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Business Record



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~ Kurt Gibson, President & CEO

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Let's Make Des Moines Greater

For 35 years, the Business Record has published a written record of the businesses and people striving to make this region great.

Collectively, our archives tell a story of having business and community leaders who give their time, treasure and talent. Their efforts built the foundation for the recent rapid growth of our region, and they are the reason we've been showered with national rankings.

That history is something to celebrate, something to preserve. If you flip the magazine over, you'll find the lessons from the past 35 years, collected for future generations. In celebration of our 35th anniversary, we didn't just want to look to the past. We wanted to look to the future, too. We are using this opportunity to launch "Greater," an initiative that will leverage the Business Record to help make Des Moines ... "Greater."

What will Greater be? Why are we doing this?

In short, we are going to use the reach of the Business Record to create a platform that enables more voices to share the diverse set of ideas and solutions that we need to address the region's challenges and opportunities. We'll do this in print, online at www.makedmgreater.com and through a series of events.

What you'll read in this half of the publication is the beginning of our effort to make Des Moines Greater. You'll find more than 75 ideas contributed by readers that identify community needs, and, more importantly, offer solutions.

Filling needs is the guiding principle of the Business Record. When I think about the role we should play in the next 35 years, I want to help people intimately understand problems, then work to share the ideas and the solutions, and ultimately connect community leaders who can make those solutions happen.

The challenge we often run into is that it can be hard to talk about problems. Especially when there is so much success.

Success can be blinding. Rankings can mask certain issues and challenges. Nobody sends our newsroom a press release when a national publication ranks Iowa 43rd out of 50. For those in the "forgotten third" that Elisabeth Buck writes about, for those who aren't feeling the successes the same way many in our community are, each new ranking, instead of being something to celebrate,

can feel more like a sharp barb that serves as a reminder of the challenges that still need work.

We can only be better as a community if we know what we need to improve, and if we make sure we're listening for solutions. I get the sense more people are listening. Greater will be a platform that makes it easier for the community to more comfortably identify the challenges we face, through the ability to propose solutions.

I think more people are sensing a need to improve because more people from more backgrounds have been activated, have the capacity, are following the lead of those before them, and as a result are inspecting our community from multiple angles. They are actively searching for ways to make every part of the community Greater.

And becoming Greater likely won't happen on the backs of a few, but rather it will come as a result of the inspiration and drive of the many. You'll hear whispers of that theme in this magazine as you read a piece by Matt Anderson about enabling more doers for smaller projects. And you'll hear it in Tiffany Tauscheck's piece about channeling "new power." And from Kristi Knous, who stresses we can no longer rely exclusively on the single philanthropist or company. And from Izaah Knox who writes about developing a diverse future. And in Chuck Current's piece about building a bigger tent.

For Des Moines truly to be Greater we need to tap into the ideas and solutions from all parts of the community. We need to shine a light and give a voice to the people and businesses within the community that perhaps aren't always spotlighted but are each working intimately to improve their own corner of the region, while we simultaneously push and invite the community

as a whole to offer solutions. The Business Record, too, needs to be better. This initiative will help us to be Greater by pushing us to actively seek and canvass for ideas, look closer at our community, and infuse and lift up voices from new and diverse backgrounds.

And when we do, when we set the sail in the prevailing wind of the many voices yearning to improve the community, in 35 years, I know Des Moines won't just be great ... we'll be Greater. >



THE IDEA: Use the reach of the Business Record to create a platform that enables more voices to share the diverse set of ideas and solutions that we need to address the region's challenges and opportunities.

Chris Conetzkay
Publisher, Business Record

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PUBLISHER'S NOTE:

Earlier this year we surveyed our audience and invited readers to share their ideas on how to make Des Moines Greater in the next 35 years. The response was overwhelming. In the pages that follow, we featured more than 75 ideas. Some are concrete and tangible. Others are big ideas in need of digesting. In addition, we asked all of the writers to fill in the blank in the following phrase: "I want to make Des Moines _____." In each chapter, you'll see big ideas boiled down into a few words. Collectively the words represent the wishes of the nearly 200 voices that participated in creating this publication. Due to space constraints, many of the pieces can be found in their entirety at www.makeDMgreater.com. We hope this collection of ideas inspires you to make Des Moines Greater.

+1 LIKES!

Throughout the magazine you'll see the occasional +1 along with the name of a contributor. Many of the ideas submitted overlapped or dovetailed with other submissions. The +1 identifies like-minded contributors who share a similar idea.

HAVE AN IDEA?

We're going to continue featuring ideas in the Business Record and via Greater online. If you have an idea that you think will help make the region Greater, or, you know somebody that does, we'd love to hear from you. You can submit an idea or nominate a writer at www.makedmgreater.com

LET'S MAKE DES MOINES

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FLIP THE MAGAZINE ...

TO LEARN THE LESSONS FROM THE PAST 35 YEARS >



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Formed in 1994, **The Iowa Clinic** is the largest independent, physician-owned multi-specialty group in the Des Moines community with more than 250 physicians and healthcare providers practicing in 42 specialties. The primary location is a 170,000 square foot state of the art medical facility located in West Des Moines. Additionally they have seven other clinic sites throughout the Des Moines Metropolitan area as well as numerous outreach clinics in rural areas. The Clinic serves a population base of 1.1 million patients averaging 420,000 visits per year.

CATCH **DES MOINES**

As the marketing engine that helps drive economic growth by bringing visitors to Greater Des Moines, one of the biggest challenges that we deal with at **Catch Des Moines** is perception. Our research shows that most people unfamiliar with Des Moines either have preconceived notions about who we are or are unaware of the progressive community we have become. Well, over the past 15 years, nothing has helped to change that narrative more than the revitalization of our downtown core.

It's success and growth has not only enhanced downtown Des Moines, but has had an impact that is felt throughout all of our surrounding communities and suburbs as well. Whether it's the Sculpture Park, Downtown Farmer's Market, James Beard nominees, off-Broadway shows, or our bubbling craft beer scene, our authenticity is rooted in the nature of our people, which makes every experience ring true. Our downtown core is just that; the heartbeat of our collective communities that helps change those perceptions through surprise and discovery.



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McKee, Voorhees & Sease, PLC (MVS) is Iowa's oldest and largest boutique intellectual property law firm, helping clients protect their intellectual property rights through patents, trademarks, copyrights, regulatory, licensing, and litigation, both domestically and internationally since 1924. The attorneys at MVS are skilled in all areas of technology including chemistry, biotechnology, pharmaceutical sciences as well mechanical, electrical, computer, industrial and aerospace engineering, among others. Many attorneys within the firm have advanced degrees in science in addition to their law degree.



Since 2004, **Bravo Greater Des Moines** has been a critical partner in leveraging community resources to maximize impact of arts, culture, and heritage to advance regional priorities. Funded almost entirely by hotel/motel tax revenues generously contributed by seventeen local government partners, Bravo makes strategic investments in local arts organizations, programs and projects that make vital contributions to the region's vibrant quality of life and economic strength, elevating the region's cultural landscape.



JPMorgan Chase is a leading global financial institution, with a history dating back more than 200 years. Currently we have assets of \$2.6 trillion dollars with a presence in over 100 markets and more than 250,000 employees. In Commercial Banking, we provide tailored financial solutions including credit and financing, treasury and merchant services, international banking and real estate services to clients including early stage and midsize companies, corporations, institutions, governments and real estate investors. We are leading the way through our commitment to technology and innovation, transforming the way we do business and empowering the clients and communities we serve.

Workforce & Education



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CEO

Downtown Core



Greg Edwards
President & CEO

Innovation



Heidi Nebel
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Arts & Culture



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Regional Governance



Chad Schaller
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MidAmerican Energy is leading the revolution of Iowa's energy landscape, helping to make it the nation's leader in the percentage of electric generation coming from wind. More than half of the energy used by MidAmerican Energy customers in 2017 came from renewable energy. That plays a critical role in keeping rates in Iowa among the lowest in the country – and in giving Iowa a competitive advantage in attracting and retaining businesses. Delivering clean, reliable and affordable energy is another way MidAmerican Energy is obsessively, relentlessly at your service.



Wells Fargo in Iowa provides financial services from 61 community bank branches and employs approximately 16,000 team members throughout the state. Wells Fargo & Company (NYSE: WFC) is a diversified, community-based financial services company with \$1.9 trillion in assets. Wells Fargo's vision is to satisfy our customers' financial needs and help them succeed financially. Founded in 1852 and headquartered in San Francisco, Wells Fargo provides banking, investment and mortgage products and services, as well as consumer and commercial finance, through 7,950 locations, 13,000 ATMs, the internet (wellsfargo.com) and mobile banking, and has offices in 37 countries and territories to support customers who conduct business in the global economy. With approximately 262,000 team members, Wells Fargo serves one in three households in the United States. Wells Fargo & Company was ranked No. 26 on Fortune's 2018 rankings of America's largest corporations. News, insights and perspectives from Wells Fargo are also available at Wells Fargo Stories. In Iowa in 2017, Wells Fargo and its team members contributed \$9.6 million to nonprofits throughout the state, and team members contributed more than 210,000 hours with nonprofits, schools and community organizations.



Dana Ramundt founded **The Dana Company** in 1989. This independent insurance agency focuses on building relationships with both insurance companies and clients who have an interest in doing business with people they know, trust and can depend on when the situation dictates. Dana's efforts have developed into an organization serving over 6,000 clients in 28 states with over 40 insurance companies and an incredible team of 30 of the most dedicated insurance professionals in the business. With the professional service of its staff, the insurance companies they use to place coverage, and a perpetuation plan in place to remain local, The Dana Company is poised and ready for the next 30 years.



SEE OUR IMPACT

Since 1996, **Prairie Meadows** and the **Polk County Board of Supervisors** have partnered to enhance the quality of life for Polk County residents. Through this unique venture, nearly \$25 million a year is invested in the community to help fund programs, infrastructure, education and community services that improve the lives of those who live and work here. From funding important programs such as ChildServe that improves the well-being of area children to projects such as the Wellmark YMCA pool and Des Moines' Downtown Farmers' Market, our priority is to build a stronger Polk County, together.



Mercy Medical Center – Des Moines delivers the highest-quality, most advanced health care to the communities we serve – just as we have for the past 125 years. Founded by the Sisters of Mercy and inspired by their spirit of faith, hope and healing, Mercy operates four not-for-profit Catholic hospital campuses, along with more than 20 additional locations that house more than 50 primary care, pediatric, internal medicine and specialty clinics. A member of Mercy Health Network, we are one of the largest employers in Iowa.

Economic Development



Adam Wright
CEO

Social Capital



Marta Codina
President

Infrastructure



Dana Ramundt
Chairman of the Board

Natural Environment

Health & Wellness



Karl Keeler
President

LET'S MAKE DES MOINES...

Open untapped worker pipelines. Help post-traditional learners. Channel new power. Accelerate diversity. A center for lifelong learning. Special for everyone. A role model. Innovative. Inclusive. Stronger. Push the envelope. Real. Cool. Where all people feel loved. Exciting. Fully employed. A family. Adopt schools. Embrace new Americans. Mind the gap. Move from Iowa Nice to Iowa Real.



Tiffany Tauscheck

Workforce & Education



*Celebrating 25 years
of dedicating our lives
to taking care of yours.*

25
1994-2019

The Iowa Clinic, P.C. was formed in 1994. Today we are the largest physician owned multi-specialty group in the Des Moines Metro with more than 250 physicians and healthcare providers practicing in 40+ specialties.

We are locally owned by doctors living and working in the communities we serve. Why does this matter? Because decisions about patient care are determined by you and your physician, not a large corporate entity. Independence and control of patient care brought us together in 1994, and it's what keeps us together today.

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Open untapped worker pipelines

THE IDEA: Create a consortium to pool financial and human capital from across the Des Moines area to create supports necessary for hiring, training and retaining nontraditional candidates such as refugees, people with disabilities and those with criminal records.

Joseph Jones
Executive Director,
Harkin Institute for Public Policy & Citizen Engagement

The U.S. unemployment rate fell to a 49-year low of 3.7 percent in October. In Greater Des Moines, it hovers even lower, at about 2.5 percent.

We are well past the point of full employment, meaning there are more jobs available than people looking for work. However, there are still individuals who are eager to fill those positions and qualified to do the work, even if they don't look like traditional candidates.

Greater Des Moines would benefit greatly from addressing current barriers to hiring nontraditional candidates such as immigrants and refugees, those who've been convicted of crimes, and people with disabilities. This could be accomplished through a consortium made up of private businesses and nonprofit agencies specializing in disability, immigration or workforce issues.

The objective of the consortium would be to pool financial and human capital from across the Des Moines area to create supports necessary for hiring, training and retaining nontraditional candidates. Supports might include training programs for human resource professionals, physical space assessments or best practices in recruitment. These would be shaped through creative synthesis between business leaders and human service agencies with intimate knowledge of these populations.

Seeing past some of the perceived barriers to employment for these groups and identifying what accommodations are necessary to help them succeed can be a challenge. Fortunately, there are businesses and other organizations already leading the way with innovative practices that can be replicated.

In addition, this program could work with local governments to address additional potential barriers such as transportation and child care.

The partnerships created in this process are mutually beneficial – providing businesses with much needed employees and helping nonprofit and nongovernment organizations achieve their goals of helping these populations find employment and greater independence.

What's more, time and again businesses report that their products and services improve as their workforce becomes more diverse. It makes sense; people with different backgrounds and life experiences bring with them an entirely new perspective, one that may not have been considered in the past.

In Iowa, we've always prided ourselves on being a great place to live, work and raise a family, and with good reason. Did you know that we've been sending the message to the country and the world that we welcome bright, hardworking and energetic men and women of all ages and every background to join us in building our future, literally, for centuries?

In 1870, the Iowa General Assembly appropriated funds for the printing of a handbook called "Iowa: The Home for Immigrants." They printed 65,000 copies in five languages and distributed them in the Eastern United States and across Europe, inviting people to come and settle in Iowa.

These handbooks bragged about our literate population and our strong education system – our public and private schools, colleges and universities.

As you know, Iowa has a proud and demonstrated history of taking the road toward progress and innovation.

We refused to allow escaped slaves to be returned to servitude. We were the first state to allow women to practice law. We integrated our schools 125 years ago, nearly a century before the Brown v. Board decision. And we have provided a safe home and bright future to tens of thousands of refugees. It only makes sense that Central Iowa lead the way on inclusion, too. ➤



Building our local community

In business since 1902, Turner has had a presence in Des Moines since we broke ground on Wells Fargo Arena and Hy-Vee Hall.

As a proud and active member of the Master Builders of Iowa, and with over one hundred (100) professional staff living and working in the Greater Des Moines metro, Turner has established strong roots in Central Iowa.

Our people are invested in the community and have developed lasting relationships with our local Subcontracting partners. Our metro projects are employing well over 1,000 workers each day. We are committed to being a part of the future of Des Moines and Central Iowa.

Turner

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For more information about
Turner Construction, contact
Zach Loy at zloy@tcco.com



Channel new power in DSM USA

It is often said we in Greater Des Moines are “standing on the shoulders of giants.” There is even a book detailing the history of the Greater Des Moines Partnership with that key message as the title. And it’s true. Our region has been built in large part by a core group of stellar leaders who have helped create a thriving city that is now the envy of many throughout the country.

Yet the model of leadership is shifting. The new model of power and leadership is participation-driven. Meaning, to continue to build upon our region’s success we need more voices, more diversity, more viewpoints, more ideas shared.

Recently the Partnership brought in author Henry Timms, founder of the “Giving Tuesday” movement, to speak about a book he co-authored with Jeremy Heimans called “New Power: How Power Works in Our Hyperconnected World.”

