gene, Jim, Larry and Mike.

Bottom left: 1892 – Guisseppi Loffredo started Loffredo Fruit and Tobacco Company.

Bottom right: Gene Loffredo, third generation president and owner.

The Loffredo dedication to service began in 1892 when Guisseppi Loffredo started the Loffredo Fruit and Tobacco Company serving hotels and restaurants in downtown Des Moines, Iowa. With only a horse and a cart, he was determined to bring the freshest produce to his customers

In 1918, Loffredo Gardens moved to Des Moines' south side growing their own produce on several hundred acres. Although they no longer grow their own produce; the best produce in the world passes through their five distribution centers: Des Moines, Iowa; Carter Lake, Iowa (Omaha); Kansas City, Missouri; Rock Island, Illinois; and Madison, Wisconsin. Loffredo's corporate headquarters has been located in Des Moines, Iowa for over 121 years.



They incorporate sustainable practices including recycling scraps to feed livestock, purchasing from local farmers and offering organic products.

Generation after generation, the family-owned and operated company continues to deliver quality, value and good old-fashioned service as the fresh provider of quality fruits and vegetables.

MEREDITH CORPORATION

1716 Locust Street, Des Moines, IA 50309 | 515-284-3000 | www.meredith.com

Meredith Corporation (NYSE:MDP; www.meredith. com) is a media powerhouse that reaches 100 million American women monthly through brands like Better Homes and Gardens, Parents, Family Circle, Allrecipes, Fitness, EveryDay with Rachael Ray, Traditional Home and Midwest Living. Meredith creates content around home, family, food, health and wellness and selfdevelopment. It uses multiple distribution platforms – including print, television, digital, mobile, tablets, and video – to give consumers content they desire and deliver the messages of its advertising and marketing partners.

A major player in television as well, Meredith owns 12 network-affiliated stations in fast-growing U.S. markets, including Atlanta, Phoenix, Portland and Kansas City. Meredith Video Studios produces *The Better Show*, which airs in 160 markets nationwide and reaches another

90 million U.S. TV households via The Hallmark Channel.

Additionally, Meredith Xcelerated Marketing serves the world's top companies through its deep expertise in digital, mobile, social, healthcare, database and international marketing.

Meredith Corporation donates \$1.5 million annually to nonprofit organizations through its corporate foundation and matching gifts program. Its diversity committee supports local organizations and celebrations while planning robust employee programs; and Meredith is a leader in sustainability,



having won the Governor's Iowa Environmental Excellence Award for its work driving change internally and through its vendors.

From its humble beginnings as the publisher of Successful Farming in 1902 to its current position as the leading media and marketing company reaching American women, Meredith has thrived in Central Iowa. We are proud to call Des Moines home. Congratulations to the Greater Des Moines Partnership for the outstanding work it has done to help make Des Moines one of the nation's best places to work – and live.





Meredith is a media powerhouse with national media brands that reach 100 million American women monthly, 12 network-affiliated television stations, and a leading marketing services agency called Meredith Xcelerated Marketing. Bottom left: Meredith employees work on Columbus Park as part of the company's annual Rebuilding Together work day. Top left and right: Meredith's headquarters building at 17th and Locust Streets.



HCI CARE SERVICES

2910 Westown Parkway, Suite 200, West Des Moines, IA 50266 | 515-274-3400 | www.hcicareservices.org



Left: In 2008, HCI Care Services (formerly Hospice of Central Iowa) opened its Bright Kavanagh House in east Des Moines, which along with Kavanagh House on 56th Street provide a home-like atmosphere for hospice patients who need around-the-clock care. Right: A small group of volunteers founded HCI Care Services in 1978. Today, more than 800 volunteers like Darlene Cross, above, help the non-profit organization by sharing their time and talents.

HCI Care Services (formerly Hospice of Central Iowa) has a long tradition of providing compassionate care to individuals and families facing serious illness. Founded in 1978, the organization introduced Iowans to the supportive care available through hospice services. Since then, HCI Care Services has grown to employ more than 250 employees, aided by a corps of more than 800 volunteers who together serve patients and their families in 35 central, southern and southeastern Iowa counties.

Generous community support enables HCI Care Services to carry out its non-profit mission: promoting dignity, independence and quality of life for all through education, compassion and effective community-based care. Over the last 35 years, HCI Care Services has put millions of donor dollars into quality of life programs for hospice patients. These programs cover the cost of care for hospice patients who don't have access to Medicare, insurance or other means of coverage. Additionally, donations help HCI Care Services fulfill final wishes – from preparing patients' favorite dishes to paying for plane tickets so family members of hospice patients can visit their loved ones. HCI Care Services takes strides to ensure vulnerable populations will have access to its services for many years to come. In recent years, the organization expanded its services to offer not only hospice services, but also private in-home nursing and palliative medicine. The organization's thrift store, HCI Giving Tree, opened in Urbandale in 2010. All sales at the store support quality of life programs for HCI Care Services' hospice patients.

HCI Care Services continues to build on its legacy of anticipating community needs, from opening its state-ofthe-art Bright Kavanagh House hospice facility in 2008 to developing specialized services for Veterans. Visit www.hcicareservices.org or follow HCI Care Services on Facebook for more information.

VISITING NURSE SERVICES OF IOWA

1111 9th St. Ste. 320, Des Moines, IA 50314 | 515-288-1516 | www.vnsia.org

This year, Visiting Nurse Services of Iowa

(VNS of Iowa) celebrates its 105th year of providing medical and social services to vulnerable populations in central Iowa. The organization has a long-standing reputation for providing vital services to young families. In 1914, VNS of Iowa's "Save the Babies" campaign aimed to decrease the alarming number of infant deaths during the hot summer months by providing ice and safe milk for infants and education for mothers. Today, the work of VNS of Iowa is directly contributing to Iowa's decreasing rates related to infant mortality and babies born with low birth weights.

Last year, the organization quietly served 56,000
IOWANS with critical medical and social services ... 99

Over the years, VNS of Iowa's services have expanded to address the growing, diverse needs of the community. However, its focus on serving vulnerable populations stays true. Last year, the organization quietly served

more than 56,000 Iowans with critical medical and social services that offer hope, education and empowerment. VNS of Iowa interpreters fluent in 21 different languages and dialects help clients speak with doctors and other care providers. Many of the organization's nearly 30 programs help build strong families through prenatal care, nurse visits and infant/child development screenings. Growing families also benefit through preventative care, mental health screenings and dental services. Clients also find assistance through rehabilitative home care services; and older adults stay active and connected through a variety of volunteer programs.



More than 250 VNS of Iowa employees provide care, outreach and support throughout 11 Iowa counties. Without the services offered by VNS of Iowa, many clients would not otherwise be able to access needed care for themselves or their families. VNS of Iowa gratefully accepts community donations to support its mission.

Learn more at www.vnsia.org or follow Visiting Nurse Services of Iowa on Facebook.

Right: Mu Mu and her baby Van wear traditional Burmese outfits to an event hosted by VNS of Iowa. Many immigrant and refugee populations are supported through VNS of Iowa programs. Bottom: Visiting Nurse Services of Iowa was founded in 1908 to address the need for public health nursing in central Iowa.