The book details a shift from the traditional power structure, in which power is held by few, to the “new power” structure, in which power is held by many. As Timms describes, new power is open, participatory and peer-driven. The balance of new power with more traditional and more closely-held power structures will be a defining feature of society and business in coming years.

Listening to Timms speak about the new power model in our networked world, it was clear: The more people we have embracing this new model, the more impactful we will be

for the benefit of our region. Many have played a role in the work that has led to our top spot in countless national rankings and made us one of the fastest-growing cities in the country. Yet many more are needed to be part of the work

still to be done. These values are key to ensuring we remain a leader in an increasingly competitive global economy.

Some of that work is already underway and exemplifies the new power model. One example is the Skatepark Campaign Cabinet, which, thanks to a group of dedicated volunteers and generous donors, has made it possible for the new Lauridsen Skatepark to take shape in downtown.

Another example is a group of passionate visionaries from numerous organizations working together to activate 150 miles of water trails throughout the region, including the creation of whitewater rapids and surfing in downtown.

Due to the efforts of many volunteers, Water Works Park is being renovated to include an area for an amphitheater to host outdoor concerts and more.

While some of the region’s key, well-known leaders are involved with these projects, there are also emerging leaders stepping up to the plate. These are new voices,

new faces and new influencers in the mix. I believe these are key examples of the leadership blending we need in the region to continue to maximize and sustain our momentum.

Projects like the Lauridsen Skatepark, water trails and



THE IDEA: *In the past our region was built in large part due to a core group of stellar leaders. The model is shifting to a “new power” structure that will include more leaders, more diversity, more voices and more ideas.*

Tiffany Tauscheck
Chief Strategy Officer, Greater Des Moines Partnership

the Water Works Park renovation benefit our city from a talent recruitment perspective, which directly impacts economic development and the future of our region and state.

Engaging emerging leaders while inviting new, diverse voices to the table is also a key strategy to talent recruitment and retention.

We have an opportunity with every board, every committee, every project, every conversation to invite and include someone new.

The idea of new power is the opposite of a command and control approach. It is about being louder and stronger together. It is about creating a forceful current, not to hoard, but to share and channel with and through others. I can think of no community better positioned to demonstrate this new power in a big way. ➤

+1 LORETTA SIEMAN
CEO, LJS Consulting

We need to allow the next generation to rise into leadership positions at companies. As those of us who have been involved in our community begin to take a break, we must look to our next generation and give the opportunity to excel. This process will create more vision and excitement to grow even more than we have in all areas of the community.

+1 EMILY ABBAS
*SVP, Chief Marketing and Communications Officer,
Bankers Trust*

We are often told we are “standing on the shoulders of giants,” or the small group of visionaries who were instrumental in helping Des Moines become what it is today. Nearly every big idea that has made our community special happened because a group of generous individuals both dreamed big and brought their concepts to life. The next generation of giants is already among us. The youth and young professionals in our community also have many big ideas. But we must ask: Have we properly taught them how to bring those ideas to life and the importance of giving generously of both time and money? I believe the answer is “yes,” and I have seen many great examples. It is up to each of us to continue building a culture of philanthropy while including more youth and young professionals so the group of “giants” grows and becomes larger and more diverse.

Read the full piece at www.makeDMgreater.com

ACCELERATE WORKFORCE DIVERSITY

Mike McCoy
CEO, NCMIC Group

THE IDEA: Every business I speak with needs more diverse talent. Our community has a reputation for solving problems through partnerships between business, government and nonprofit organizations. Central Iowa has developed a competency and an expertise for joining forces via accelerators, incubators and innovation labs. What if we added a similar degree of focus and entrepreneurial thinking to the good work already underway with workforce development, with a specific focus on diversity in the workplace? We could create a Greater Des Moines or Central Iowa Diversity Accelerator. The workforce diversity accelerator could create partnerships between business and diverse groups in Iowa and contiguous states, and ultimately create access, introductions, housing, opportunity, educational advancement, cultural connections and so much more.

Read the full piece at www.makeDMgreater.com

+1 SUKU RADIA
Retired, Bankers Trust

We should convene a group of community leaders (30 to 40) and have a few brainstorming sessions. The outcome should be a plan to make Central Iowa more inviting to a more diverse population. The group needs to do some futuristic thinking, and I would hope that the group is not confined to the whims of Washington politicians in terms of immigration policy.

Something's not working. Leaders at the federal, state and local levels are calling for more people to acquire training or education that will prepare them for the jobs of the future. The state's Future Ready Iowa initiative wants 70 percent of Iowans to have some form of postsecondary credential by 2025; the Greater Des Moines Partnership's EDGE campaign is aiming for 75 percent.

In the meantime, college and university enrollments continue to decline. Since 2011, postsecondary enrollments across all sectors of higher education have declined 13 percent nationally.

Higher education moves opposite the economy. When the economy sheds jobs as it did in 2008-09, postsecondary enrollments soar. In periods of low unemployment, workers may see their incomes rise and/or have opportunities to work extra hours. Consequently, they are less inclined to seek further education. Perhaps to achieve educational goals, the business, government and higher education communities should collaborate to create an Educational Services Center that links employers and participating higher education institutions and allows them to share the cost of "guidance" services offered to post-traditional learners.

For adult learners, such a center could provide academic advising and financial aid counseling akin to what is offered to high school and traditional-age college students. For employers, the center could hire an academic affairs staff with the expertise to match skills needed by employers with existing or new educational programs.

The post-traditional student population is large and diverse. It includes individuals who did not complete high school, those who started but didn't complete college and degree holders who are seeking a graduate or professional credential.

In the meantime, colleges and universities are flooding the market with more programs and delivery options. Now, an ever-expanding range of credentials can be earned on campuses, online, in competency-based programs, in "boot camps" offered by entities outside higher education and in apprenticeships.

We expect post-traditional learners, many of whom struggled in the education system, to be able to sort through a cacophony of advertisements and select a program that will help them achieve their career goals. Contrast that with the support we provide students in the K-12 system. Starting in middle school, we surround students with a variety of resources that are intended to help students shop for and finance their education. While the state has assembled and linked job data and educational information in the Future Ready

Iowa website, post-traditional learners are more or less left on their own to make informed choices. Most choose programs and institutions on the basis of price and convenience, with little independent assurance they are selecting a path that will prepare them appropriately for the job they are seeking.

On the other end of the educational pipeline, employers could benefit from an academic officer not affiliated with a college or university, one who could advise and support businesses' recruiting and training functions.



A center for post-traditional learners

THE IDEA: *The business, government and higher education communities should collaborate to create an Educational Services Center that links employers and higher education institutions and allows them to share the cost of "guidance" services offered to post-traditional learners.*

Kent Henning
President, Grand View University

I frequently hear executives say, "Students lack (fill in the blank) skills," and "You need to offer a course that teaches ..." An experienced curriculum designer who is able to bridge the gap between learning and application could help employers find where needed skills are being taught.

Sometimes a perceived skills gap is merely a communication gap. If new skills are needed, an academician working as an agent for employers could work with colleges and universities to create new programs. A collaborative Education Services Center also might help human resources offices design their tuition benefits programs and training budgets to be more targeted and effective.

Currently, human resources officers need to work with multiple educational providers to try to understand where best to get the skills they need. Colleges and universities independently hire curriculum developers and sales staffs to work directly with employers. Institutions also pay for their own market research and ad campaigns to reach prospective students. Post-traditional learners are left on their own to evaluate myriad options and select a program that will give them the job skills they seek. Perhaps collaboration could improve this situation. Years ago, Des Moines' community leaders formed the Des Moines Higher Education Collaborative (DMHEC), expecting seven institutions to share space and collaborate on offering programs. Ultimately, the DMHEC dissolved and the Pappajohn Center became property of the University of Iowa.

Perhaps it would be more effective to collaborate on an Educational Services Center through which employers and participating higher education institutions share the cost of

"guidance" services offered to post-traditional learners and curriculum experts to link employers with educational providers. Then let participating colleges and universities determine where or how to offer programs and compete on the basis of the quality of student outcomes produced by their programs. ➤

BUSINESSES ADOPTING SCHOOLS

Louisa Dykstra
VP of Sales, Norwex

Our kids in Des Moines are coming to school with more and more needs. What if a different local businesses adopted each school building in the Des Moines area, similar to the current relationship between Brubaker Elementary and Anderson Erickson Dairy. Employees could serve as role models and visit classrooms, classrooms could visit the business, and the connection to each other's worlds would strengthen our community's ability to solve problems together.

LIFELONG LEARNING CAMPAIGN

Jonathan Wilson
*Attorney,
Davis Brown Law Firm*

We should partner with the schools, put small signage up all over town where people are waiting or standing in line (bus stops, government buildings, doctors' offices, etc.) with informational content on a wide range of topics that is changed every week or two. But here's the twist: We rely on students from schools in the region to generate the information that's used. Students would learn, readers would learn — win/win. And Des Moines could market a reputation for being a center for real lifelong learning.

MOVE FROM IOWA NICE TO IOWA REAL

Rowena Crosbie
*President,
Tero International Inc.*

Together we can move from Iowa Nice to Iowa Real. It's going to require that we invest at least a fraction of the dollars and time that we put into technological resources into human resources. We can all improve. Let's choose to make Iowa first in the nation for widespread positive workplace behaviors — even (and especially) when it's uncomfortable.

Chambers, associations, industry groups and organizations should offer in-depth and intensive programs that help Iowans build confident communication skills and self-awareness. We should look to the innovative Greater Des Moines Partnership's Fellowship Program designed to foster diversity and leadership in our business community as an example and make programs like that one available to everyone.

Big Ideas, Few Words

A few more ideas for **WORKFORCE & EDUCATION**

MENTORING DATABASE

Todd Van Thomme
*Shareholder,
Nyemaster Goode PC*

There is a lack of any coherent and overarching mentoring system in the region. What if we develop a website/app or a different mechanism to engage all areas of the metro and allow people to offer their mentorship and teaching skills on everything from trade skills to sports development to professional mentorships. We could successfully match those who have time to mentor with those who want or would like mentorship and training on a one-to-one basis.

A CENTER FOR NEW AMERICANS

Nick Wuertz
*Director of Refugee Community Services,
Lutheran Services of Iowa*

We should create a welcome center or "Center for New Americans" that helps bring together resources and information that will help immigrants and refugees in the Des Moines community get settled, build skills, regain careers and contribute to our community. It will help Des Moines grow the skills of workers already here in the community as well as attract additional foreign-born populations to come to Des Moines. The Center would include English classes, vocational training, citizenship classes, small-business incubators, ethnic community-based organizations and other existing service providers who could provide a one-stop shop to help newcomers in our community thrive.

UNIVERSAL CITYWIDE WI-FI ACCESS

Thomas Ahart
*Superintendent, Des Moines
Public Schools*

The internet should no longer be considered a luxury, but rather a public utility. We should provide reliable, affordable access to high-speed internet to all parts of our community. There are parts of our metro where high-speed internet access is not readily and reliably available; many in our community cannot afford it even when it is. The so-called digital divide is feeding the widening socioeconomic gap between those who have real access and those who do not. The "how" is not a question that I am fully qualified to answer; but if there is the collective will, the "how" is relatively easily accomplished.

Read the full piece at
www.makeDMgreater.com

LET'S MAKE DES MOINES...

Green. Inclusive for all. More cosmopolitan. A 24/7 city. A major league city. Stand out. Thrive. Cooler for everyone. Easy to love. Vibrant. Intriguing. Memorable. Pleasantly liveable. Garden. Host a beautification day. Build a stadium. Support a year-round market. Light the riverwalk. Walk in the clouds. Revitalize the Drake neighborhood. Invest in high-quality schools & drive two-ways. Grow a garden culture. Fill the neighborhood gap. Move from skywalk to artwalk



Justin Mandelbaum

Downtown Core



ARTS & CRAFTS



From James Beard-nominated restaurants to a buzzy craft beer scene, Des Moines is emerging, progressive and surprising. From steak de burgo and pork tenderloins to crab rangoon pizza and award-winning lagers, we have something for everyone; assuring that while taste is subjective, we'll never go out of style. Find fulfillment in the most unlikely of places, and catch what you've been missing.

CATCH
DES MOINES
catchdesmoines.com



Two-way streets & high-quality schools

THE IDEA: *The combination of two basic infrastructure components – high-quality schools and two-way streets – will lift Des Moines to the next level of success.*

Jake Christensen
President, Christensen Development

The city is on a roll and has added exciting amenities, housing and art. The next thing that needs to be added is not exciting, but will transform downtown Des Moines into a great American city.

By going back to the basics of what creates a strong neighborhood, we can have an even more vibrant city. We need to focus on the livability of downtown to attract all segments of the population. Two key attributes of a great city are missing from downtown: two-way streets and thoughtfully planned developments that create an opportunity for high-quality schools to be integrated.

The current framework is fragmented by wide one-way streets that cause the roads to act like giant canyons of cars moving too fast for pedestrians to safely access the city. The impact of implementing two-way streets in place of the one-way streets would be profound.

Imagine if the entire downtown functioned and felt like two blocks of East Locust between East Fourth Street and East Sixth Street. We currently have one-way streets on the west side of downtown that

frequently have cars traveling in excess of 50 mph in 25 mph zones across multiple lanes.

This causes a constant game of Frogger that causes pedestrians to avoid those areas of the city. This condition causes retail to avoid these areas or to fail because the streets do not have the number of pedestrians that a downtown workforce of 80,000 people should exhibit.

The clearest example is to compare the lack of retail along Grand and Locust to the west side of the Des Moines River and the success of the same streets in the East Village.

You can also see the example of this phenomenon on Court Avenue. When I moved to Des Moines in 1996, the city was working to create the Court Avenue Entertainment District. Court Avenue was a one-way street at the time. There were plans and more plans for making this happen, but the district was primarily a mix of below-average bars and vacant lots.

The street was changed to two-way circulation several years ago, and now look at Court Avenue. The majority of the storefronts are retail, there are numerous options for the new residents of the area, and it is home to the first full-service grocery store downtown. It has become the entertainment district.

One-way streets can also improve residential development. Downtown has hundreds of acres of land that will develop into residential. Imagine how different downtown would feel and function if all of our streets were more like the streets in Sherman Hill and less like Interstate 235.

The solution to this problem takes two things: time and money. The money will need to be invested in streetlights, signs and road markings. The time will be needed to allow for the investment to be made over time and for development to respond to the changes to the infrastructure.

The return on this investment will be measurable to property owners, businesses and the city of Des Moines. The land values, sales tax receipts and density of both the East Village and Court Avenue have increased dramatically as a result of the success. And the extra benefit of two-way streets is safety, through a reduction in both the quantity and severity of accidents.

In addition to two-way streets, downtown development has moved forward without enough input and planning from the schools. This has resulted in a lack of growth plans similar to what the suburban schools have.

The Des Moines City Council set a goal for an additional 10,000 residents in the early 2000s. This goal has been attained, but unlike development in our suburban communities, school planning is more difficult to predict.

The same ratios do not apply to urban dwellings to derive a per-dwelling student estimate. This challenge actually requires even more coordination between the Des Moines Public Schools and the development process.

The city and the schools do not currently proactively communicate and coordinate. The quality of education downtown is on par with any suburban school, and we are lucky to have the education assets of the Downtown School, the Walnut School, and last but not least, Central Campus.

The solution to this is simple: The development process should include information being provided to Des Moines Public Schools in a way that trends can be measured to facilitate the planning of our next school expansions downtown. ➤

Get ready for Des Moines'
newest urban neighborhood.