BETTER BUSINESS BUREAU®

505 5th Avenue, Ste. 950, Des Moines, IA 50309 | 515-243-8137 | iowa.bbb.org





Better Business Bureau's (BBB) mission is to be the leader in advancing marketplace trust. BBB ensures that high standards for trust are set and maintained. We exist so consumers and businesses alike have an unbiased source to guide them on matters of trust. We provide educational information and expert advice that is free of charge and easily accessible.

BBB Accreditation is an honor – and not every company is eligible. Businesses that meet our high standards are invited to join BBB. All BBB accredited businesses have agreed to live up to our Standards for Trust.

BBB does not compare businesses against each other, but rather evaluates businesses against our standards – and our standards clearly speak to the character and competence of an organization.

BBB is the resource to turn to for objective, unbiased information on businesses. Our network of national and local BBB operations allows us to monitor and take action on thousands of business issues affecting consumers at any given time.

BBB is your key adviser, most reliable evaluator and most objective expert on the topic of trust in the marketplace.

To accomplish our mission, we commit to the following values to guide all of our decisions and behavior:

Excellence: Strive to do our very best. Be accountable to the general public, our members, and to each other for everything we do. Commit to providing the highest quality service with excellence and consistency everywhere we operate.

Integrity: Be honest and ethical in all of our business activities. Treat everyone with integrity, keeping our promises and learning from our mistakes. Have the courage to hold fast to our professional convictions.

Teamwork: Communicate, cooperate and collaborate freely across organizational and territorial boundaries, and work as one team to fulfill our mission.

Trust: Trust in our colleagues throughout the BBB system and in ourselves. Say what we mean and mean what we say. Communicate with honesty and candor.

Respect: Treat everyone with respect and dignity, valuing individual and cultural differences. People are our fundamental asset. We will empower them to develop and use their talents and capabilities to the fullest.

AIB COLLEGE OF BUSINESS

2500 Fleur Drive, Des Moines IA 50321 | 515-244-4221 | www.aib.edu

AIB: a fixture in the business community

The independent, nonprofit AIB College of Business was founded in 1921. Originally called American Institute of Business, AIB moved from downtown to 2500 Fleur Drive in 1972.

For 92 years, AIB has positioned itself on the cutting edge of evolving business education. Graduates from August 2011 through May 2012 self-report that an impressive 98 percent are employed or continuing their education, with nearly 70 percent remaining in the Des Moines area.

AIB is regionally accredited with the North Central Association of Colleges and Schools. Governed by an unpaid board of trustees, AIB has long-standing partnerships with area employers to educate and train employees for their needs. Members of the business community comprise ongoing advisory boards at AIB that identify skill sets desired by employers.

Full-time AIB students can earn bachelor of science degrees in less than three years in Accounting, Business Administration, Contemporary Business Communications and Sports and Event Management. AIB also awards associate in applied science degrees in 13 business majors.

AIB offers daytime and online classes, plus programs that blend both formats. AIB's online bachelor's degree program is ranked among the best in the nation for student services and technology in a 2012 study by *U.S. News & World Report.*



Full-time AIB students can lock into one tuition rate for their entire college enrollment. Also, AIB awarded nearly \$3 million in scholarships in the last academic year, with 100 percent of funds raised going to students.

Students enjoy apartment-style housing on AIB's 20-acre campus. AIB is an associate member of the Midwest Collegiate Conference (MCC) in the National Association of Intercollegiate Athletics (NAIA), participating in basketball, volleyball, golf, soccer, bowling, softball, baseball, competitive dance and cheerleading. AIB also offers active student organizations and requires volunteerism, with students logging more than 49,000 hours of community service since 2005.

Top: In 2012, AIB's men's soccer team led the Midwest Collegiate Conference of the NAIA in Academic All-Conference players.



Bottom left: AIB's Keith Fenton Administration Building graces the Fleur Drive entrance to the college's 20-acre campus. Bottom right: The first Monroe Colston Scholarship Dinner in May, featuring keynote speaker Jim Autry, raised more than \$90,000 for AIB's Monroe Colston Diversity Scholarship.





JE DUNN CONSTRUCTION

5959 Village View Drive, Suite 100, West Des Moines, IA 50266 | 515-698-4400 | www.jedunn.com



JE Dunn Construction has been quietly making its mark on the Des Moines skyline for over a decade. It has been involved in such significant local projects as the Allied Insurance Headquarters, Wells Fargo's Home Mortgage Campus and Mercy West Lakes Hospital. The Des Moines office is also currently involved in a streetscape beautification project for Principal Financial Group at 801 Grand. In addition, JE Dunn is finishing a project for Microsoft in West Des Moines and recently completed the remodel of KPMG's offices in the Ruan Building downtown.

Outside of Des Moines the firm has also been successful by working on the campuses of Iowa State University and the University of Iowa. "We've been so fortunate to work at both schools," said Vice President and Office Leader Shannon Baird, "to be a part of these great institutions and to help deliver facilities which will allow them to be competitive on a global scale is very rewarding." When it's not managing construction projects; the Des Moines office is heavily engaged in the community through board service, not-for-profit support and involvement with numerous organizations. "At our core we're builders," said Baird, "but we know there's more to life than just building buildings. We need to give back to the community and be fully engaged on a personal level." This spirit of giving has permeated the culture of the nearly 90 year old construction company in each of its 20 offices across the country.

Perhaps JE Dunn's greatest accomplishment is the growth it has achieved in such a short period in the Iowa marketplace. "It's simple, it's our people", said Director of Commercial Construction Tory Sigler. "We've built a staff of local talent from Iowa who want to be here and through their hard work, innovation and creativity they've helped us weather the downturn. We're poised for growth and we've got the right people in place to do that. It's an exciting time to be a part of this group."

RETROSPECTIVE

HOLMES MURPHY & ASSOCIATES

3001 Westown Parkway, West Des Moines, IA 50266 | 800-247-7756 | www.holmesmurphy.com

Company founder Max Holmes was an optimist and an idealist. In 1932, at the height of the Great Depression, he opened his own insurance agency in Des Moines, Iowa. Holmes determined hard work and dedicated customer service would sustain his business. Within a decade, the Max Holmes Agency was known as an authority in the property and casualty insurance field.

... our fourth generation of leadership ... **making a difference** by promoting health, protecting wealth, and delivering peace of mind.

Ray Murphy Jr., a former member of The University of Iowa's famous Ironmen football team of 1939, joined the agency as a salesman in 1948. By 1951, Murphy had become a partner in the firm, which then operated under the name of Holmes Murphy.

Today, we are in our fourth generation of leadership: Jim Swift, Chairman; Dan Keough, CEO; and Den Bishop, President. Under their direction, the company's mission has evolved into making a difference by promoting health, protecting wealth, and delivering peace of mind.

Holmes Murphy's entrepreneurial spirit lead to our geographic expansion into twelve offices in ten states, including Cedar Rapids, Dallas, Davenport, Des Moines, Kansas City, Madison, Oklahoma City, Omaha, Peoria, Scottsdale, Sioux Falls, and St Louis.

Through it all, Holmes Murphy has remained a privately-held company. Our independence is



a unique benefit to our clients and our employees. We focus on their needs and have a strong commitment to accelerating their success.

The values of exceptional service, expert know-how, and integrity that drove the company 81 years ago are still what drive us today. We have an exciting future ahead of us. But no matter how much we grow, our core values and Iowa roots ensure we will always be here for you.