GRAY'S STATION

graysstation.com

A great university for a great neighborhood

Marty Martin
President, Drake University

THE IDEA: For the good of the entire city, the Drake Neighborhood needs revitalization and Drake has the opportunity to do just that in ways that were unimaginable just a few years ago. Drake University is committed to being an even more positively impactful presence in our neighborhood and our city than we have been in the past. We fully embrace our responsibility to do what we can consistent with mission, competencies and resources to make our neighborhood and city a better place to live and work. The virtuous circle that has been sparked by Drake re-energizing our commitment to our neighbors is poised to be supercharged. Two census tracts that surround the Drake campus have been designated Federal Opportunity Zones, thus making new investments into these areas eligible for preferential tax treatment. Additionally, the city of Des Moines has launched a \$4.5 million neighborhood development pilot program that will facilitate buying nuisance properties, demolishing decaying homes and making other revitalization improvements. The Drake Neighborhood is one of four included in the pilot.

Read the full piece at www.makeDMgreater.com

BUILD AN ELECTRIFYING DES MOINES STADIUM

Matt Carver
Legal Services Director, School Administrators of Iowa

THE IDEA: Develop an environmentally friendly soccer-specific stadium, such as the one found in Ingolstadt, Germany. Ingolstadt's stadium incorporates both solar panels on the roof covering the stadium's seats as well as collection of rainwater to utilize for field irrigation. Construction of a similar stadium in Des Moines would provide one more example that Iowa is not just flyover country, but the home of forward-thinking community leaders and sports fans. The stadium would provide an electric setting for the growing number of soccer fans and players in the Des Moines area. With the welcoming of many different ethnic groups to Polk County, Des Moines has seen a rapid increase in the number of soccer fans and participants. The stadium would undoubtedly act as an additional entertainment option and attract more young people and families to Des Moines.



Grow a community garden culture

Michelle Book
CEO, Food Bank of Iowa

THE IDEA: In this community where collaboration is king, surely we can come together to ensure all families have access to seeds, black dirt and the knowledge to produce and preserve delicious and nutritious food for their table. I envision a community garden culture that celebrates tiny edible street beautification planters on street corners, small plots of vegetables within food desert neighborhoods, and large "greening" projects, such as orchards, to preserve natural areas. Today, between Des Moines and West Des Moines, there are a few hundred plots within a handful of neighborhood gardens, which city parks and rec departments do a good job of managing. Organizations, such as Eat Greater Des Moines and Iowa State University Extension, support and promote the concept. It's a start. What we lack is a large-scale, metrowide public-private partnership committed to making garden space accessible by every resident. Using a public-private partnership to establish a community garden culture would help solve food insecurity issues, improve neighborhoods, reduce crime, bring people closer to food production and build community.

Read the full piece at www.makeDMgreater.com



Filling the core's neighborhood gap

THE IDEA: Create a Neighborhood Investment Fund, a private-public partnership, which would generate a \$40 million overall investment to revitalize the downtown core's adjacent neighborhoods.

Rick Tollakson
President & CEO, Hubbell Realty Co.

The downtown core is thriving. Apartments, townhomes and condos are being built, and they are being leased and sold.

What's next? Taking care of the neighborhoods adjacent to the downtown core. We must support the surrounding neighborhoods in order to strengthen the downtown core. How do we develop infill housing in these neighborhoods that responds to the market demand?

The issue is that currently the market value of new homes in most of the existing neighborhoods in Des Moines is less than the cost to build that home. I believe there is market demand for new homes with modern amenities to be built in these neighborhoods.

For a homebuyer to obtain a loan on a new home, the home must appraise at or above the builder's sales price. Currently, due to market comparable sales, the homes sometimes will not appraise at that level. I believe that over time, as new homes are built in these neighborhoods, that will change. But in the meantime, how do we "Fill the Gap?"

I envision a Neighborhood Investment Fund (NIF), a private-public partnership, which would generate an estimated \$4 million per year over the course of 10 years, equaling a \$40 million overall investment. This investment should come from four (possibly more)

sources: the state of Iowa, Polk County, the city of Des Moines and the business community; a true public-private partnership. Each of these entities could pledge an investment of \$1 million per year for 10 years.

The investment is in neighborhood housing via a Shared Appreciation Agreement (SAA). The current gap between a new home in a new construction subdivision and a new home in an existing neighborhood is approximately \$50,000, on average. If the new home sells for approximately \$200,000 in a new subdivision I believe it would sell, and appraise for, approximately \$150,000. The NIF would invest \$50,000 in the new home so the buyer could purchase it. This investment would be through the SAA. When the home sells, normally in six to 10 years, the seller would split the appreciation of the home with the NIF.

For example, if this home appreciates at 6 percent per year, the home would be worth \$270,000 in 10 years. The appreciation would be \$120,000 and the split would be \$60,000 to the seller and \$60,000 to NIF. If the appreciation level of \$100,000 is not met at the time of the first sale, the NIF investment would remain until their \$50,000 was returned to the fund.

This initial investment of \$4 million would allow for an additional 80 homes to be built in Des Moines every year. According to the metro statistics I have been given, the city of Des Moines closed 80 new-construction homes in 2017. This investment would double the number of new-construction homes sold in Des Moines. Over time, as the market grows, the gap between new home pricing and market appraised values will narrow or possibly be eliminated. After 10 years, NIF could continue their investment in the community with the funds generated from the Shared Appreciation Agreements or return the funds to the original investors.

To make this happen, the city must be willing to accept new homes in their neighborhoods. They must be willing to accept the variety of home designs that the market demands. They must be willing to reduce or eliminate minimum lot sizes and reduce front yard, side yard and rear yard setbacks.

They must not dictate building materials beyond what the market demands. The goal is to invest in new homes that the market will purchase. This means existing homes may be torn down and large lots subdivided. All of these are issues the neighborhood must resolve for the idea to have a chance of success.

The Neighborhood Investment Fund could provide the necessary investment in our residential neighborhoods that Tax Increment Financing did for housing in the downtown core. ➤

HOST A NEIGHBORHOOD BEAUTIFICATION DAY

Marilyn Mueller
Professor of Management,
Simpson College

THE IDEA: At Simpson College we have one day a year when we do not hold classes. We call it "Campus Day." Instead, we beautify our community. For elderly and disabled people who notify us, as well as projects on campus, we send teams of students, staff and faculty to their homes to perform outside tasks. What if the employers of Des Moines joined together to have their employees devote one day to perform similar tasks in the communities that need such assistance?

The downtown skywalk system has generated its fair share of controversy over the years, but if there's one thing even its most ardent supporters can agree on, it's that the skywalks are not attractive.

I think it's safe to say that, with 52 buildings connected at an initial cost of \$79 million in today's dollars, the skywalks are here to stay. And why not? I'm sure you've used them for protection from the cold Iowa winters.

But it seems like the skywalks have been ignored during downtown's renaissance over the past 20 years. That's a shame, because it reflects poorly on Des Moines and is damaging to downtown businesses. Imagine what goes through an out-of-town recruit's mind when walking through the skywalk system to your company's job interview.

What if we could transform the skywalks from being the dreariest part of people's commute to the most exciting? And I'm talking about more than adding a Starbucks here.

With the Art Center, Pappajohn Sculpture Park, Arts Festival, Civic Center, Mainframe Studios, Bravo and all the organizations it supports, and no shortage of artists, arts and culture, Des Moines is gaining national attention and momentum.

Let's capitalize on this momentum by transforming the 3-plus miles of dreary skywalks – both inside and out – into an invigorating, not-to-be-missed art experience that would rank among every “must see” list for those visiting Des Moines.

Exposing people to thought-provoking, inspiring contemporary art as part of the everyday commute can transform what is typically the worst part of the day into one

of the best. At Mandelbaum Properties' development at Fifth and Walnut, we've started this already by commissioning three murals inside our temporary skywalk. And it had an impact – shortly after completion it was the No. 1 trending topic in its category on Reddit!

Transforming the skywalks into an engaging art experience would improve the quality of life for all those who live, work or visit downtown. It would make downtown a more desirable place for new businesses, talent and conventions. It would bolster skywalk retail, building occupancies, and ultimately building values – and therefore

city tax revenues. It would give exposure to local artists and help attract the creative class. And it would add another tourist destination to our growing city.

This is a low-cost, high-impact project. Here's how we could do it. Given 52 buildings connected to the skywalk system and assuming

an average of \$20,000 of art per building, it would cost just over \$1 million to create a 3-plus-mile art experience. Spread among 33 building owners (including many of the city's biggest landlords), arts donors, the city and potentially grant providers, this is achievable. So how can we get there?

1. Building owners should take the lead for their own buildings. If they need guidance, the Public Art Foundation is a great resource. The Skywalk Association could provide a forum for coordination.

2. Let's focus on up-and-coming local artists. This will help artists make a name for themselves and help keep costs down. Des Moines has plenty of young talent – check out Mainframe Studios, Grandview or Drake.

3. Those who are inclined to donate funds could get naming recognition from building owners. I bet some artists would also choose to join the effort and donate services in exchange for recognition.

4. The city should help with the skywalk bridges. Maybe the city incentivizes building owners to pay for art inside their buildings in exchange for the city dressing up the adjacent bridges.

5. The Public Art Foundation could provide guidance and help make this

look like a coordinated effort with signage strategy, guidelines and standards so each piece could have a museum-style description.

6. When skywalk signage and maps become digital, an art tour could be easily accessible for first-time visitors.

If we want to be known as a city for the arts, we can't rest on our laurels. Transforming the skywalks should be our next big push. It's high time to end the skywalk as we know it. ➤



From skywalk to artwalk

THE IDEA: *End the skywalk system as we know it and transform it via art into a 3-mile, vibrant, not-to-be-missed art experience.*

Justin Mandelbaum
Principal of Mandelbaum Properties
Founder and President of Mainframe Studios

YEAR-ROUND INDOOR FARMERS MARKET

Leah Kalmanson
Associate Professor, Drake University

We need a space for a year-round indoor farmers market. The summer farmers market is hugely popular, and the occasional winter markets also draw large crowds. We could easily support a year-round indoor market. Think of the Midtown Global Market in Minneapolis, or the famous Reading Terminal Market in Philadelphia. Both indoor spaces combine farmers market-style booths with food stalls, restaurants and craft beer pubs. The booths sell produce, local meats, cheeses and handmade items such as soaps or ceramics. These locations are active hubs for eating, drinking and shopping. Last year, I visited several similar indoor markets in Atlanta, and they were bustling in the middle of winter! The year-round indoor market would not only be a great addition for shoppers and diners but would be an added revenue stream for our local farmers.

+1 Kevin Pokorny *Owner and consultant, Pokorny Consulting*

+1 Ben Handfelt
VP of Marketing, Catch Des Moines

WORLD TOWN

Surasee Rodari
Vice President, Bankers Trust

Most major cities in the U.S. have a place called China, Korean, Japanese town, etc. Greater Des Moines is full of a diverse group of people and has many ethnic groups, but there is not a central location for anyone to shop and eat. The international grocery, clothing and retail stores are all scattered throughout the city. My idea is to have a location in Des Moines be a center of a market that we can call "World Town." The clustering of international offerings would encourage economic development and attract tourists to spend money. The goal would be that when people come to Des Moines, everyone would know where they can find "World Town."

+1 Cameron Nicholson
VP-Internal Affairs, YMCA of Greater Des Moines

RIVERWALK LIGHT ART INSTALLATION AND ACTIVATION

Ryan Moffatt
Economic Development Project Manager, Office of Economic Development, City of Des Moines

After years of construction to rebuild or overhaul the bridges crossing the riverfront downtown, a new project will be needed to bring excitement and traffic back to the Principal Riverwalk to mark its reopening. A signature public light art project could be an effective placemaking technique

A WALK IN THE CLOUDS

Susan Hatten
Senior Manager; Corporate & Community Engagement, Holmes Murphy

The city of New York, and Manhattan in particular, made a monumental decision nearly a decade ago to halt the demolition of their historic elevated freight rail line to convert it to a high-rise walking trail system. The now well-known High Line has become one of Manhattan's most prized west-side tourist attractions and a featured gem of the city. In addition to

providing a walking path that is free from the bustle of traffic and congestion in Manhattan, the High Line is host to 1.4 miles of walkable artwork and natural landscape, and weaves in elements of astrology and history. Imagine if such a trail could one day become a part of the fabric of downtown Des Moines. Des Moines has already embraced the idea of an elevated walking system through the use of our skywalk which is indeed an amenity, most certainly during our inclement weather months. Imagine if we were to add another component to this system that offered an outdoor experience to highlight natural vegetation, outdoor murals, virtual and visual experiences through astrology, city history, nature exposures and more. The Greater Des Moines Cloud-Trail could also plug in to already established amenities/structures downtown, to

provide ease of access to our institutional landmarks, such as the Science Center, the Social Club, the John and Mary Pappajohn Sculpture Park, etc. Not to mention an ease of viewing and access to our thriving local musical, entertainment, food and restaurant scene.

Big Ideas, Few Words

A few more ideas for DOWNTOWN CORE

for this regional attraction. Incorporating substantial public art elements, including interactive light art, to the Principal Riverwalk can help to cement the riverfront as a signature regional destination and offer a place where people will want to stroll and congregate. Similar to new phases of the San Antonio Riverwalk, light art could be incorporated under the bridges, temporary art elements that could be added to the river itself during non-high-water periods, the inclusion of playful, interactive art features along the promenade, even colorfully lighting up the unsightly electrical substation could all be potential ideas. The emphasis will be on having art elements that offer high visual attraction or will be interactive for the public to experience, rather than static sculpture work.

LET'S MAKE DES MOINES...

*Leverage insurance talent. A destination. Equitable.
Accelerate innovation. Get serious about STEM. An
innovation playground. An agtech hub. Enjoyable.
Compassionate. A place for dreamers.
Incubate art. On the cutting
edge. Creative. Innovative. Talk.
An economic powerhouse.*



Sara Kurovski

Innovation



Turning Ideas Into Reality.

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Since the beginning of civilization, cities have harnessed the power of their natural resources. Des Moines was founded at the confluence of two rivers to provide the means to grow and sustain the early economy. In today's economy, cities like ours need to leverage the natural resource of talent to continue to grow.

While we often complain that the No. 1 need for the business community in Des Moines is more workers (and it is), I believe we can use the concentration of insurance talent in the area to draw more talented people to our region.

In various parts of the country, when you walk into a coffee shop on a Saturday morning, you might hear conversations about the local sports team, the ski conditions up on the mountain or the weather at the beach. In Des Moines, it's quite possible to hear two actuaries discussing pricing models for a new type of insurance product. Nerdy? Maybe. Distinctly Des Moines? Yes.

We need to double down on insurtech as a region. We need to view this emerging ecosystem as a startup itself – one that needs to continue to be nurtured so it continues to grow. We need to turn Des Moines into the country's primary location for insurance innovation.

There are a number of ways we can continue to grow this ecosystem. For instance, as startups that are founded on the coast are looking to expand and find talent, why not come to Des Moines? While Amazon ran a national contest to open their second headquarters, how could we develop our own HQ2 concept so that startups and entrepreneurs who are looking to open an office in the middle part of the country can easily choose Des Moines? We could build the physical infrastructure and associated support to make expansion here an easy choice.

When established insurance companies are looking to open an office to work on innovation, might they look at Des Moines as well as San Jose? How could we develop an ecosystem that can leverage local investment with venture capital from around the country?

Can we make it easier for professionals inside one of our many insurance companies to take their idea and start their own company? And if they fail (which many startups do), we need to welcome them back to our ranks, knowing that their experience will benefit the insurance company. These are just a few ideas – we need more ideas to make Des Moines the insurtech capital of America.

But the good news is we are already starting from a position of strength due to our success in launching the Global Insurance

Accelerator (GIA), which has begun to leverage this natural resource of insurance talent to develop an entirely new ecosystem. Founded in 2014 with seven insurance company investors, the GIA has grown to 14 investors from across the country.

We have brought a total of 26 startup companies in the insurtech (insurance technology) world to Des Moines for a 100-day program from January to April. In addition to their learning through the GIA, each of these companies had the opportunity to pitch their company in front of hundreds of insurance executives at the Global Insurance Symposium right here in Des Moines. The GIA was the first accelerator in the world focused exclusively on the insurance industry and remains one of the bright lights throughout the country.

But what has really made the GIA different from other accelerators around the world is that we have more than 150 mentors who work with these startups to help their company be successful. These mentors, from Des Moines and around the country, volunteer their expertise to help these companies. They help the startups understand the inter-workings of insurance companies. Year in and year out, our startup companies tell us that they can't believe how much help they receive when they are here. It's a combination of two natural resources – insurance talent and "Iowa nice." I don't think this mix could work in New York or Silicon Valley. It is unique to us.

However, it's more than just these 26 companies. The GIA hosts InsurTech Week, where we bring in 12-16 startups to talk about their product, and network with insurance professionals and venture capitalists. What this activity has done is make Des Moines a must-do stop for insurtech startups not only for the target-rich customer environment, but also to understand how innovation is happening in the industry. By focusing on insurance, Des Moines is on the map as one of the hubs for an insurtech ecosystem. In 2016, an insurance industry trade association group sponsored a competition to find the best insurtech startups. This

competition had four stops Silicon Valley, New York, London and Des Moines. Being on this list is a step in the right direction.

And we need to do more.

Raygun has printed socks that we like at the GIA. They say, "Kicking Ass. Taking Names. Selling Insurance." It is part of who we are in Des Moines. By owning it and making Des Moines the location for insurance innovation, we can write the next chapter of our region's economy. ➤



Insurance talent: D.M.'s most vital natural resource

THE IDEA: *Des Moines should leverage its natural resources, insurance talent and its growing underlying insurance ecosystem to double down on insurtech as a region so it continues to grow into the country's primary location for insurance innovation.*

Jeff Russell
President and CEO, Delta Dental of Iowa
Board Chair, Global Insurance Accelerator

Time to get serious about **STEM**

Anthony Paustian
Chief Administrative Officer - Provost,
DMACC West Des Moines Campus

THE IDEA: If Des Moines is going to be a center for tech, innovation and business startups, then we have to get serious about truly inspiring young people into STEM-related fields by creating more STEM-focused, easily accessible and free events that provide opportunities for direct interaction with role models – some famous, all inspired. Through engagement with the “who behind the what,” the stories come alive and create an emotional impact.

Read the full piece at
www.makeDMgreater.com



GREATER DSM AGRICULTURAL TECH HUB

Billi Hunt

Executive Director, Cultivation Corridor

THE IDEA: An agricultural technology hub built in the northwestern part of Greater Des Moines would expand on an already strong infrastructure and could elevate our region to the Midwest version of Palo Alto or Boston. The area has already attracted great food and ag tech companies including John Deere ISG and Granular. The 2017 Teconomy report highlights the growth of predictive agriculture, which could become reality in the communities near the Urban Loop. Picture a micro-community where everywhere you go there are startups, problem solvers, venture capitalists and employees focused on the latest technologies, along with the people, services and events to help them thrive. The opportunity is here now to become the ag tech hub and to bring even greater value to our farmers and our food supply. There is no better way to begin than with an already strong foundation. With the new Deere ISG Center in Urbandale, the Granular business owned by Corteva Agriscience just a mile and a half away, and the Hy-Vee Tech Center only two and a half miles away, there is already a strong start to an agricultural technology hub in the northwestern area of Greater Des Moines. Building out a campus to house startups and scale-ups makes sense. Many entrepreneurs are looking for the opportunity to co-locate a new business next to partners, and providing a campus-like feel will attract attention from venture capitalists, tech workers and other global and leading industry brands. A campus setting would also attract gathering spots for individuals to brainstorm, learn and connect.

Accelerate innovation

Geoff Wood
Founder, Gravitare



THE IDEA: Entrepreneurs are among the most important groups of people in any community. They don't often get the credit for it but, according to the Kauffman Foundation, entrepreneurs start companies that develop almost all new innovation in our community, their businesses are responsible for all net new job creation, and their work creates all the net new wealth in society. That's a pretty heavy lift for a small group of people, especially in a community with a big vision like Des Moines. It's up to all of us who would like to see

Des Moines thrive to do what we can to help support the growth of our burgeoning entrepreneurial community. Here are four ways we can do so. Remove “job lock” barriers; increase tech employees and investors; align with Ames; support the infrastructure.

Read the full piece at www.makeDMgreater.com

AN INCUBATOR FOR PUBLIC ART

Creighton Cox

Business Development Leader, Olsson

THE IDEA: Not every community has the budget or personnel to cover a public art program. I suggest we draw upon lessons learned from our tech incubators and create a public-private public art incubator that would provide a library of public art pieces, ideas and activities that could be loaned out to Greater Des Moines communities. Imagine a group of communities, companies and individuals providing a space and funding for artists to create pieces and activities to travel the Des Moines metro for display and interaction – a shareable Pappajohn Sculpture Park on steroids! The University of Northern Iowa and the University of Iowa have public arts incubators we could model.

Iowa's innovation playground



THE IDEA: Central Iowa should create an "Innovation Zone" that spans Polk County and provides both support and a flexible regulatory environment for both public and private organizations to test new and emerging technologies.

Sara Kurovski
Mayor, Pleasant Hill

Data continues to demonstrate the link between technology, innovation and national economic prosperity for the country that embraces it the most. I suggest that Central Iowa fully embrace tech innovation and create an Innovation Zone that spans across Polk County.

These "zones" often pop up in specific areas within cities across the United States, such as Kansas City, San Antonio, Denver or Las Vegas. But they are limited in space and typically in predominantly warmer climates. We have the opportunity to offer tech companies a four-season "playground" to test their technologies in a variety of conditions.

The zones are typically created to improve technology within governmental services, but I would recommend that it spans into private sector use so that we provide an environment for private industry to test out their new technologies.



AWS
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We are poised to help tech companies make dramatic leaps and tweaks in their discoveries. Emerging tech is in manufacturing, water, energy, urban development, security, transportation, robotics, security, education, agriculture – every corner of our world here in Iowa. The local governments in Central Iowa should collaborate to make Polk County an example for the nation in how we can be partners with private industry and entrepreneurs.

We can work collaboratively with the tech industry and provide the flexibility and clear support from local government to test their new tech here. Governmental rules are often the difference between advancement and stagnation in innovation and industry. Local elected officials can advocate for innovation grants and federal approvals alongside private industry while simultaneously supporting regulations in their communities to provide for their tech to be tested.

Additionally, it would be a win for all if local government comes to the table with infrastructure dollars that can be matched by private investments in order to meet testing needs.

A prime example is autonomous vehicles. This growing industry is begging to partner in exactly the environment that we have – so why not us? With improved infrastructure, safety is improved, property values increase and quality of life goes up.

One example: Kansas City's Smart Corridor had a \$15.7 million public-private partnership that greatly improved conditions and access to technology.

You can quickly begin to see the ripple effect that innovation and new tech have in the interactions across our region. It will feed into our

schools, local universities, medical facilities, agriculture and even the National Guard, just to name a few.

Would an Innovation Zone that applied to the airport, if it partnered in tech testing capabilities, potentially open it up for federal funding to help with expansion? Where would the Insurance Accelerator and Ag Accelerator be today if an Innovation Zone was already established and in place?

While I can only extrapolate from what the research has shown, this would absolutely bolster the economy in Iowa. While drawing tech companies and entrepreneurs to the area, this would increase the number of high-tech jobs as well as investors into the local economy. That is just the beginning. It has been stated that each tech job supports three jobs in other sectors of the economy.

This innovation mentality not only can leave lasting impacts on the private sector but also can become a part of our culture in our community and government. We should be able to see long-term impacts of creativity and innovation in sectors that can help us all think strategically and problem-solve, in ways that we have not before.

This isn't impossible; we have the upper hand. First, we have four seasons, and that environment is needed for all tech testing. Second, we have the ability to work across city boundaries with intergovernmental leaderships for the greater success of the region. And finally, we have heart combined with grit. We are determined to lead as a region and be an example to the rest of the United States, so why not economically benefit from that as well? ➤



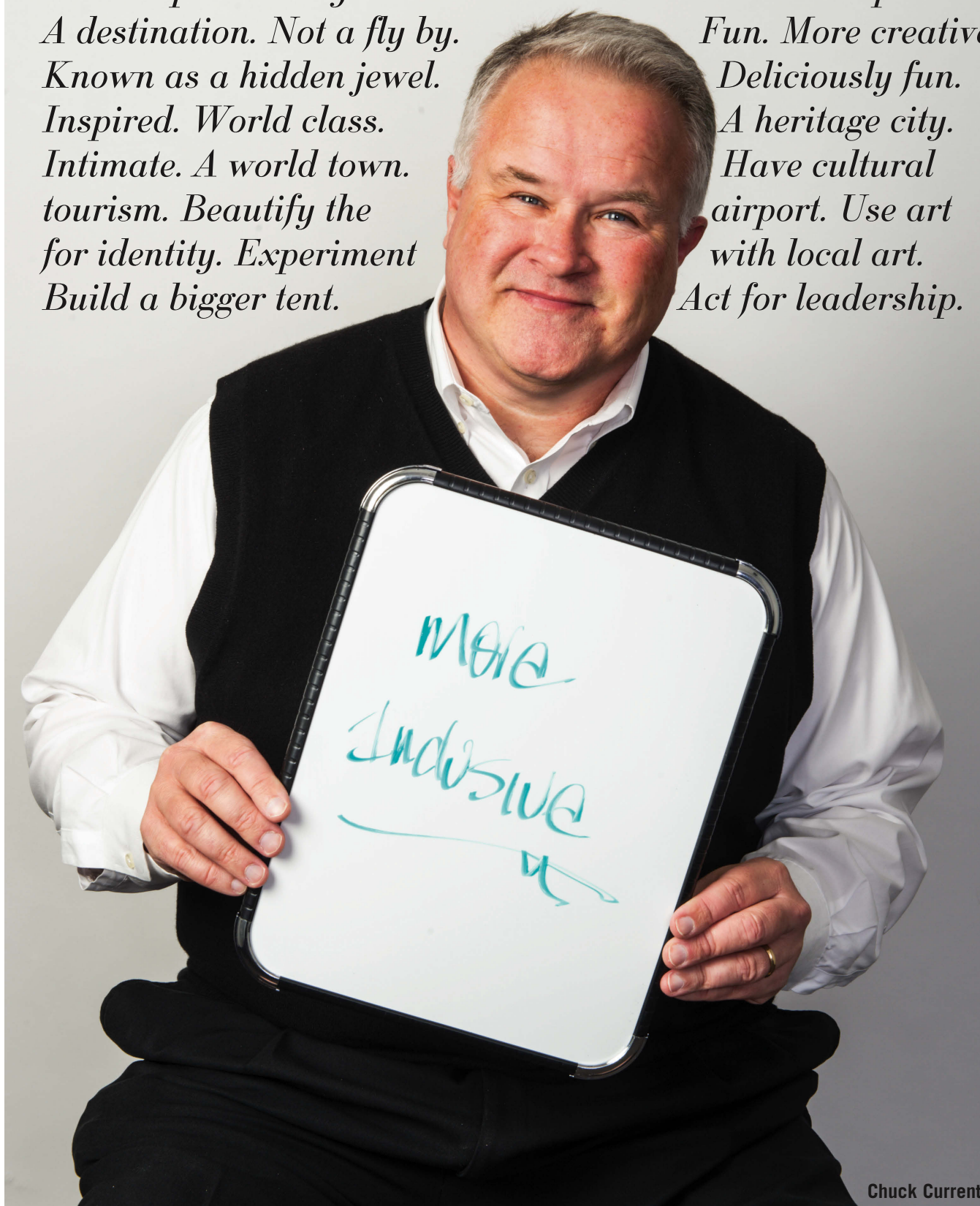
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LET'S MAKE DES MOINES....

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Inspired. World class. A heritage city.
Intimate. A world town. Have cultural
tourism. Beautify the airport. Use art
for identity. Experiment with local art.
Build a bigger tent. Act for leadership.*



Chuck Current

Arts & Culture

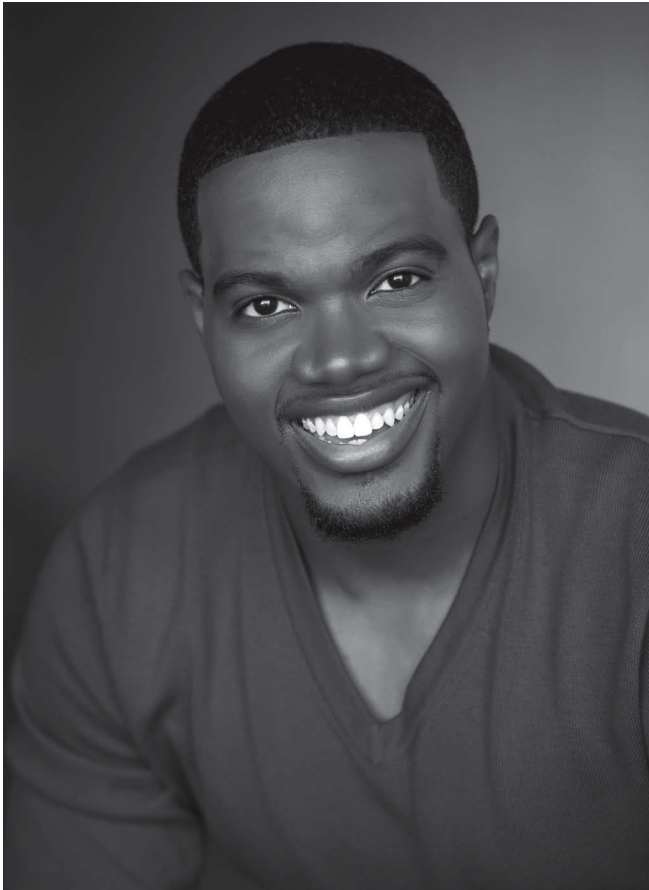
ARTS, CULTURE AND HERITAGE ELEVATE AND ENRICH A VIBRANT GREATER DES MOINES.

Ankeny Area Historical Society Ankeny Art Center **Ankeny Community Chorus** Ankeny Community Theatre **ASAP, the After School Arts Program** Ballet Des Moines **Blank Park Zoo** Brazilian Cultural Center **Carlisle Area Historical Society** Central Iowa Wind Ensemble **City Sounds: The Des Moines Public Piano Project** City Voices **Civic Music Association of Des Moines** Class Act Productions, Inc. **Clive Historical Society** CultureALL, Inc. **Des Moines Art Center** Des Moines Arts Festival **Des Moines Children's Museum** Des Moines Choral Society **Des Moines Community Orchestra** Des Moines Community Playhouse **Des Moines Diversity Chorus** Des Moines European Heritage Association **Des Moines Film Society** Des Moines Gay Men's Chorus **Des Moines Metro Opera** Des Moines Music Coalition **Des Moines Performing Arts** Des Moines Social Club **Des Moines Symphony & Academy** Des Moines Vocal Arts Ensemble **Des Moines Young Artists' Theatre** Gateway Dance Theater **Greater Des Moines Botanical Garden** Greater Des Moines Public Art Foundation **Harmony Central Chorus** Heartland Youth Choir **Hoyt Sherman Place Foundation** I'll Make Me a World in Iowa, Inc. **Iowa Architectural Foundation** Iowa Asian Alliance **Iowa Gold Star Military Museum** Iowa Hall of Pride **The Iowa Shakespeare Experience** Iowa Stage Theatre Co. **Iowa Youth Chorus** Italian-American Cultural Center of Iowa **Iowa Jewish Historical Society** Latino Resources, Inc. **Living History Farms** Mainframe Studios **Music Under the Stars** The Opera Project DSM **Polk County Heritage Gallery** Pyramid Theatre Company **Pride of Iowa Barbershop Chorus** Salisbury House Foundation **Science Center of Iowa** State Historical Museum of Iowa **Station 1 Records** Tallgrass Theatre Company **Urbandale Community Theatre** Warren Morrow Latin Music Festival **West Des Moines Historical Society** World Food Prize Foundation



GREATER DES MOINES

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Acting for leadership

THE IDEA: Create opportunities for Des Moines business leaders to create art together, take acting classes or participate in plays in order to take a walk in another's shoes.