GUIDEONE INSURANCE

1111 Ashworth Rd, West Des Moines, IA 50265 | 515-267-5000 | www.guideone.com





In 1947, GuideOne Insurance was founded as America's first auto insurer for nondrinkers. The company soon gained a loyal following among religious leaders and recognizing the underserved needs of the faith-based communities, went on to launch the nation's first multiperil insurance policy for churches in 1962.

Over the years, GuideOne has grown to become a premier niche market insurer by meeting the unique needs of its customers with coverage for churches, schools (K-12) and higher education (colleges, universities, seminaries), home care providers, senior living communities, and auto and home owners.

For religious organizations, GuideOne offers superior expertise and the industry's most extensive line-up of insurance coverages and value-added services to its 43,000 church customers. Policyholders also have access to the broadest variety of risk management resources in the industry, including the GuideOne Center for Risk Management and our SafeChurch.com website.

GuideOne

PLACE YOUR FAITH IN THE EXPERT

Insurance

Inspired by the company's origins as the premier auto insurer for nondrinkers, GuideOne tailors its personal lines offers to meet the needs of other responsible individuals. Our coverages include Responsible Choice Auto for individuals who pledge not to drink and drive

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while impaired; Homeowners; Renters; and FaithGuard Auto, with added benefits for churchgoers. Our personal lines insurance is designed to address individuals' needs through their different life stages.

The company also recognizes the importance of good corporate citizenship. Through the nonprofit GuideOne Foundation and volunteer work, the company supports many charitable organizations and events in line with our company values and that our policyholders believe in, including: GuideOne ImaginEve! New Year's Family Celebration, the Des Moines Art Festival, the Iowa State Fair, KidsFest, Habitat for Humanity, World Vision, American Red Cross, Feeding America, Mothers Against Drunk Driving (MADD) and a number of other organizations and community events.

In 2011, 2012 and 2013, Ward Group, a leader of benchmarking and best practices services for the insurance industry, ranked GuideOne among the 50 Top Performing Insurance companies in the areas of soundness, consistency and superior financial performance. Ward Group analyzes more than 3,000 property/casualty insurance companies each year for this prestigious recognition. Based in West Des Moines, the company has 700 employees. GuideOne is licensed in all 50 states and markets its products through a network of 1,600 agents. The company is financially strong and stable, and carries an A "Excellent" rating from A.M. Best.

To learn more about GuideOne, visit www.guideone.com. Like us on Facebook: facebook.com/GuideOne Follow us on Twitter: twitter.com/GuideOne



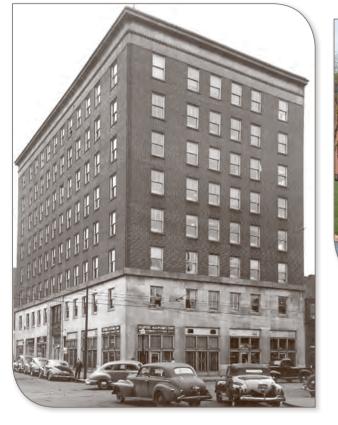


Jim Wallace President, Chairman and Chief Executive Officer



FBL FINANCIAL GROUP, INC.

5400 University Avenue, West Des Moines, IA 50266 | 515-225-5400 | www.fblfinancial.com





Brannen, FBL Financial Group, Inc.

As Des Moines grows by leaps and bounds, it thrives with the dynamic spirit of history, business and community that define this place we call home. The companies of FBL Financial Group have been part of the fabric of this great city for decades. After all, we grew up here.

You may know our affiliated companies better as Farm Bureau Financial Services. For more than 70 years, we've been building relationships and helping people protect what matters most. Some things never change.

Our Farm Bureau agents have made insurance simple for generations of families in the communities where we do business. They help smooth out the complexities of life ... day-to-day, through the milestones, and when the unexpected occurs.

Our employees embrace a fundamental purpose to protect livelihoods and futures, guided by core values and fueled by a passion for ethics and excellence.

A deep-rooted commitment to doing the right thing - in our business practices and in the community - is simply a part of who we are. Our agents and employees enthusiastically contribute their time, talent and dollars to help those in need. A relentless focus on relationships and service to members is our hallmark and our point of differentiation.

At FBL, we're a family brought together to help other families, individuals and businesses. We're proud of our heritage, and of our history in this community. We congratulate the Greater Des Moines Partnership on its 125th anniversary, and look forward to continuing to support its mission to help make Greater Des Moines all it can be.

FBL Financial Group, Inc.

Farm Bureau Financial Services ny | Farm Bureau Property & Casuality Insurance Company

DES MOINES ORTHOPAEDIC SURGEONS, P.C.

6001 Westown Parkway, West Des Moines, Iowa 50266 | 515-224-1414 | www.dmos.com

In 1955, Dr. John H. Kelley and Dr. Douglas N. Gibson founded Des Moines Orthopaedic Surgeons, P.C. (DMOS). While those doctors are now retired, the group has grown to include 28 physicians.

DMOS provides services at the West Des Moines, Penn Medical Plaza and Carroll Clinic locations along with 11 satellite offices in an 80-mile area surrounding Des Moines. The physicians are on staff at Iowa Methodist, Blank Children's, Iowa Lutheran, Methodist West, and St. Anthony Hospitals.

At the West Des Moines location, DMOS provides clinical evaluation, minor orthopaedic surgical procedures, physical therapy, rehabilitation, Pain Management, and Urgent Injury Clinic services in one convenient location. DMOS offers a cost-effective, state-of-the art MRI suite designed for patient comfort, convenience, and image quality.

The Orthopaedic Outpatient Surgery Center (OOSC), a joint venture of DMOS and Unity Point-Des Moines, is adjoined to the West Des Moines location. DMOS physicians conduct a majority of their orthopaedic procedures at the OOSC.

Unity Point-Des Moines leases space at the West Des Moines location for physical and hand therapy services. The center's complete rehabilitation program often decreases the time required for resolution of any injury, thus reducing time lost from physical activity and work.



DMOS serves as team physicians to the Des Moines Buccaneers as well as area high school and college sports teams. DMOS is a sponsor of the Sports Medicine Symposium addressing sports medicine issues and providing guidance for motivating athletes, reducing and administering treatment for common sports injuries.

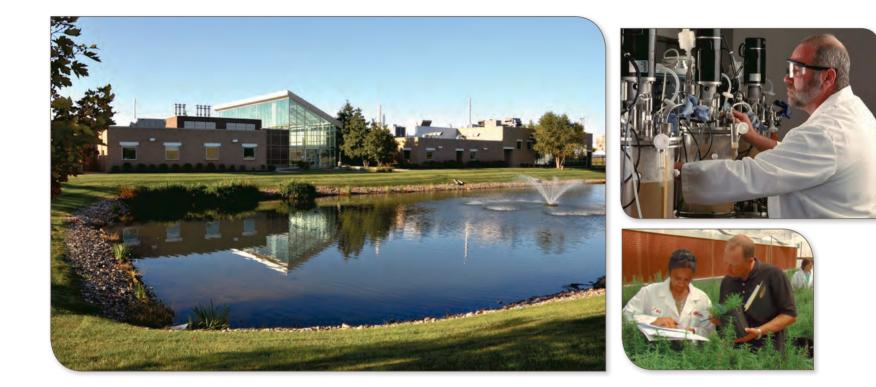
For more than 45 years, Des Moines Orthopaedic Surgeons has maintained a singular mission to provide patients with the highest-quality care possible. As a result of its commitment, DMOS has continued to grow and has earned the respect of patients, insurance companies, employers, and the Des Moines medical community.



DMOS – West Location and Urgent Injury Clinic. Photo provided by Robyn Bodin, DMOS X-Ray Technician.

KEMIN INDUSTRIES, INC.

2100 Maury Street Des Moines, IA 50317 | 515-559-5100 | www.kemin.com



Since our founding in 1961, Kemin has

combined science and research with the human qualities of creativity, curiosity and collaboration to enhance nutrition and health for people and animals. Using cutting edge molecular technology, Kemin manufactures more than 500 specialty ingredients used by the feed and food industries and the health, nutrition and beauty markets.

Our seven divisions share a unified vision of improving the quality of life by touching half the people of the world every day with our products and services. In just 50 years, Kemin has grown to have a positive impact on the lives of more than 1.8 billion people throughout the world every day.

By 2050, an estimated 9 billion people will live on the planet. Even though hundreds of millions of people regularly experience hunger today, a third of the world's food production for human consumption is lost or wasted every year. If this amount of food, approximately 1.3 billion metric tons, continues to be wasted each year, feeding 9 billion people in 2050 will require a 70 percent increase in food production.



"The world today provides an enormous challenge for where we, Kemin, need to go in the next few years and inspires us to remain focused on discovering new molecules to solve these challenges," said Kemin President & CEO Dr. Chris Nelson. "Kemin is dedicated to making food available for the 9 billion people that will inhabit the planet in 2050 and it is our mission to do so with safe, nutritious food on a worldwide basis."

Founded by RW and Mary Nelson, Kemin is a privately held and family-owned company with 2,000 employees worldwide. Based in Des Moines, Iowa, we operate in more than 90 countries with manufacturing facilities in Belgium, Brazil, China, India, Italy, Singapore, South Africa and the United States.

DART: DES MOINES AREA REGIONAL TRANSIT AUTHORITY

620 Cherry Street, Des Moines, IA 50309 | 515-283-8100 | www.ridedart.com

One need travel no farther than the new DART Central Station in downtown Des Moines to recognize the foresight of this region's many great leaders.

The thriving city, suburbs and region we live in today have long been envisioned by the "giants" of Greater Des Moines – and willed into being. Thanks to them, we live in one of the nation's best places to be young, advance a career, raise a family, and grow old – the kind of place where modern transit flourishes.

They saw to it that Greater Des Moines had the means to evolve its public transit system to keep up with the times. The Iowa Legislature in 2004 passed legislation paving the way for the creation of the state's first regional transit authority, DART (Des Moines Area Regional Transit Authority), in 2006.

The biggest changes since then occurred in 2012, with the opening of DART Central Station and the redesign of the transit network. The work continues, now and into



the future, to further expand service to go more places, more often, more quickly.

From DART, we say thank you to all the forward-thinking leaders who've made Greater Des Moines what it is today.





DART Central Station symbolizes the growth of Greater Des Moines.



LWBJ

4200 University Ave, #410, West Des Moines, IA 50266 | 515.222.5680 | www.lwbj.com



LWBJ provides the highest level of professional accounting, consulting and advisory-based investment banking services to its clients in Iowa, the Midwest, and across the nation.

LWBJ's clients range from start-ups to public companies, from entrepreneurs to executives. Their team approach to client service ensures that issues are viewed from a multitude of perspectives and that unique, creative, and complete solutions are delivered to the client.

LWBJ serves their clients through two integrated business units, LWBJ CPAs & Business Advisors and LWBJ Capital Advisors. The firm offers a wide array of services including:

LWBJ CPAs and Business Advisors

- Audit and Accounting
- Tax Preparation and Consulting
- Estate and Succession Planning

LWBJ Capital Advisors

- Operational and Financial Consulting
- Valuation Services
- Due Diligence and Transaction Services
- Receiverships, Turnarounds & Workouts
- Mergers, Acquisitions & Capitalization*

LWBJ expertise you can trust

Seated Left to Right: Dave Watson, Dave Midtlyng, JD Geneser. Standing Left to Right: Paul Juffer, Dave Hove, Maureen Dockstader, Tom Larson.

Each of LWBJ's seven partners has national accounting firm experience and many have held executive leadership positions in private industry. The partner group and professional staff of over fifty employees are focused on providing superior service to their clients.

The dedication of LWBJ's partner group to maintain "hands-on" involvement with their clients is what distinguishes them from their competition.

LWBJ's offices are located in West Des Moines and Ames, Iowa.

* Services provided by LWBJ Investment Services, LLC, member FINRA/SIPC

The dedication of LWBJ's partner group to maintain
 "HANDS-ON" involvement with their clients is what
 DISTINGUISHES them

from their competition. **99**

COPPOLA, MCCONVILLE, COPPOLA, HOCKENBERG & SCALISE, P.C.

2100 Westown Pkwy #210 West Des Moines, IA 50265 | 515-453-1055 | www.csmclaw.com

Coppola, McConville, Coppola, Hockenberg & Scalise, P.C. is a law firm based in West Des Moines, Iowa, with a wide and varied successful legal practice that has been serving local and national clients for more than four decades.

Among our practice areas are:

- Trial litigation and appeals matters, including consumer fraud and other civil matters
- Personal injury and wrongful death (contingency fee representation and free initial consultation)
- Medical malpractice (contingency fee representation and free initial consultation)
- Wills, Trusts, Estate Planning and Probate
- Public policy strategy
- Divorce and family lawWorkers' compensation
- (contingency fee representation and free initial consultation)
- Corporate, real estate and business transactions
- Criminal defense, including white collar crime
- Mediation, including personal injury, divorce, malpractice, discrimination cases and employment terminations
- Business Disputes, including employment disputes as well as other matters.

We Offer Solutions That Work. Call Today: 515-453-1055. Get answers to your questions, know your rights, and learn how our West Des Moines, Iowa, law firm can assist you. Schedule a consultation today by calling 515-453-1055.

We look forward to your telephone call or e-mail and want you to know that we promptly return all communications. Our email addresses are:

Charles A. Coppola: I5H@aol.com Richard O. McConville: romcconville@csmclaw.com Christopher B. Coppola: chris@coppolalawfirm.com Harlan D. Hockenberg: hdhockenberg@csmclaw.com Lawrence F. Scalise: scal2910@aol.com

Coppola, McConville, Coppola, Hockenberg & Scalise, P.C.



The attorneys from left to right are: Harlan D. Hockenberg, Richard O. McConville, Lawrence F. Scalise, Christopher B. Coppola, and Charles A. Coppola.

AMERICAN EQUITY INVESTMENT LIFE INSURANCE COMPANY

6000 Westown Parkway, West Des Moines, Iowa 50266 | 515-221-1234 | www.american-equity.com





American Equity home office

In 1995, David Noble retired... for three days. He had spent almost a half century in the insurance industry and did not like how companies were losing touch with their customers and offering poor service. He formed a company that was going to focus on two crucial components: GREAT SERVICE AND SLEEP INSURANCE. To capitalize and give a strong foundation, Mr. Noble started by putting his net worth on the line and borrowed money on top of it. Next, he assembled a management team that had a minimum of 5 years working experience with him. He was able to select talented individuals who shared his passion for insurance. Additionally, each member was required to invest some of their own net worth into the company and have "skin in the game."

American Equity Investment Life Insurance Company was founded on a business plan that incorporated three main components – People, Service, and Future.