Ken-Matt Martin
Executive Director, Pyramid Theatre Company

"Diversity is about bodies, inclusion is about culture. You can recruit 100 more black students to your school and still have a racist campus." – DeRay McKesson

Who is allowed to make art? It's a question I am constantly asking myself. I seek out those who don't often get an opportunity to be considered art makers and work to give them the tools to make theater.

Since I believe the arts should be used to educate, inspire and challenge our ways of thinking by introducing us to other ways of living, I think every Des Moines business leader should take an acting class or at least do one play in their adult life and perform it for their entire company.

Theater asks us to step outside of ourselves and our own experiences so that we can briefly experience the life of another

human being. When was the last time you literally took a walk in someone else's shoes? I believe that the arts can and should be used as a catalyst for social change.

How can we build spaces that are more equitable and inclusive by using art as a community building tool? When I directed "Fences" by August Wilson in 2014, the cast included a single mother of four, a district judge, a nurse, a teacher and an Ivy League MFA student. In what other forum does that group of people come together as a team to build something that can leave a lasting impact on their community?

Since 2015 I have been asked to contribute to a myriad of "diversity" initiatives in Des Moines. The requests to contribute to these efforts by businesses and nonprofits all have an eerie sense of familiarity in how they come my way.

Let me set the scene: I'm at my desk at home or in rehearsal and my phone chimes. It's a nice, well-intentioned white woman (this is an important distinction because it is almost never a man) emailing or calling me blindly and asking if I'd be willing to participate in their organization's focus group, panel or discussion so they can get a "diverse" array of voices in the room.

Typically, they are really asking me to be the sole black face that can show up and speak to issues of "diversity." I shouldn't have to explain this, but diverse means so much more than race. True diversity encompasses those who are racially or ethnically diverse or are members of the LGBTQIA community, differently abled, neurodivergent, liberal, conservative, all of it.

I'm not an expert on equity, diversity and inclusion issues (EDI), but I am a black man who started a nonprofit in Iowa, and you certainly learn a few things about EDI work when you're on that journey. I believe that Des Moines will be greater when more people have an opportunity to get to know each other via making art together.

Imagine if the CEOs of Principal Financial Group and Bankers Trust co-starred in a production of the play "True West" by Sam Shepard directed by my colleague Tiffany Johnson. Can you imagine what would happen if a black woman directed two non-actor CEOs in a production about two bickering white brothers from Texas?

Magic would happen ... and lots of it.

I want to challenge Des Moines to make more art together if we are going to be the city that we wish to be for the future. ➤

+1 LISA ROSSI
Engagement and design thinking coach

We should build an improv leadership academy, using improv to inspire leaders to take risks, undergo radical collaborations, live in the moment and tell stories to enact change. We could host a series of community conversations designed to increase empathy and understanding of differing viewpoints and backgrounds. Or perhaps we could create a database of people who would like to "interview" someone else in town. We could match diverse people, and then they could share their stories with others.



Artists-in-residence

THE IDEA: Embed artists-in-residence in our businesses and organizations to leverage and firmly establish arts and culture as a pivotal contributor at the intersection of key community priorities and initiatives.

Sally Dix
Executive Director, Bravo Greater Des Moines

Greater Des Moines has long recognized the power of arts and culture to drive quality of life. From gardens to festivals, performing arts to cultural heritage, the sector has been embraced and elevated as an essential aspect of why people choose to live in, work in, play in and visit the region.

Beyond quality of life, though, the community has come to recognize that beyond the intrinsic inspiration, creativity and joy these experiences inspire, arts and culture are also a significant economic engine.

In 2017, Bravo Greater Des Moines funded a study completed by Americans for the Arts that showed that the nonprofit arts, culture and heritage organizations in the region have an annual economic impact of more than \$185 million and employ more than 5,600 people.

This number doesn't include the important contributions of individual artists and creatives or the impact of the for-profit arts entertainment industries also thriving in the region. From this data, it's clear that the arts mean business in Greater Des Moines.

So with quality of life and economic development top of mind, the next big idea is to firmly establish arts and culture as pivotal contributors at the intersection of key community priorities. Beyond nice-to-have amenities, arts and culture would no longer be seen as separate from achieving regional objectives, but instead as being integral to their success. From housing to transportation, workforce development to the environment, education and health, arts and culture would be sought out to provide a unique perspective, path and purpose to priorities essential to the region's long-term growth and strength.

One way to bring this intersectional concept to life is through the addition of artists-in-residence. The concept is simple: hire an individual artist for a specified period of time to embed in a corporate office, hospital, university or local government to bring a new lens to issues and opportunities. By embracing the value of creative thinking and allowing artists the time and space to ask questions and explore ideas, the entire community benefits from enhanced ingenuity, innovation and productivity.

My favorite example of this is from New York City, where regulations on food trucks were running dozens of pages of legalese, difficult for anyone to navigate but especially for non-native English speakers. An artist hired by the city was able to turn the code into a one-page infographic, which led to fewer calls, complaints and violations for the city and more access to better business for food truck owners and operators.

Another example is St. Paul, Minn., where a city artist has been employed since 2005. In 2015, realizing that "community conversations" were continuing to draw the same voices, a "Pop-Up Meeting" truck was conceived. This artistically retrofitted city truck goes to the neighborhoods, bringing the city to the people in the places they value. In exchange for community input, participants get a locally made St. Pops ice pop.

These are two of hundreds of examples of where adding artists to nontraditional settings has resulted in new ideas and innovative solutions. By doing this, Greater Des Moines could become a national leader for creativity, collaboration and community engagement.

There is no question that art for art's sake is an essential outcome unto itself. Artists should not always be tasked with solving a social issue – creating great art is important in its own right and should be celebrated. We should always be careful to avoid putting too much pressure on individuals or organizations in the sector to always push an agenda or exist in service to larger regional priorities. But knowing the artists, the organizations and the appreciation for the value of arts and culture in Greater Des Moines, I think we can do it all. ➤

Des Moines must decide if it wants to be a great city or simply a good city. Right now Des Moines is a good city. A good place to raise a family. It's a good place to have a job. It's a good place to buy a home. But is it a great city? I'm not sure we're there yet. But we can be.

Cities are categorized in terms of population. First-tier cities are the giants: New York, LA, Chicago, Boston, Houston. Second-tier cities include Minneapolis, Kansas City, Nashville, Austin. Third-tier cities, Des Moines among them, have seen incredible population growth in the last decade. The rise of third cities is upon us. Des Moines is well positioned to take full advantage of this growth, but it would be shortsighted to say Des Moines is the leader of this movement. We certainly have the rankings to hang, but is that enough? We must do more to attract those in their 20s.

The longer we export more people than we import, the greater the chance of us achieving "great" status among global or even national cities will remain just out of reach. Boise, Idaho, Birmingham, Ala., Little Rock, Ark., Albuquerque, N.M., Fargo, N.D., many of the fine folks in these cities tout the same talking points we have in Des Moines. In order to be greater, we need to attract creatives from around the globe by incentivizing them to come and to stay. At the same time we must move past lifting up artistic contributions from outside the city, and prioritize elevating and leveraging local creatives to bring about new, uniquely Des Moines improvements and experiences.

When I first fell in love with Des Moines, I saw incredible potential. Des Moines has been very good to me, and I've tried to be good to it. Our relationship has gone on over 11 years. But in that time, I slowly discovered that many in Des Moines are quite content in not pushing the envelope.

Des Moines enjoys first-class cultural offerings. Yet our \$40 million sculpture park doesn't feature any local sculptors. Des Moines has been successful in luring in more and more national musical acts, but the powers that be rarely recognize our stand-out local scene. When it comes to the culinary world, Des Moines produces several annual food festivals but doesn't assist the nationally recognized chefs who've garnered multiple James Beard Foundation nominations.

When it comes to theater, we have an impressive Broadway series, but the price point can be prohibitive. Local theater spends

time producing the classics instead of cultivating something new. That being said, there have been some incredible strides in local theater that should be celebrated.

Des Moines business culture doubles down on finances and insurance great companies, no doubt, and great people, but this lacks full-blooded innovation. The state of Iowa was widely criticized after a \$208 million tax break was given to Apple to open a data center in Waukee. Imagine the impact that kind of investment could make to our own Silicon

Prairie, to the makers, innovators and small-business owners right here in the metro.

So much effort is put into lists and rankings, on which Des Moines has racked up quite a few mentions. But are they impactful, or are we merely patting ourselves on the back?

We do play to the "35- to 40-year olds," according to our latest hero, James Chung, a leading national city analytics researcher. When asked during a recent presentation how he describes Des Moines to others, Chung responded by saying, "Des Moines is a great place to have a career, while also having a life."

That sounds nice. And it is. I've certainly benefited from this. This is not a bad thing. There are plenty of cities across the planet that pale in comparison when it comes to cost of living, quality of life, etc. Des Moines is a good place. I like it here. But are we OK with "good," or do we want to strive for greatness? Des Moines has the talent, ambition, wealth and know-how to do it. But it must decide if it wants to be great. And if it does, here are a few ideas on how that can happen

The decade-plus I've lived here, the focus has been on

downtown, and rightly so. Part of the reason I chose to move here was the surplus of empty buildings throughout the east and west side of the river. Today nearly all of those properties are occupied, and new construction is on the rise everywhere you look. That's positive. Downtown has the organic, market-driven power to keep populating itself.

Now we need to look to the rest of the metro area, particularly those neighborhoods long overlooked, struggling to keep up. Something that distinguishes these neighborhoods is the high population from diverse backgrounds, and in many cases, dozens of languages and global customs can be witnessed daily. Let's prioritize these neighborhoods with real, actionable concepts. I'll be writing about some more specific concepts for "greater" at a later point.

Des Moines is not great. But it can (and should) be.

THE IDEA: *In order to be greater, we need to attract creatives from around the globe by incentivizing them to come and to stay. At the same time we must move past lifting up artistic contributions from outside the city, and prioritize elevating and leveraging local creatives to bring about new, uniquely Des Moines improvements and experiences.*

Zachary Mannheimer
Principal Community Placemaker, McClure

When it comes to the arts, we must cultivate our homegrown and our adopted artists, and celebrate them more than the acts that come through town. The identity of a city is defined by the artists it cultivates every day, not the acts it can bring into town for a one-night stand.

The Des Moines arts scene is a scene; 10-15 years ago it was not. This is not to say there were not many talented artists living here, simply that the audience levels, organization and sense of place had not yet burst upon the metro area. The scene emerged when a magical moment occurred on both sides of the aisle, sometime around 2005. This risk-averse insurance town understood that in order to attract talent, it needed to invest in local arts, and on the other side, the underground artists grew tired of recycling their work for each other and demanded venues, galleries and respect.

Des Moines is a place to pioneer. However, nearly all of our cultural amenities can also be found in Boise, Birmingham and Albuquerque. What cannot be found in those other cities are the individual artists and entrepreneurs that make our city unique. We need to not only celebrate them, but incentivize others to join them.

Des Moines is on the precipice of greatness. Our leaders have brought us here. Now we must welcome in new leaders from diverse backgrounds and mentor them. We must continue to offer what the next generation is looking for locally created art and food, smarter transportation options, access to capital for entrepreneurs, and above all, a diverse, fully integrated, multicultural community.

We still have a long way to go, of course. Chung also noted that Des Moines pulls in people from rural Iowa and Omaha. Fine, but is that the talent pool that our growing companies are satisfied with?

A large part of our population still leans toward the recognizable, national cultural world. We love “Wicked,” Taylor Swift, Keith Haring and Alton Brown – what’s not to love? But we need to get over that. Once that occurs, it means we have contributed to a real cultural shift in our country. That we, as the first state in our nation to determine a presidency, have demonstrated how two sides of the same city can co-exist deliberately and authentically. That is how we can and will make Des Moines great. ➤



Build a bigger tent

Chuck Current
Executive Director, Des Moines Social Club

THE IDEA: Des Moines has the unique opportunity, due to the confluence of so many different cultures, ethnicities and peoples, to build a bigger “tent” for all. Both nonprofit and for-profit organizations need to create spaces where people can see folks who look like them, who are welcoming, and who are safe and free of any micro-inequities, intended or not. Before organizations look outward for programming opportunities, however, they need to look inward to make sure the core of the organization is meeting inclusive goals. This can be accomplished by nonprofit organizations, festival committees and social advocates by doing the following: create a social mission around inclusiveness; unpaid internships must be paid opportunities; pay liveable wages; broaden recruitment; diversify boards; remove discriminative barriers to programming. I believe that by being intentional in our actions to build a bigger tent, we can provide a welcoming and nurturing environment for all of Des Moines, which makes us all greater in the end.

Read the full piece at www.makeDMgreater.com

CULTURAL TOURISM

Sherry Gupta

Executive Director, CultureALL

Des Moines has untapped talent in unexplored neighborhoods, specifically the cultural heritage sections of town. These communities and impressive people remain invisible to the broader, general public. And yet, in this ever-changing global society, we could learn so much from these individuals – and spur innovation. Simultaneously, people from other cultures come to visit their children and stay for as long as six months at a time. These are people who do not drive in the United States. As a result, they are stuck at home waiting for their children to return from work. They grow to dislike Iowa, feeling trapped with nothing to do. We should provide a sightseeing service to help locals and visitors explore the culturally rich diversity of Greater Des Moines. The service could highlight a variety of cultural experiences – Cooking Italian with Alessandra, Bollywood dance classes with Himanshu, roll out chapatis for the lunch service at the Sikh Temple, create sandscapes in a bottle with Mohamed from Jordan, etc. We could start with two target audiences: 1. Local residents ready and eager to explore the rich cultures thriving in Des Moines. 2. Extended families coming to visit. A tour/sightseeing service would develop a schedule, promote the sights and arrange customized packages.

MAKE DSM AIRPORT A LOCAL ART SHOWCASE

Lori Chesser

Attorney & Chair of Immigration Department, Davis Brown Law Firm

Des Moines is often viewed as part of “fly-over country,” as reliable but boring. Changing the first impression many have of Des Moines will help change the view of others, and also inspire us who live here to think of ourselves differently. The Des Moines airport should break

the mold of staid and bland airports by featuring local arts, local music and local food. While maintaining functionality and safety, the Des Moines airport should be as memorable as any experience of the city. Advertisers would be encouraged to sponsor a local artist installation. Vendors would be encouraged to feature more local items. Raygun T-shirts would replace literally “corny” offerings. Iowa bands would be featured on the sound system. Information about Des Moines,

Big Ideas, Few Words

A few more ideas for ARTS & CULTURE

the state of Iowa and famous people from Iowa would be exhibited to help pass the time between flights. Space for traveling exhibits would be provided to highlight events or attractions. These changes would not only make the travel experience more enjoyable, but also would reflect the pride we have in our community and place in the world, while welcoming others to share it. It would also provide a showcase for local artists to become recognized and build on our city’s strong public art tradition.