People – Mr. Noble maintains that a company is not a building or a charter but rather PEOPLE. To be successful you need to have hard working individuals that believe in the mission of the company – American Equity has just that. This is not a business built on transactions but

RETROSPECTIVE

rather relationships. Relationships with the agents that sell our products, the consumers that buy our products, and the community in which we work in. We grow these relationships by meeting our contract holders all over the United States as we host client appreciation events as well as regularly bringing our independent agents to our office; here in West Des Moines, Iowa. American Equity is also very committed to the community in which we work in. We support many charities and encourage our employees to get involved in the causes we support.

Service - American Equity strives to provide the best customer service in the industry each and every day. The concept is simple – treat others the way you want to be treated. This "golden rule" is maintained from senior management down. It starts with making sure every phone call gets answered promptly by a live human being. We know that agents and contract holders have many options when choosing an annuity company. To earn their business, we go the extra mile.

Future - The future of our contract holders, agents, and the company as a whole is something we take very seriously. This is carried out in the design of our products and the

conservative nature in which we invest our assets. American Equity is in the business of helping individuals preserve their retirement dollars and provide a secure predictable return they cannot outlive. They sleep better at night knowing that regardless of how long they live, they can rely on this income stream. We like to call this "Sleep Insurance."

We have come a long way in 18 years. Today, American Equity's accomplishments are amazing:

- \$0 to 29 Billion in Assets*
- \$0 to 23,000 Active Agents

- \$0 to 350,000+ Active Policyholders
- 1 to 400 Employees
- Listed on the New York Stock Exchange (NYSE:AEL)
- #3 All-Time in Indexed Annuity Sales+
- Best Service in the Industry

Looking back it would seem impossible to achieve such results. But then Mr. Noble is no ordinary leader. He stuck to his business plan of "People, Service, Future." Today, American Equity is one of the few American-owned, American-operated insurance companies in the industry. Our profits remain on our soil! *Statutory total assets as of March 31, 2013

+Source: Wink's Sales & Market Report, 1Q2013

> Right: Mr. Noble Bottom: Employees giving agents a red carpet greeting at our home office.







SPECIAL ADVERTISING SECTION

CONFLUENCE

1300 Walnut Street, Suite 200, Des Moines, IA 50309 | 515-288-4875 | www.thinkconfluence.com





Terry Berkbuegler, Principal; Chris Cline, Principal; Chris Della Vedova, Senior Principal; Steve Ford, Principal; Jon Jacobson, Principal; Brian Clark, Senior Principal

Confluence is a professional consulting firm comprised of landscape architects and planners. Our firm's work includes a wide range of public, educational, institutional, and private sector projects. Our process is focused on collaboration and interaction with our clients, consultants and the community in which we work. Of its 32 employees, Confluence has 20 licensed landscape architects and carries licenses in Iowa, Illinois, South Dakota, North Dakota, Nebraska, Missouri, Kansas, Wyoming, Wisconsin and Minnesota.

With 14 staff members located in our corporate office in Des Moines, we are able to work on a wide-range of projects. Notable projects in the Des Moines area include work with the City of Des Moines and the

66 Our approach ... begins with **GAINING** an insightful and objective understanding of each project. 99

CONFLUENCE

Downtown Community Alliance to prepare a streetscape improvement plan and retail strategy + merchandising plan for the Walnut Street Corridor, as well as the recent plaza space and streetscape redesign surrounding the 801 Grand building.

Our approach to providing professional landscape architecture, urban design, and planning services begins with gaining an insightful and objective understanding of each project. This includes analyzing existing conditions, identifying challenges, and defining the specific problem that needs to be solved. We do not believe in a "one size fits all" approach, yet the diversity of our practice and professional experience provides a solid framework upon which to build successful strategies for achieving our client's goals.

RETROSPECTIVE

NAI OPTIMUM

1701 48th Street, Suite 111, West Des Moines IA 50266 | 515-309-4002 | www.naioptimum.com

NAI Optimum is a full-service commercial real estate company, headquartered in West Des Moines, Iowa. Its umbrella spans from eastern Nebraska to western Illinois, and the NAI Optimum network includes over 150 listings, managed by a team that boasts 13 CCIM and 4 SIOR designations.

Our 24-hour property management and maintenance team works with a preferred vendor network of local and national companies that have the capability of responding to the urgent needs of our owners and tenants at any time of the day or night.

Although NAI Optimum is a new name in the commercial real estate market, it is owned and led by Kurt Mumm, a commercial real estate broker who has worked in the Greater Des Moines market for more than 20 years. It is comprised of the same team of professionals who have focused on providing commercial real estate services that meet and exceed the goals and objectives of our clients in the Greater Des Moines area since 1998.

We will suggest and implement solutions through our seamless partnerships to help you accomplish your objectives. Our staff of experienced professionals is committed to building long-term relationships that work for both parties.



results according to the highest industry standards of client service and ethical best practices.

Not only do we have deep local knowledge in our regional markets, but NAI Optimum is affiliated with the international real estate firm NAI Global. This network of real estate companies consists of 325 offices in 55 countries worldwide.

> N. Kurt Mumm, CCIM President, NAI Optimum



Our team of 37 professionals manages approximately 3 million square feet of property and delivers a comprehensive portfolio of commercial real estate services in five segments: Management services, brokerage, consulting, accounting and corporate services. We take pride in our ability to produce



COOPORTUNITY HEALTH

2700 Westown Parkway, Suite 345, West Des Moines, IA 50266 | www.coOportunityhealth.com



CoOportunity Health is Iowa and Nebraska's first and only not-for-profit CO-OP, a Consumer Operated and Oriented Plan, offering health insurance to individuals and employers. Founded in 2012, CoOportunity Health is one of 24 such organizations across the U.S. with the purpose of providing new competitive options for individuals, families and employer groups.

As a CO-OP, members of the health plan govern the organization, elect its board of directors, and are involved actively in the Plan's programs. CoOportunity Health retains no profits; any financial gains must be returned to members in the form of lower premiums or enhanced benefits.

Founded by experienced professionals with backgrounds in healthcare, insurance regulation, health plan administration and management, CoOportunity Health has formed strategic business alliances with best-in-class

 CoOportunity Health has formed strategic business alliances with
 BEST-IN-CLASS provider and administrative service partners.



CoOportunity Health Founders (from left to right) COO Cliff Gold, CEO David Lyons and CFO Stephen Ringlee, plus the rest of the CO-OP team members.

provider and administrative services partners to deliver an exceptional member and employer group experience.

CoOportunity Health offers health insurance plan solutions for individuals, small businesses and large employers (fully insured or self-funded options). CoOportunity participates on the new Health Insurance Marketplaces/Exchanges and the SHOP Marketplace (for small businesses) in Iowa and Nebraska, and on the open market.

Our portfolio of plans includes CoOportunity Premier, a PPO plan design with a broad in-network group of providers that includes 100 percent of hospitals and 97 percent of practitioners in Iowa, Nebraska and bordering states. CoOportunity Health also has teamed up with University of Iowa Health Alliance member organizations plus other select providers to introduce two unique plans in Iowa. CoOportunity Choice UI Health Alliance is a tieredbenefit design plan that provides consumer savings when the Choice Tier 1 provider network is used for services. CoOportunity Preferred UI Health Alliance is a selectnetwork plan that offers significant cost savings in exchange for obtaining services from an exclusive provider panel.

For more information or to request a proposal, call 1.866.217.6111 or visit coOportunityhealth.com.





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The lawyers of Carney & Appleby, PLC, practice law primarily in the areas of Legislative Law, Personal Injury, Administrative Law, Criminal Law, Insurance Defense, Corporate Litigation, Medical Malpractice, Family Law, Business Law, Real Estate, Construction Law, Wills and Trusts, Estate Planning and Workers' Compensation. We serve clients throughout Iowa.

Established in 1975, our firm has hardworking and dedicated attorneys who have years of experience providing a variety of legal services for our clients, including legislation and litigation advocacy. Our firm provides experienced legal representation and counsel for individual and business clients and associations primarily for issues related to:

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 Family Law
- Personal Injury
- Administrative Law
- Criminal Law
- Insurance Defense
- Corporate Litigation
- Medical Malpractice

You can trust the law firm of Carney & Appleby, PLC to advocate for your rights as well as keeping your best interests in mind. The key to our success is the trusting relationships that we build and maintain with every one of our clients. We offer personalized, responsive, and attentive legal service. We maintain a high standard of excellence and integrity while delivering quality legal advice and representation, whether it is related to a business or personal matter. WE ADVOCATE FOR OUR CLIENTS.

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 - Construction Law

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DES MOINES

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CAPITAL CROSSROADS

nuo in

R



The Capital Crossroads regional planning project isn't the first such process in Greater Des Moines, but it is the most comprehensive and covers a larger area than any previous effort.

THE BIG IDEA:

The process of determining a vision for the Capital crossroads region began with comprehensive, objective analysis of the key trends, strengths, challenges, threats, and opportunities facing Greater Des Moines and Central Iowa. Capital Crossroads follows similar projects undertaken by area leaders in 1998 and 2003. The first one focused on bricks-and-mortar ideas, and the second one focused on quality-of-life issues. This one focuses on a little bit of everything.

The plan was led by seven organization partners: Bravo Greater Des Moines, Des Moines Area Metropolitan Planning Organization (MPO), Community Foundation of Greater Des Moines, Greater Des Moines Partnership, Iowa State University, Prairie Meadows, and United Way of Central Iowa. Consultant Market Street Services Inc., was hired to manage public input and support the community in developing a plan, which incorporated ideas from a steering committee of area leaders and public input from nearly 5,000 people through surveys, 30 focus groups and 50 one-on-one interviews. The final plan laid out 10 "Capitals," or areas of focus, that each incorporate its own committees and implementation plans into the mix.

REGIONAL INVOLVEMENT:

Officials are hoping to incorporate 23 communities in four counties into the final implementation, including Ames – with lowa State University being a key partner – Marshalltown, Newton, and Pella, along with the five counties in the Des Moines-West Des Moines Metropolitan Statistical Area.

"We have to start thinking more regionally," Polk County Supervisor Angela Connolly said. "Let's face it, we can't have a (Newtonbased) lowa Speedway in Des Moines, just like they can't have a Wells Fargo Arena in Newton. So we're all one. ... We have a great cultural district, we have a great pool of labor; other communities do, too. We're going to share a lot of things, I believe." Beyond that, representatives from around the four added counties were members of the steering committee. Each capital committee will require subcommittees, and the three chairs anticipate keeping business leaders involved, just as they have in the planning process. Gene Meyer, President of the Partnership, was asked to oversee implementation and guide vision plan outcomes.

CAPITAL CORE - URBAN CORE

Chairpersons: Rick Clark, Mary O'Keefe

SUBSECTIONS: Neighborhood Improvement Downtown Regional Context

GOALS:

The plan calls on leveraging key Des Moines businesses and entities, such as Broadlawns Medical Center and Drake University, as catalysts to invest in and improve their neighborhoods. Part of the idea of neighborhood improvement is geared toward creating a land bank authority to obtain land and properties for the purpose of neighborhood revitalization, and providing incentives for homeowners to upgrade their properties. The plan also focuses on possibly updating the downtown district by refurbishing key infrastructure such as the skywalk and Walnut Transit Mall, upgrading or converting empty office buildings and continuing to develop residential space. Improving awareness of "urban" issues, such as rising poverty rates in the city, is also important.

The Urban Core was added as an 11th Capital in the first year of implementation. Tom Urban, Teree Caldwell Johnson and Elizabeth Buck were named Co-Chairs and they were charged with applying a laser focused effort in ten neighborhoods immediately west and north of the central core to improve housing, security, education, and mental and physical health. Improvements to opportunity, access, and security in these neighborhoods is seen as a key to a holistic revitalization of the city's core.



BUSINESS CAPITAL OPPORTUNITY

Chairpersons: Sharon Quisenberry, Mark Miller, Kathryn Kunert

SUBSECTIONS:

Grow What's Here Start-up and Sustain Market and Attract

GOALS:

In identifying the target clusters, it's also important to identify leaders to serve on what the plan calls Target Business Councils to lead discussion on how to best optimize area strategies in the targets. Efforts to improve the business climate could include pushing to ease commercial property tax burdens and leveling the tax-credit playing field for small and medium-sized companies that don't qualify for state support. A large part of the capital focuses on creating a better environment for start-ups and small businesses, which includes making a one-stop resource for start-ups, developing a "conveyor belt," which could be the Business Innovation Zone or another similar organization, to help start-ups through the process and leveraging more ways for start-ups to obtain capital. The capital also focuses on better marketing the area for potential businesses to relocate or expand.

CAPITAL CORRIDOR -OPPORTUNITY

Chairpersons: Dr. Steven Leath, Steve Zumbach

SUBSECTIONS:

Coordinate Brand and Market Plan

GOALS:

A group of economic developers from Ames and Story County, Greater Des Moines and other communities along the I-35 corridor, called the Ames-Des Moines Corridor Marketing Group, has been meeting regularly for the past three years. The plan calls for formalizing its role as the official corridor development council. Cynicism was expressed during the planning process that Ames and Des Moines could be viewed in the same way as Cedar Rapids and Iowa City, but the plan calls for recognition that the corridor is viewed that way by prospective employment prospects. An effort to brand the corridor as a key area for biosciences, both to outside regions and for internal recognition, can help with that. To anticipate future growth along the corridor, a conceptual land use plan is called for to prioritize investments and infrastructure.

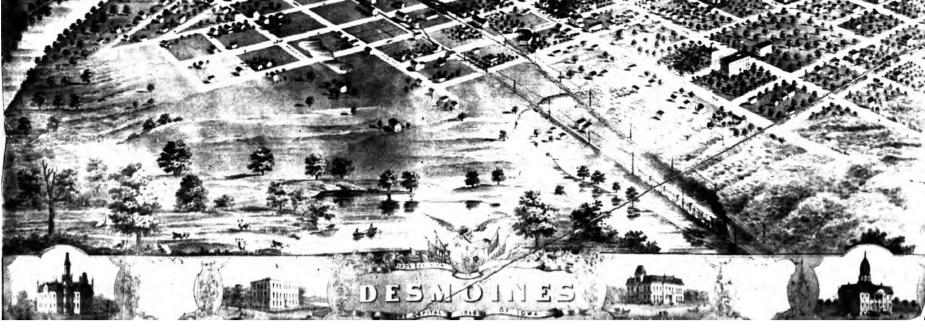
WELLNESS CAPITAL OPPORTUNITY

Chairpersons: Laura Jackson, Sheila Laing

SUBSECTIONS: Catalog and Advocate Define and Design Market and Measure

GOALS:

Identifying existing wellness programming and key partners is a first step. In this case, preliminary research findings about what already exists and what is needed would go a long way toward developing the parameters of a wellness initiative. Components could include leveraging universities to the impact of plant and environmental science on health and wellness, more business programs to drive wellness programs, developing more bicycle and pedestrian trails and working with retailers to promote healthy foods. Once a plan of action is identified, marketing the region's wellness initiative nationally could help draw employees and businesses to the region.