EXPERIMENT WITH PUBLIC ART

Teva Dawson

*Founder and Director,
Group Creative Services*

We currently have a limited role for public art and a lack of creative spaces that let you know “we are in this town and this couldn’t happen anywhere else” – we lack of a sense of place. How will Des Moines and its suburbs continue to feel uniquely different? We should experiment more with art where people come together – both in the public sphere as well as private spaces such as malls, restaurants, office buildings. Engage artists to imagine new interactions between audience, art and place. Use art to foster new ways to connect strangers. Imagine art that addresses compelling issues of our time. Grow art experiences that become catalysts for positive change for citizens and our place. Artists would be seen as leaders, creative agents of change. Use art to lift up voices often unheard. Create art that moves beyond buildings and ticketed events.

AN ALTERNATIVE TO SEASONAL COUCH POTATO SYNDROME

Megan Vollstedt

*Executive Director,
Iowa AgriTech Accelerator*

With seasons of prolonged harsh weather, it’s difficult to find a variety of indoor, secure environments in which to spend time. An interactive space that sparks physical activity, creativity and exploration that is compelling to a mature demographic would add value to the community. To avoid the lethargy that accompanies our seasonal weather extremes by providing a healthier alternative to frequenting the couch at home, Des Moines should develop an indoor, interactive space for adults that incorporates art installations with obstacle courses and educational experiences that challenge our thinking and enrich our lives.



THE
DIFFERENCE BETWEEN
SAYING
— and —
DOING

As a founding member of the Pyramid Theatre Company, I've seen first-hand the positive impact the arts can have on all of us – like building courage, strength and confidence. I'm proud to support the arts and proud to work for a company that does, too. Bankers Trust gives more than \$1 million annually to charitable organizations, including many arts programs. And my teammates and I volunteer more than 18,000 hours a year toward worthy causes thanks to the bank's Volunteer Time Off program. Supporting the arts – it's just one example of the Bankers Trust Difference.

Alexis Davis, Sales Associate – Treasury Management

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Gretchen Tegeler

Regional Governance

There's a Future Here

Everywhere we do business, we're deeply committed to local growth and transformation.

Chase Commercial Banking is pleased to welcome Chad Schaller as Executive Director of our new office in Des Moines. Chad will focus on developing and establishing middle market client relationships throughout the state of Iowa.



Chad L. Schaller
chad.l.schaller@chase.com



J.P.Morgan

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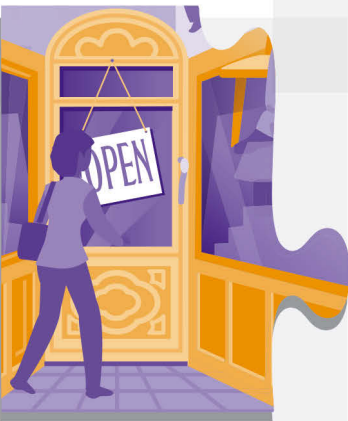
PRESERVING QUALITY OF LIFE

Population is expected to reach **1 MILLION** by 2040. We need to put the right infrastructure in place now to support this growth.



HAVING A COMPETITIVE EDGE

As the region grows, we must compete with cities that offer long-established, well-known public transportation options.



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87% of public transit trips directly benefit the economy as people are using transit to either spend money or make money.

GOING FORWARD

Greater Des Moines' success hinges on the ability to provide affordable, seamless transportation options. By investing in the advancement of our region, DART and public transportation can spur economic and job opportunities, provide access to the services that better our lives, and ensure we remain a top place to live, work and play.



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Affordable housing in 3.5 simple yet courageous changes

THE IDEA: *More affordable housing will help write the story of a metro in 2050 that is more sustainable, inclusive and welcoming to families of all incomes.*

Eric Burmeister
Executive Director, Polk County Housing Trust Fund

How long can we be told our best regional asset is affordability before we become complacent? About three decades, that's how long. Now that story is being challenged and it is time for action.

The metro's population is projected to grow to nearly a million by 2050. Each new household will need a place to live. Many of them will be taking new jobs in our service workforce adding their families to the list of folks already searching for that perfect affordable home in the metro. Housing is not affordable to the 39 percent of us in Central Iowa who pay more than 30 cents of each dollar we earn for rent. We can't find homes in places we'd prefer to live that are close to our jobs, our doctors or the schools we'd like our kids to attend. We've never understood that worn-out story about Des Moines

being an affordable place to live and raise a family. Perhaps compared to other places that are less affordable, but that is cold comfort when the money runs out before the end of the month.

What is the solution for our existing families and those we want to welcome in the future? It is simply to build what they want and need – a variety of housing types and prices in a variety of locations. That sounds easy, but trust me, the execution is hard. History demonstrates that for generations we have segregated our service workforce to less desirable, less accessible and less healthy areas of our metro.

How do we alter this narrative over the next 35 years? It will take 3.5 simple yet courageous changes.

The first is to understand the extent of the imbalance currently a shortage of almost 8,000 homes across Polk County. But more specifically, the geographic complexity of the imbalance. Each community must have a thorough understanding of who comes and goes across its borders each day. Who comes for work, who leaves for work? Is their city a destination for certain types of activities, such as shopping, entertainment or health care?

The second is to understand the existing types and prices of homes. Is there an imbalance between the households that want and need to live in a community and available homes in their price range? If so, what are the number of homes that need to be added annually to correct that imbalance by 2050? Approving new housing development that is consistent with the goal of providing balance is the most basic step in improving the choices available.

The third is to know what type of job growth a community is expecting or courting between now and 2050. On the economic development side, let's connect the dots. Each new job will need a place to sleep that is appropriate and affordable to the worker's household. Understanding the impact of economic growth on the type of jobs being created is crucial. Providing new homes at appropriate price points in appropriate locations will be critical to making regional job growth successful and sustainable.

Finally, as a metro we must acknowledge that our past housing practices have created scars on our residents and our neighborhoods. Reducing future harm and

beginning the process of healing calls for a commitment to ending practices that directly and indirectly work to exclude affordable housing. Each community or neighborhood must critically examine the extensive data available and decide what policies it needs to adopt that first benefit the folks who want or need to live there.

This new outlook around housing will help write the story of a metro in 2050 that is more sustainable, inclusive and welcoming to families of all incomes. ➤

+1 Wade Hiner - President, Sales & Marketing, Destiny Homes
+1 Mike Tramontina - Citizen, Retired
+1 Steve Eggleston - Field Office Director, U.S. Dept of HUD

Think regionally about education

Steven E. Zumbach
Shareholder, Belin McCormick PC

THE IDEA: Those regions that can educate, train and retrain their workforces and transfer technology from their research institutions to the private sector will excel. Knowledge is growing at an accelerating rate, and economies will excel or decline based on their ability to provide continuing education to their workforce. In order for Central Iowa to continue competing, educational institutions must quickly and efficiently provide accessible educational opportunities to Central Iowa's workforce and transfer technology. To promote the success of the region, Central Iowa should establish a regional education and technology transfer organization - seeking funding for such an organization from state and local governments - to connect and strengthen the bond between education and the private sector. It should challenge the regional organization to (1) identify the needs of employers, (2) develop accessible, online delivery systems, and (3) coordinate technology transfer to the private sector and other institutions in Central Iowa.



NEIGHBORHOOD LOTTERY

Adam Plagge
Economic Developer, Johnston

THE IDEA: While the Des Moines metro has some strong neighborhoods with thematic architecture (Beaverdale, Sherman Hill), a central amenity (Drake) or an integral neighborhood commercial district (Valley Junction, Highland Park) that tie the neighborhood together, too many suffer from a lack of distinct cohesive identity. Des Moines should annually set aside a significant pool of money, perhaps from the potential local option sales tax revenues, to fund one substantial and defining neighborhood project a year. Neighborhoods should be invited to submit their big idea to an annual lottery. Ideas should be lightly screened in some fashion for potential impact, neighborhood support and feasibility. If a basic threshold is met, the neighborhood is entered into the lottery. If Lady Luck presents herself, the neighborhood is provided the seed funding that can be used to help transform and strengthen the neighborhood's identity, be it a defining landscape feature, a blighted area buyout and transformation into a walkable neighborhood retail redevelopment, or whatever the neighborhood dreams up.

Read the full piece at www.makeDMgreater.com

Strategize for regional tourism

Greg Edwards
President & CEO, Catch Des Moines



THE IDEA: In a competitive and crowded landscape for travel and event dollars, it's not enough to just meet certain requirements; as a region, we must continue to differentiate ourselves to exceed expectations. That means curating unique experiences for visitors by elevating and leveraging our existing cultural assets, while identifying areas of opportunity that could be "difference makers." We currently are working through initial phases of a Tourism Master Plan, which will involve stakeholders throughout the community and serve as a comprehensive road map for destination success and identify those areas of collaboration and resources that will get us where we want to go and need to be.

Read the full piece at www.makeDMgreater.com

Most Iowans like and trust their local governments. Even though we have lots of them (yes, with all the associated inefficiencies), we value the direct access and accountability they provide, and the sense of local identity they give. It's not surprising that past efforts to merge local governments have met resistance. As we perceive more chaos and less control in other levels of government, perhaps we may want to hang on even more.

Fortunately, local governments don't have to merge in order to capture many of the benefits of collaboration and shared service delivery. When local governments retain their structures but join together to do something through agreement, it can often be an effective way to improve services or reduce costs, and sometimes both. This is why the Taxpayers Association of Central Iowa and the Greater Des Moines Partnership have worked so hard to encourage and accelerate the incidence of these practices, and local governments have responded.

We can point to many good examples in the metro. Just recently the Business Record reported that the cities of Clive and Urbandale announced their fire/EMS departments will begin operating on a "closest unit response" basis, meaning the responder will come from the closest station even if it is located in a community other than the location of the caller. When a life is at stake, no one cares whose name is on the vehicle. Kudos to those who put in the effort to figure out how to make this work. It is just the latest example of many good, smaller-scale efforts that we hope will continue to materialize.

With the base of collaboration that has already been built among local governments in Central Iowa, it's time to go to the next level. We can capitalize on what's been learned, and make Central Iowa known for getting the absolute best value for the collective tax dollar. Competition for employers and employees is no longer from the community next door, but other urban areas. Central Iowa has already become an attractive location for its quality of life and services. Think what we could become with greater focus and commitment to projects that result in noticeable improvements and/or cost savings in a core municipal service for Des Moines and its suburbs.

How can this be accomplished? Under the leadership of the Capital Crossroads Governance Committee, 16 cities, Polk and Warren counties,

and the Taxpayers Association are already jointly funding the purchase of services to help develop and implement shared services projects. It is enough to "seed" a couple of smaller projects each year.

Next March, at least two communities in Central Iowa will vote on the local option sales tax. What if these communities, and any others that vote now or in the future, agreed to direct a minimal portion of their proceeds to expand support for shared services, while specifically identifying opportunities they will explore.

The resources enough to obtain full-time, dedicated expertise in shared services could build upon the foundation that already exists. The expanded capacity could be incorporated into one of several existing entities: Capital Crossroads; attached to the Metro Advisory Council (a group of elected officials from across the metro) in the form of a dedicated resource; or become part of the mission of the Metropolitan Planning Organization.

Citizens expect that all tax resources be used to produce the best possible value, and they certainly expect it to be the case before more taxes are requested. And it's actually fun to think about what might be

possible with sustained effort and resources.

Imagine if we combined resources into a metro major crimes unit to ensure the most experienced, state-of-the-art resources are immediately brought to bear no matter where a homicide or other major crime occurs.

Or, building on the Clive-Urbandale initiative, we develop a metrowide fire/EMS closest response agreement; or a metrowide trails maintenance operation; or a metrowide neighborhood amenity service that enables cost-sharing of arborists, landscape architects, stormwater drainage engineers, or even streetlamp design and purchasing.

It's possible if we keep thinking as a metro area and not as one of 17 cities in Central Iowa. With just a small increase in resources, I think we can get a phenomenal return in our quality of life. ➤



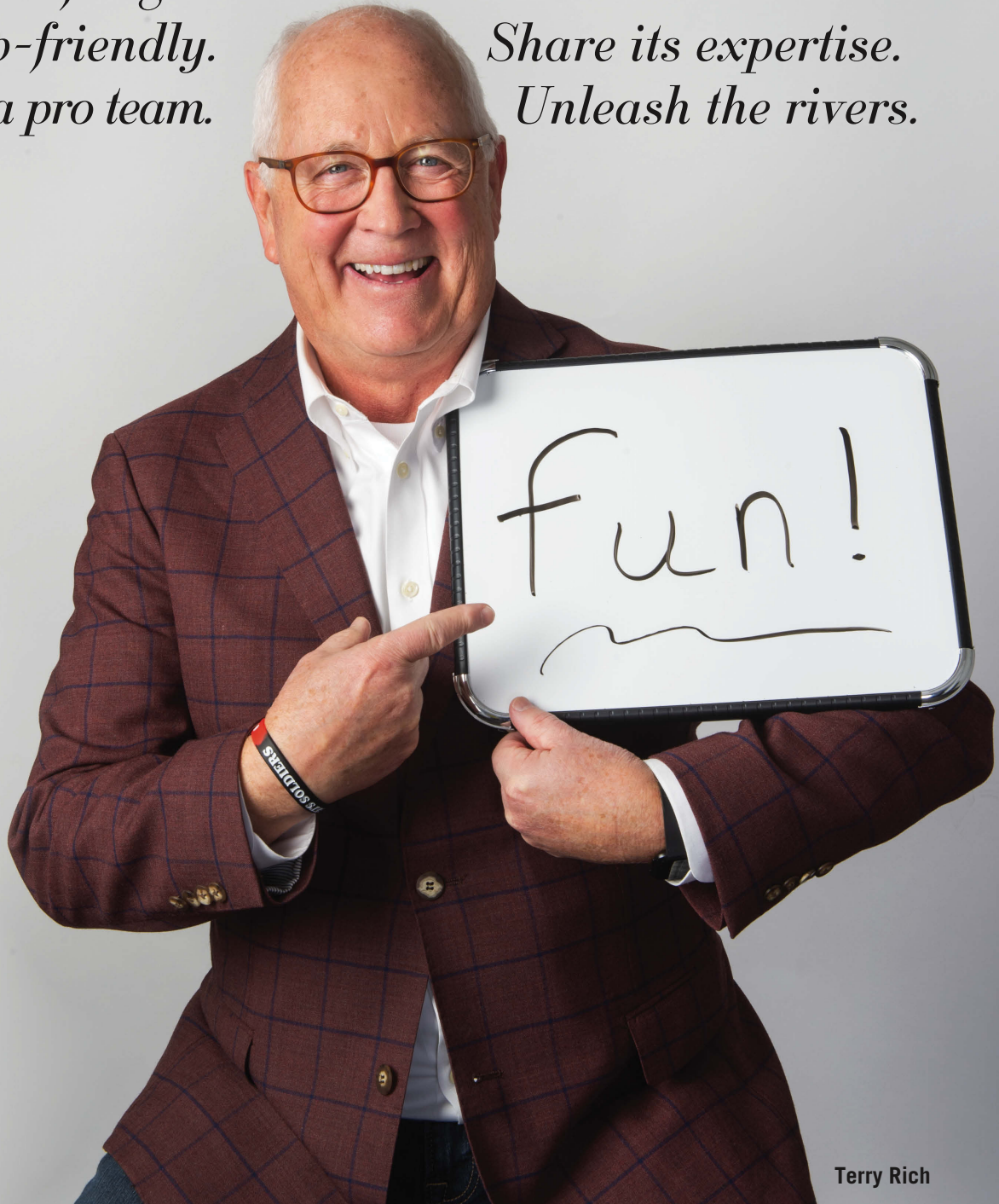
Smart government. Shared resources.

THE IDEA: Metro governments should direct a minimal portion of the potential proceeds from local option sales tax to identify and expand support for shared services.

Gretchen Tegeler
President, Taxpayers Association of Central Iowa

LET'S MAKE DES MOINES...

*Empower more 'doers.' No. 1 for SMBs. Generous.
Attractive, nationally. Market the heartland lifestyle.
Hip. Disconnect and unwind. Pup-friendly. Bolder.
Tax-free for grads. Collaborate. Better.
B-corp-friendly. Share its expertise.
Cheer a pro team. Unleash the rivers.*



Terry Rich

Economic Development

A photograph of a man with short brown hair, wearing a light blue button-down shirt, holding a baby. The baby is wearing a white lace bonnet and a red and white checkered sleeveless dress. They are outdoors at night, with blurred yellow and red lights in the background, suggesting a festival or fair. A red diagonal banner is in the top right corner.

Obsessively, Relentlessly

**At Your
Service**

PUT YOUR ENERGY INTO SHOWING HER THE WORLD.

Her first hometown celebration. Your first one as a dad. We love supporting local events because we know a vibrant community adds so much to our quality of life. That's also why we work so hard to make our neighborhoods safer and stronger. Putting our energy into the place you call home is important to us, because it's our home, too.



MidAmericanEnergy.com

Des Moines was founded as a city because of its strategic location at the confluence of the Des Moines and Raccoon rivers. From Native American tribes to the establishment of Fort Des Moines in the mid-1800s to today, our region's history, and now our future, is directly connected to our rivers.

Throughout the years, significant investments have been made to enhance the riverfront. From the late 1800s through the early 1900s, Des Moines undertook a "City Beautiful" project in which a number of large public buildings, including the current City Hall, were constructed in the beaux-arts style along the Des Moines River. The ornate riverfront walls and railings that line the downtown riverfront were built by the federal Civilian Conservation Corps in the mid-1930s.

In 2002, Principal launched the Principal Riverwalk to celebrate its 125th anniversary and to help bring the downtown riverfront back to life. This project, in partnership with the city of Des Moines and a wide range of other partners, resulted in public and private investments of more than \$70 million and included a multiuse trail loop that connects the two sides of the river, two signature pedestrian bridges, Brenton Skating Plaza, the Hub Spot, public art, plazas, gardens and much more.

Even with these investments and many others, Downtown Des Moines has more capacity to maximize the full vision of the Principal Riverwalk that included increasing boat access and other recreational uses by removing the dangers associated with the existing low-head dams. In fact, our region as a whole needs more recreational access and connectivity within our extensive network of rivers and streams. We now have the opportunity to unleash the full recreational capacity of our rivers and fulfill the vision of the Riverwalk.

The Greater Des Moines Water Trails and Greenways Master Plan, which is supported by a wide range of public, private and nonprofit organizations, envisions an extensive network of water recreation for 150 miles of our region's creeks and rivers. The plan features three signature

dam mitigation projects that will bring top-tier whitewater rafting, kayaking, canoeing, surfing, fishing, birding and other recreational opportunities to the Des Moines and Raccoon rivers in downtown Des Moines. An adventure park on the riverfront could include zip lining and a climbing wall, complementing the Lauridsen Skatepark.

The preliminary engineering study on the \$117 million plan is complete, and the funding feasibility and economic impact studies continue to advance. Regional water trails projects in Johnston and West Des Moines are already moving forward, and the Lauridsen Skatepark construction is underway with completion scheduled for next year.

The Greater Des Moines Water Trails and Greenways Master Plan will be the region's most transformational quality of life project of our generation. It will be a game-changer that will help attract and retain top talent and give Greater Des Moines another competitive edge. It will help increase tourism and retail sales, create new businesses and jobs, and attract new investment to our region as similar river activation projects have already done in places such as Columbus, Ga., Boise, Idaho, and Munich, Germany.

Completing this project will not be easy. It will take strong leadership. It will take cooperation and coordination among many organizations throughout our community. It will take significant funding. And it will take a lot of hard work and grit. Fortunately, our region has a rich history of public, private and nonprofit leaders coming together to complete major projects of this magnitude. Building on this tradition, we must once

again step up to the challenge and get this project done. It is our collective responsibility to activate our rivers.

The rivers have defined our past. Now we can let them help us define our future. ➤

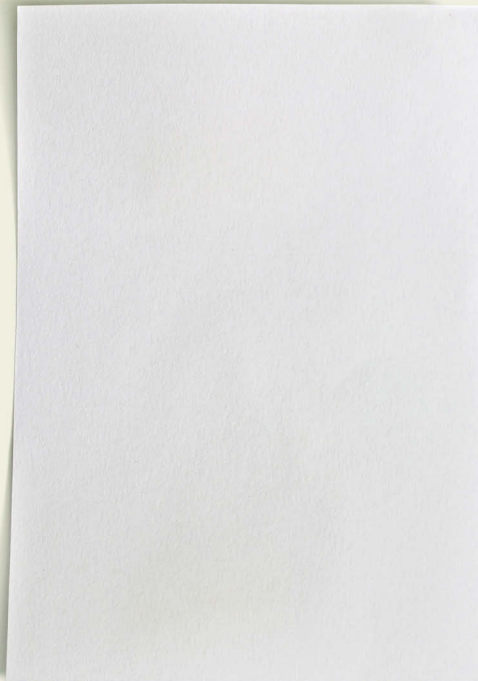


Rivers will define our future

THE IDEA: *Unleash the full recreational capacity of our rivers and fulfill the vision of the Riverwalk, by once again stepping up to a challenge and funding and executing the water trails plan.*

Jay Byers
CEO, Greater Des Moines Partnership

FOR OUR ENTREPRENEURS, SUCCESS STARTS WITH THIS.



WHERE SOME SEE A BLANK PAGE, IOWA STATE ENTREPRENEURS SEE OPPORTUNITY.

The ability to create something from scratch. The chance to do what they've always dreamed about.

Take, for instance, Danen Pool, Clayton Mooney, and Mahmoud Parto. These graduates of the Iowa State University Startup Factory founded Nebullam, which is changing the world of high-pressure aeroponics. Or event planning student Ashley Jones who created the online Swoon Event Studio so people can easily tailor table settings for events.

The one thing these startups have in common? They know Iowa State supports them 100 percent through programs such as CyBIZ Lab, the Agricultural Entrepreneurship Initiative, and the ISU Pappajohn Center for Entrepreneurship.

Supporting the spirit of entrepreneurship is nothing new at Iowa State. It's this support that has allowed entrepreneurs to flourish here for years. No matter what their blank page ends up becoming.

IOWA STATE UNIVERSITY

iastate.edu



Empower more doers

THE IDEA: *We have 35-plus bold new ideas in front of us. How do we launch them? Our history shows that we have BIG doers and implementers. Where we fall short is that we need MORE doers and implementers. Here are four ways we can encourage more.*

Matt Anderson
Deputy City Manager, City of Des Moines

In anticipation of everyone's ideas to make Des Moines greater, I began thinking: Do we have the people and systems in place to implement these ideas? When we travel, we've all had those "Why can't Des Moines have something like this?" moments. One of my jobs as a city leader is to be able to say, "We can!"

It's important to understand what role government should play in these ideas. Sometimes, we are the chief driver – the implementer and financier. Other times, our role is to stay out of the way and ensure we have the regulatory processes in place to help an idea, not stifle it. This can be a real challenge for elected officials.

I've sat through enough City Council meetings to know that even the best-conceived ideas have detractors and elected officials need to take input from all sides.

We have 35-plus bold new ideas in front of us. How do we launch them? We need "doers and implementers." A lot of them! Des Moines is rich with implementers of BIG projects – the Riverwalk, Western Gateway Park, Water Works Park, Lauridsen Skatepark.

We often take these for granted, but trust me, most cities will kill for this type of community cooperation. Our history shows that we have BIG doers and implementers. Where we fall short is that

we need MORE doers and implementers.

Our cool ideas come from studies, public input sessions and pilot projects. Our ideas are often born from thoughtful collaboration rather than organic sparks. It works, and there's absolutely nothing wrong with that. But many of these ideas will require fewer committees and more doers.

I recently returned from a trip to Nashville, a boomtown in nearly all respects. Their up and coming neighborhood is East Nashville. Its growth is 100 percent organic. I saw no city influence, no committees, no studies. Just cool ideas in the hands of many small implementers

So how do we implement these ideas?

1. Formalized mentorship opportunities.

Paul Rotenberg and George Formaro can only open so many restaurants. I don't think Zachary Mannheimer plans another Social Club. Christina Moffatt is probably tired of baking cupcakes. But these trailblazers are in a great position to mentor the next wave of doers. Des Moines is ridiculously open to helping others

succeed.

2. Regulatory environment.

This is the city's realm. We can't just let you throw a business in a storage container because it looks cool. But we also won't just say "No." We have innovative staff who want to see these ideas move forward. The modern mass timber building at 111 E. Grand is a great example of this. Today I see a City Council who is also trying to streamline processes and move projects forward. The city's roots are steeped in a culture of quality – our state Capitol, Polk County Courthouse and City Hall are gems we cherish; leaders in our community invested in quality at the Art Center, Drake University and downtown office buildings decades later. We must continue to strive for thoughtful quality in all projects. We are steps closer to implementing a new form-based zoning code that will make East Nashville's organic development easier to implement in Des Moines

3. Flexible seed financing.

These ideas will take investments with varying degrees of risk. As a Midwestern, insurance-based city, embracing risk can be a scary thing. It's generally easier for the city to give \$10 million in project-generated

TIF to a company's downtown expansion than it is for us to give \$10,000 to help implement a crazy but cool idea. Governments aren't really built for embracing that type of risk. We're using funds from all taxpayers, and they want a smart return on that investment. Implementing these ideas will benefit from some sort of community-based, cool idea, venture capital fund. A fund whose rate of return is measured in community vibrancy, not monetary rate of return. Something akin to the Community Foundation for sparking outlandish ideas.

4. Energized neighborhoods.

People are choosing to live in downtown and throughout our suburban communities. Back to my Nashville example, many of their region's new residents are also choosing to live in revitalized neighborhoods close to the center of the city. These residents walk, ride their bikes, take buses or have short drives to work and they are organically improving the place they live. A plan to strengthen our neighborhoods was launched earlier this year. It focuses resources to increase demand for living in urban neighborhoods close to our revitalized downtown. An energized network of neighborhoods will lead to an increase in empowered doers who are highly motivated to improve their own corners of the city. ➤

To win the talent war, market the heartland lifestyle

Laura Rowley
President, Rough Meadow Digital Media

THE IDEA: In 2013, after two decades in the New York metropolitan area, my husband and I relocated to Des Moines with our three daughters. The move completely transformed our quality of life, and I discovered that we were part of a larger trend: Professionals, especially millennials, are moving away from the coasts to get off the treadmill and get a life. It's the topic of my new book. Des Moines employers have a huge opportunity to win the war for talent by marketing the heartland lifestyle to coastal-weary professionals. Here are five questions to ask your job candidates: 1. What's your daily commute like? 2. How's the housing situation in your city? 3. What do you do on weekends? 4. Do you feel like you have the opportunity to make an impact on your community? 5. Is living mindfully a priority? Tell the talented millennials you'd like to recruit that they can breathe in Des Moines. They can flourish.

Read the full piece at www.makeDMgreater.com



Editor's Note: Nobody has more zany, off-the-wall ideas than Terry Rich. He's the man who helped pair brews with the zoo, hype a fake animal parade down Fleur Drive, and find his way to the set of "The Tonight Show" after a promotional stunt named Johnny Carson the honorary 51st citizen of Cooper. His mind is full of ideas, so we wanted to tap into his stream of consciousness and asked him to conduct his own internal brainstorm. So what follows are some of the pent-up ideas bouncing around the mind of Terry Rich. As with any Terry Rich brainstorm, he advises these are true "consider or toss" ideas. The ideas might be a bit crazy, and futuristic, but perhaps one will provide a spark to consider.

Disconnect Zone:

Merle Hay Mall should become a "stress-free" disconnect zone to study, play and relax. The demand on ways to relax is growing. Here are a few ways the disconnect zone can meet this demand. Supply Iowa "organic" oxygen harvested from our summer corn and soybean growing season; hire top mental health professionals to teach relaxation; indoor bike trails; a satellite location for Transcendental Meditation from the folks in Fairfield; Cannibus candy store; a daily Winefest with wines from around the world; Iowa craft beers; massage centers; nap pods; a Flix-style theater with relaxing music and soothing videos.

Bullet Train: Create a high-speed bullet train making 30-minute loops from Des Moines to Ames to Cedar Rapids to Iowa City and back to Des Moines. This would allow: Greater Des Moines a broader employee workforce for jobs in our city; the ability to live nearly anywhere to get a university education or take multiple courses in multiple universities; the ability to eat breakfast in Des Moines, attend a festival in Cedar Rapids, a play in Iowa City and be back for martinis in the East Village at night.

Ellis Island City: On the train loop should be an Iowa town that Des Moines supports that becomes the "Ellis Island" of the Midwest. Immigrants, homeless or unemployed would be able to receive very

low-cost housing so they can be trained for the jobs most in demand. The entire town's mission focuses on training for the metro's workforce.

Therefore, Des Moines would be the business focus, and outlying towns become "boutique" living spaces. Much like Iowa City's "Writers' Workshop," Bondurant becomes a painter's paradise, Grimes a "jazz" community, Waukee an IT focus community. You live with like-minded folks, rather than by nationalities.

Downtown Hotspots:

We should allow the East Village to sell alcohol so it becomes the "9 p.m.-7 a.m." Party Venue for the Midwest. There should be a hostel with many small sleeping rooms available. In addition, on Friday/Saturday the Downtown YMCA uses their giant pool as a "swim up bar," creating a unique hot spot downtown. After 5 p.m., the skywalk becomes a one-way indoor bike path.

Animal Mayo Clinic:

Hire the best and brightest Iowa State veterinarians to create an animal version of the Mayo Clinic for wealthy clients' pets. Build pet-friendly hotels and pet exercise areas for celebrities, kings, queens and billionaires who bring their best friends for their annual pet exams and operations conducted by the highest rated animal doctors in the world.

Car Malls:

Move car dealerships to the malls. There's lots of parking space, and the busiest holiday months are the lowest sales months of the car business. As online retail grows, the four big malls need plans for use of the building and huge parking areas.

Water Works Park: Water Works Park should have Thursday-night Big Wheel or go-kart racing around the circle, the world's largest corn pit for kids to play in, and a "tech market" (think farmers market) to buy tech items from local vendors.

Pop-up Caucus Restaurant: During caucus season, a restaurant should have an open mic where the restaurant allows one minute per side to discuss a current issue (think comedy club open mic). The menu also has two sides. One serving hot dogs, hamburgers, etc., and the other seafood, steaks and caviar. Waiters are dressed to reflect typical Democrat and Republican stereotypes. ➤



Ideas from the mind of Terry Rich

THE IDEA(S): Disconnect zones, a bullet train, Ellis Island city, swim-up pool bar, an animal Mayo clinic, car malls, a tech market and a pop-up caucus restaurant.