MUMAN CAPITAL - TALENT

Chairpersons: David Wilkerson, Scott Johnson

SUBSECTIONS:

Cradle to Career Talent Magnet Social Well-being

GOALS:

The Cradle to Career subsection, which focuses on education, is one of the most extensive in the plan, with nine subsections of its own. Among the first goals is ensuring that pre-kindergarten programming is provided for all Central lowa children. Others include enhancing partnerships among educators and business people and providing more alternative models of education, such as charter schools. The plan also lays out a vision for a "Stay in Central Iowa" program to try to retain graduates from local colleges and universities. An urban core initiative could be designed based on the model of the Harlem Children's Zone program, which is intended to provide outreach to help break the cycle of generational poverty.

SOCIAL CAPITAL - TALENT

Chairpersons: Kristi Knous, Phil Hodgin

SUBSECTIONS:

Leadership Diversity Community and Civility

GOALS:

Finding and developing the next generation of leaders was identified as a worry in one of the studies leading up to the final plan, and the Social Capital directly addresses that by seeking to better coordinate existing leadership programs, engage young professionals in leadership development and develop a regional mentorship program. The plan calls for a regional multi-cultural center and for more events that celebrate different cultures. It also asserts that establishing an expectation of civility "will significantly improve the likelihood that Capital Crossroads efforts will be successful."

CULTURAL CAPITAL – TALENT

Chairpersons: Brian Laurenzo, Mary Cownie

SUBSECTIONS:

Capacity and Coordination Infrastructure and Events Community-building

GOALS:

Making sure Bravo has the funding to be successful will be a critical part of the capital. Also important is developing a more centralized and coordinated marketing campaign and more collaboration between arts and cultural entities. Though Des Moines was said by stakeholders to have more capacity in arts, culture and music resources than its size would indicate, to position itself more competitively with larger regions, the sector would benefit from more physical space for performances and educational sessions, which is a strategic goal of both the Civic Center of Greater Des Moines and the Des Moines Arts Center. Another strategy to help with capacity could be to develop a mid-sized, 1,500-seat performance venue to book shows that are too big for a small club or theater and too small for a large venue such as the Iowa Events Center. Using the arts to strategically attract residents and visitors can benefit the area, and provide an avenue outside of public meetings to bring constituencies together.



PHYSICAL CAPITAL SUSTAINABILITY

Chairpersons: Dave Caris, Angela Connolly

SUBSECTIONS:

Plan for One Region Shore up Systems Major Projects

GOALS:

Combining the Des Moines Area and Ames Metropolitan Planning Organizations should be considered, and if not, the two should still collaborate on planning transportation needs for the future. Finding ways to support the Des Moines Area Regional Transit Authority's 2035 plan could include identifying potential revenue streams for the service. Figuring out how to revamp Des Moines' water and sewer systems and developing long-term flood-control efforts are also on the docket. The plan also lists a series of long-term major projects, including commissioning a logistics development plan for the region, initiating a comprehensive study on passenger air service and its potential for competitive enhancement and pushing for passenger rail to come through Des Moines.

GOVERNANCE CAPITAL -SUSTAINABILITY

Chairpersons: Bob Andeweg, Gretchen Tegeler

SUBSECTIONS:

Communicate and Coordinate Maximize Resources Advocate

GOALS:

One theme is to make things more efficient, which could include expanding the Metro Advisory Council to more Crossroads counties, promoting regional zoning and development policies, and creating a Metro Water Authority similar to the model of the Metro Waste Authority. Resources can be maximized by developing a shared services task force to identify potential ways to consolidate some regional services and by identifying opportunities to develop revenue-sharing projects between Greater Des Moines and other Central Iowa governments. Finding ways to work together to lobby the state and federal governments for project funding could provide strength in numbers.

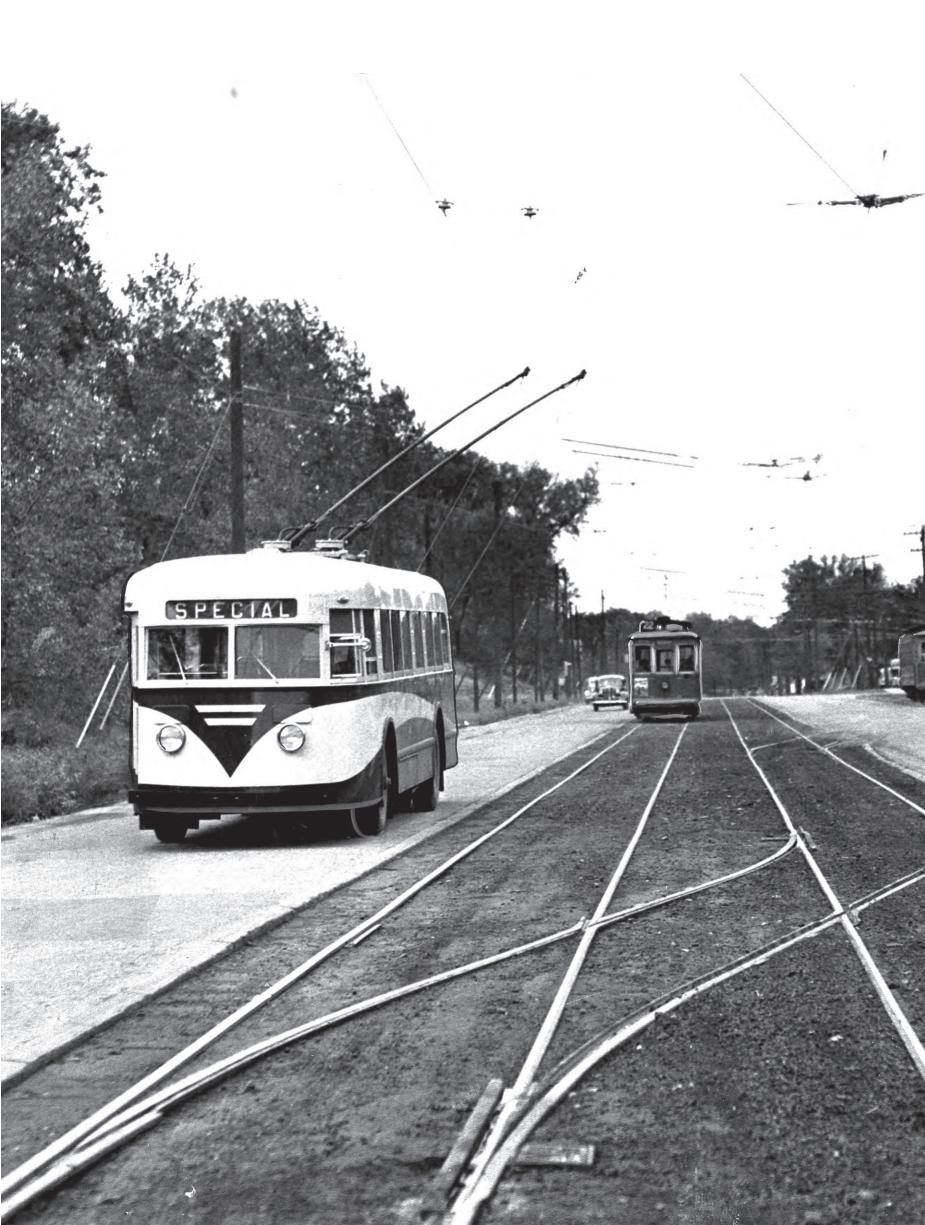
ENVIRONMENTAL CAPITAL -SUSTAINABILITY

Chairpersons: Bob Riley, Fred Hubbell

SUBSECTIONS: Develop and Enhance Sustain for Gain Manage

GOALS:

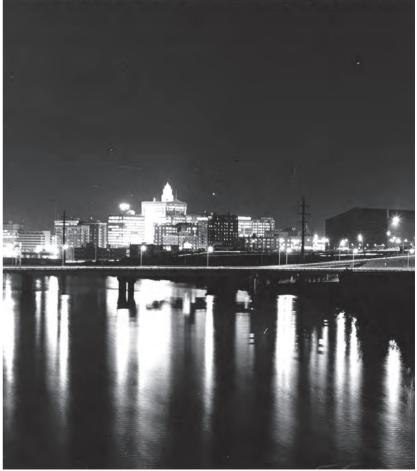
The plan focuses on making Central Iowa the "trails capital of the world" and further integrating environmental infrastructure into all aspects of Greater Des Moines life. A number of good things are already happening; leveraging those could help Greater Des Moines become part of the Climate Prosperity Project, which is an initiative that seeks to advance community efforts to address the challenges of climate change from the perspective of economic development opportunities. The area could also consider using its river systems and stream – and creek-side corridors as a "natural utility" to generate revenue.











cheers **TO125 years!**

Grimes Chamber and Economic Development would like to congratulate the Greater Des Moines Partnership on its 125th anniversary.

Grimes is proud to be part of such a vibrant, growing, and progressive metropolitan area. Here's to another 125 years of prosperity!



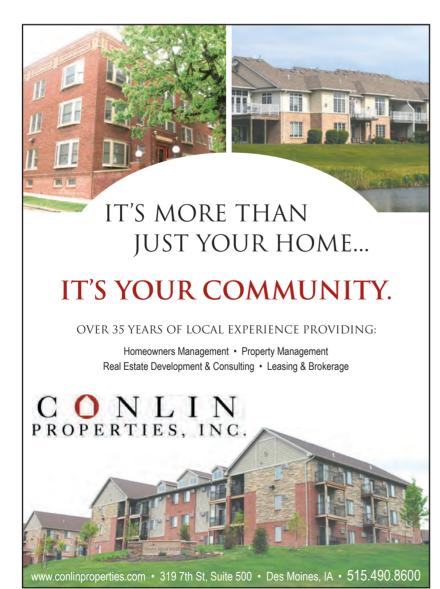






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CENTRAL Pella. Iowa

TYLER ERNST '13 Coon Rapids, Iowa

MAJOR: Political science

MINOR: Environmental studies

INTERNSHIP: Akerman Senterfitt, a government relations law firm, Washington, D.C.

HIGHLIGHT: A TV interview with President Jimmy Carter

FUTURE PLANS: Attending **Drake Law School**

The opportunities that I was afforded at Central College helped prepare me for the study of law

entra

www.central.edu



GREYSTONE

Our newest project is our Greystone "Rent to Own" ngle family housing modeled after the Chicago Greystones This rendering represents the model of our 26 homes leing built in 2012-2013 between Forest and MLK Avenues to Sherman Hill for low-income families.

THE BRICKSTONE

Senator Grassley joins Congressman Boswell during our ground breaking of our High Street Brickstone with Paul Koester and Jack Hatch. The Brickstone opened May 2012 fully occupied.





MLK BRICKSTONE

Our "Brickstone" style was replicated with the developmer of the MLK Brickstone adjacent to I-235 in 2011. The cloc tower can be seen by commuters coming into the city fror the suburbs letting them know if they are late for work.

FLYNN WRIGHT & MICROSOFT

Our two commercial buildings across from the Pappajohn Sculpture Garden include the historic former Manbeck car dealership which is now home to Americana Restaurant and the Kruidenier Cadillac dealership where Flynn Wright and Microsoft opened their new offices in 2012.



HDG Harch Development Group

Building neighborhoods in Des Moines and Cedar Rapids

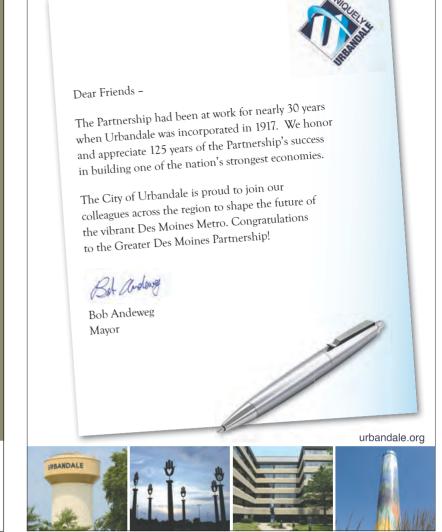
Perennial Properties / Hatch Development Group | 696 18th Street | Des Moines, IA 50314 | 515.244.4418





Rebuilding Together has been creating sustainable solutions for homeowners and the Greater Des Moines community for over 18 years. Our Board of Directors and staff would like to congratulate the Greater Des Moines Partnership on supporting community development for over 125 years.





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Congratulations on the 125th anniversary of the Greater Des Moines Partnership for being at the core of the past, present and future of our community.



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- Meet their funding needs by serving as a reliable source of low-cost liquidity through all economic cycles
- Support community and economic development initiatives, including small business expansion, first-time home purchases and ag operations
- Create more affordable housing
 opportunities for low-and-moderate income
 families and individuals

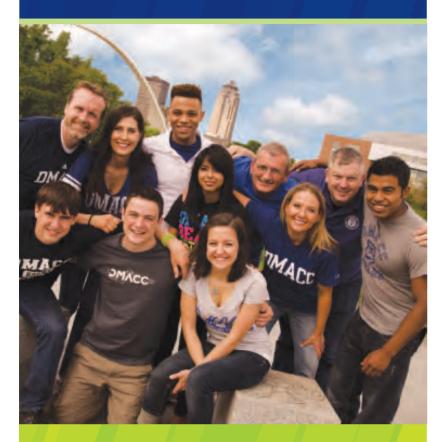






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DMACC is a dedicated friend of the Greater Des Moines Partnership.



Together, we collaborate to foster growth and opportunities for Central Iowa communities.

Each year, DMACC trains thousands of students for today's careers . . . and tomorrow's. What's equally exciting, 93 percent of DMACC grads stay in Central lowa to work and live!

DMACC has grown in our capabilities and programs over the years, and that growth demonstrates our commitment to the Partnership. Consider:

- We pioneered the Career Academy concept for high school students
- We partnered to create the Evelyn K. Davis Center for Working Families—and DMACC at Southridge, opening this fall
- We provide a fast and flexible response to the needs of business, creating customized training programs that help companies grow while advancing lowans' careers

At DMACC, we're looking forward to working with the Greater Des Moines Partnership for the next 125 years.





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GDMP for helping to enrich our oustanding community.

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California and