Terry Rich
CEO, Iowa Lottery

SHARE D.M.'S EXPERTISE FOR A STRONGER IOWA

Georgia Van Gundy
*Executive Director,
Iowa Business Council*

I was born and raised in the Des Moines area and have seen many changes in our community over time. I have seen communities that once seemed like a long distance away become part of our larger metro community. The lessons we learned as a community are resilience, innovation and working together to share our leadership and drive for success no matter what part of the community is being developed. In our metro area, we have benefited from population growth as people have moved from the rural communities. This migration has allowed our communities in the metro area to grow and prosper independently. In order to make Des Moines greater, we cannot forget the other parts of our state that will help fuel and sustain our community. Going forward, we need to make a concerted effort to lend our expertise and leadership to our rural communities that have fed our prosperity. Help these communities develop innovative strategies to keep their main streets prosperous just like we turned around the East Village. Work with them to establish strong leadership in their communities that can guide them through the changes to keep their communities vital. Develop entrepreneurship by sharing some of our best practices like the Global Insurance Accelerator. Share best practices in working with education and businesses to create our future workforce. As rural Iowa strengthens, the overall economy of Iowa strengthens, which in the end allows the Des Moines area to continue to grow and prosper into the future.

PUP-FRIENDLY DES MOINES

Jeff Rose
*President and CEO,
American Bank & Trust*

The Greater Des Moines area should become more dog-friendly. Larger,

more progressive metropolitan areas (Dallas, LA, Chicago, Charlotte, Phoenix, etc.) have relaxed restrictions on dogs, irrespective of size, allowing owners to live, shop and dine with their pets throughout the communities. Apartments (and hotels) need to accommodate these pets in their rental units and design sufficient green areas for exercise and relief. Restaurants can provide areas (patio, etc.) with

consumers' trust to buy, work with and/or start their own. The status shows people that there are businesses out there that care about more than the bottom line. They care about their employees, communities, the environment, innovation, etc. And Iowa is lacking in having these businesses because of a gap in consumer knowledge and the inability to register as a benefit corporation or obtain B-corp status. At last check, there's legislation working on this but I'd love to see it passed.

PROVIDE TAX BREAKS FOR GRADS

Joe Hrdlicka
*Senior Manager
State Government Affairs
Genentech*

What if we gave new college grads a two-year exemption on their state income tax? Certainly, there would be a cost to this, but it could potentially be offset by the growth in the number of students who choose to stay in Iowa after graduation. We need bold ideas to help grow our population with the "brightest" individuals. This concept may not cost as much as we think, but it might create a really positive perception about "staying in Iowa."

SMALL BUSINESS FOR BIG RETURN

Lincoln Dix
VP of Sales, Storey Kenworthy

Tap into the collective giving power of small and medium local businesses by educating, empowering, consulting and providing confidence to those businesses that often lack the resources to create their own community initiatives. We could provide subsidized Volunteer Time Off programs, and universal and customizable templates that small businesses could use to install their own giving programs.

+1 Jim Plagge, *President and CEO, Bank Iowa*

+1 Michelle DeClerck, *President, Conference Event Management*

Big Ideas, Few Words

A few more ideas for ECONOMIC DEVELOPMENT

room for dogs. Employers should allow their associates to bring their dogs to work. City councils will need to amend applicable ordinances to allow business owners the flexibility necessary to assist.

MAKE IOWA B-CORP-FRIENDLY

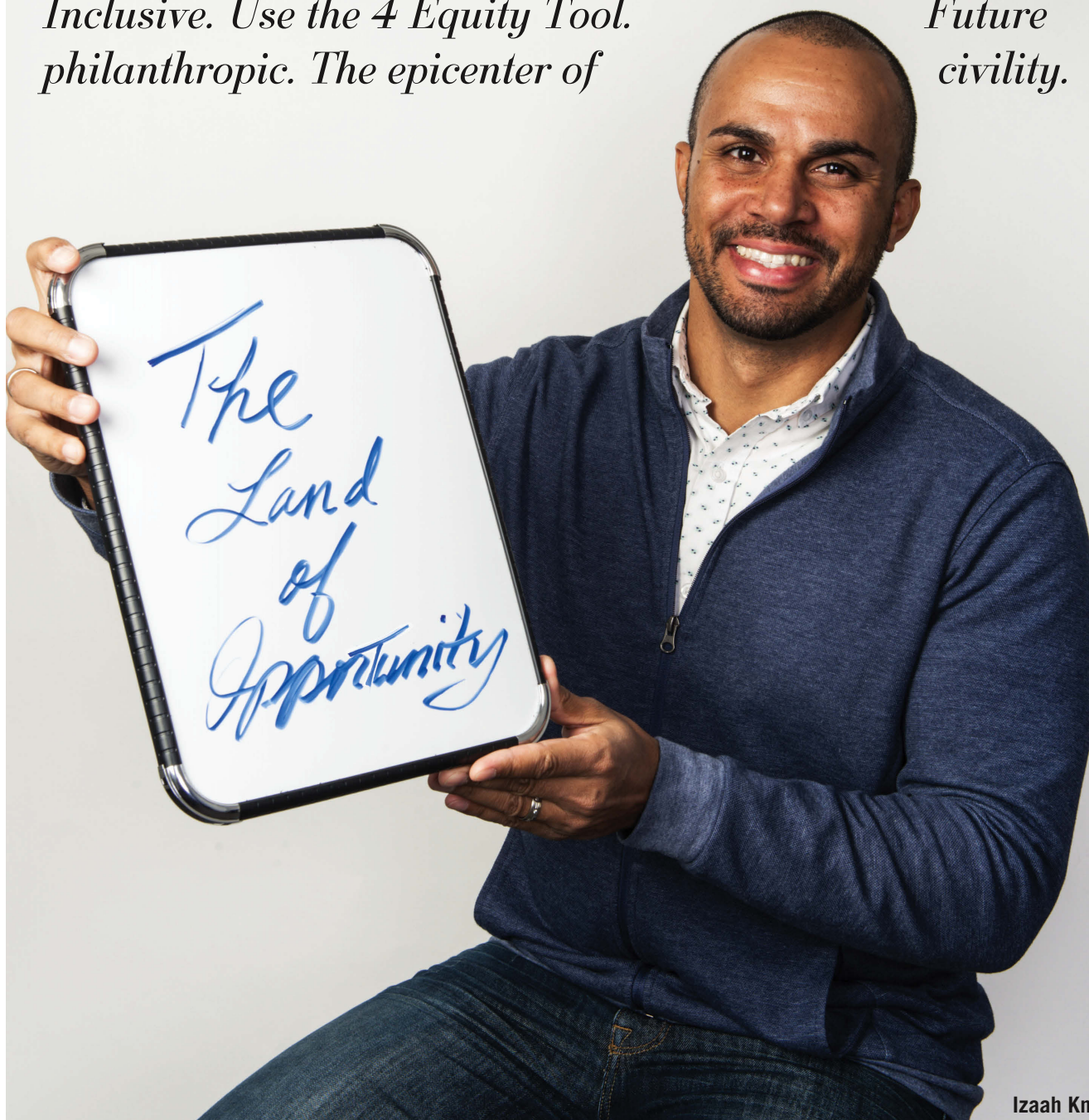
Shawna Stiver
Founder/CEO, Kind Co.

Right now there are 34 states that recognize benefit corporations as a legal structure for a business. Iowa is not one of them. The benefits for companies to pursue this status are increased transparency and accountability to their mission, which in turn increase

LET'S MAKE DES MOINES...

A city of transformation. Implement systematic changes and support. Where everyone can succeed. Better together. Better forever. Remember the forgotten 1/3. Harness schools. More conversational. Sustainable. Equal for all. Compassionate. Equitable. Grow a diverse future. Accessible. Have heart. Inclusive. Use the 4 Equity Tool. philanthropic. The epicenter of

*Future
civility.*



Izaah Knox

Social Capital



Working together to help communities rise up

Everyday, hope helps get things done. Hope is what brings people and organizations together and we are proud to help lift others.

Whether it's helping build a home or volunteering at a blood drive, we're committed to doing our part. Now more than ever, strengthening communities keeps hope on the rise.

wellsfargo.com

Grow a *diverse future*

When I moved to Des Moines in 2000 to attend Drake University, I planned to leave after graduation. However, like many of you, I fell in love with our growing metro. From the time I arrived, I watched as cornfields turned into shopping centers, and downtown buildings became vibrant and full of life.

This blossoming region gave me many opportunities for success: the opportunity to earn a great education; the ability to marry a beautiful spouse; time to raise a happy family; resources to live in an affordable home; the possibility to network with leaders in the community; and so much more.

What has kept me here though, is not love for my coveted quality of life, but the commitment to ensuring that all members of our community – especially the ones who identify as low-income or people of color – are afforded these same opportunities, and that as we press on to become a “greater” Des Moines, we do not unintentionally leave capable, competent individuals behind – especially our young people.

Because of my work at Urban Dreams, I could go in many different directions on how we have quite a bit of work to do in our great city to give marginalized communities adequate access to opportunity.

However, I am going to offer an idea that is a long-term, easily implemented and nonthreatening solution that will help continue the positive growth the region has experienced over the past two decades.

I believe we should cultivate a homegrown workforce by offering at-risk, marginalized and underrepresented high school and college-aged youth opportunities for involvement in

internships with our companies and via roles within our boards. Having been a part of the creation and execution of successful internship programs for both Wellmark and Broadlawns, I

can tell you that the return on investment these companies found in our youth was not a few new employees; it was a deeper respect and understanding of the different perspectives and backgrounds that exist in our city, it was innovation, it was camaraderie, it was, overall, greater community.

If not an internship program, then let's get these underserved youth on our boards and commissions. Evaluate the possibility of adding a youth advisory committee, or a seat on the board designated for an area high school or college student.

Imagine how skilled and networked our young people from the metro would be with direct access to our community's most influential board members? Not only would this get and keep our youth more engaged in our community, but it would open boards to the new and innovative ideas that our young people have to offer.

As we know – or as I now know because of my experiences on boards and commissions – so much of what shapes our community starts there. All one needs to do is open the Book of Lists to identify 25 influential boards that need a younger

diverse perspective and a pipeline for succession.

Unfortunately, however, the current membership of most of these boards consists of a mix of the same folks, representatives of the same organizations and social and ethnic groups. There is no doubt that these people have done a marvelous job making this city fabulous and building many



THE IDEA: *Cultivate a homegrown workforce by offering at-risk, marginalized and underrepresented high school and college-aged youth opportunities for involvement in internships with our companies and via roles within our boards.*

Izaah Knox
Executive Director, Urban Dreams

opportunities for us to live, play and prosper in the city.

However, I often hear these same community leaders say that they are ready to turn the leadership over to the younger generation – well, so am I!

I have worked in schools – both high schools and colleges – quite a bit over the years. All of the leaders and employees of these institutions are looking for authentic experiences created by people who care about their students' futures.

All the students want is the opportunity to enjoy the prosperity Des Moines has to offer.

Therefore, creating and cultivating at-risk, marginalized and underrepresented high school and college-aged youth would begin to alleviate this issue of lack of diversity and burnout. It would also help us get new ideas for the future of the Des Moines area and create a pipeline to prosperity for all, as opposed to the pipeline to peril that many of our young people feel is the only option. And if you want help deciding where to recruit these young talented students, please don't hesitate to call. >

+1 NIKKI SYVERSON
Director, Capital Crossroads

The region is becoming more and more diverse. However, we don't always see the cultural tapestry in leadership roles. In the future I hope we see that our region's city councils, school boards, supervisors and boardrooms will have meaningful representation of all races, genders, ages and sexual orientations. Having diverse decision-making bodies will ensure that we are a best-in-class region for all to thrive.



Remember the forgotten third

Elisabeth Buck
President, United Way of Central Iowa

THE IDEA: Central Iowa is a great community for two-thirds of our population. But for the one-third who do not earn enough to pay for food, housing, child care and other basic needs, our community is a place of daily struggle. Most of these individuals are working and still not earning enough. If everyone in Central Iowa asked "How can I help?" when making decisions, we could create a place where everyone – not just two-thirds of our population thrives.

Read the full piece at www.makeDMgreater.com

DSM USA: A VISION FOR THE FUTURE



The metrics tell the story. Greater Des Moines (DSM) is the fastest-growing major metro in the Midwest in terms of percentage of population growth. Real Gross Domestic Product growth and employment growth have outpaced Midwestern peers. DSM continues to garner national attention with top rankings, routinely being named a top place to live and a top place to do business by the likes of *U.S. News & World Report*, *Forbes* and many other publications.

Our momentum is strong. It can be attributed to factors such as the ability to work together as a region, form powerful public/private partnerships and enact long-term vision plans such as Capital Crossroads.

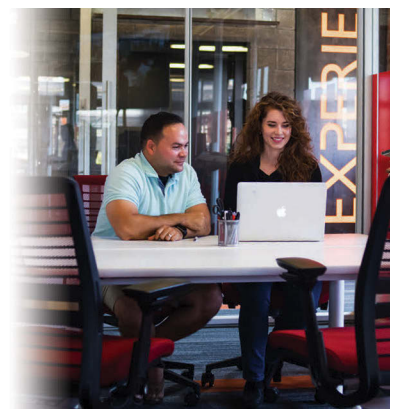
DSM is in a position to maximize momentum for years to come. Working closely with its Investors and Members, the Greater Des Moines Partnership has laid out its organizational vision for the future to ensure continued growth.

TALENT READY

The Partnership continually hears from its Investors regarding the need to attract and retain top talent to live and work in DSM. The Partnership is focused on up-skilling the existing workforce and attracting new talent to position the region as the place for jobs and business growth. Strategies such as Education Drives Our Greater Economy (EDGE) — which has a goal of ensuring 75 percent of DSM working-age adults have degrees, certificates and other credentials by 2025 that align with workforce needs — are key. The Global DSM: International Talent Strategy is focused on helping the region welcome more global talent.

#4 Best Place to Live

— *U.S. News & World Report*, 2018



ONE MILLION STRONG

The region continues to grow in population, and projections show the region hitting or nearing 1 million in population by the time the *Business Record* celebrates its next 35 years. DSM must build transit, infrastructure, housing, jobs of the future, cultural and recreational amenities and focus on strategic placemaking. Ready or not, 1 million in population is on the horizon.

FASTEST-GROWING MAJOR METRO IN THE MIDWEST

— *U.S. Census Bureau*, 2017

ECONOMIC DEVELOPMENT: BUILDING OUR GLOBAL PRESENCE

DSM is a global region, and The Partnership sees the opportunity to continue to build our international presence to ensure continued economic development growth. The Global DSM: Trade and Investment Strategy is focused on helping businesses increase their export trade activity and attracting more foreign direct investment to DSM. Our region can leverage the Cultivation Corridor and Iowa AgriTech Accelerator to amplify the agbioscience sector to global audiences. The Global Insurance Symposium and Global Insurance Accelerator can build on DSM's reputation as a global insurance and financial services hub. The Global Insurance Accelerator has already earned global recognition. In 2017, it was a finalist in the ICC World Chambers Federation's World Chambers Competition in the category of "Best Unconventional Project," one of only 18 total finalists from across the world and the only U.S. finalist.

DSM's global presence is growing, which will lead to more companies choosing to do business here and continued economic development success for companies already located here.

#5 Best Place for Business and Careers

— *Forbes*, 2017

INNOVATE AND ACCELERATE

The Partnership aims to continue to build up the region's entrepreneurial ecosystem and establish DSM as a top place to build and grow small businesses. This includes attracting and growing high-tech startup companies and continuing to build the presence of the Global Insurance Accelerator and Iowa AgriTech Accelerator, as well as building new veteran, minority and women-owned startups and small businesses.

TELL THE DSM USA STORY

Building on the goals of enhancing DSM's status as a global region for talent and business activity, The Partnership will continue to tell the region's story loud, bold and broad. DSM has a story to share, with best-in-class quality of life amenities and economic development activity and opportunity. The Partnership will continue to share the region's story with national and international media and encourage our residents to share DSM successes with the world by signing up to become #DSMUSA Ambassadors. Sign up at DSMpartnership.com/DSMUSAmbassadors.

MOVE THE NEEDLE WITH MAJOR PROJECTS

DSM has experienced tremendous success with the ability to complete major transformational projects that have led to continued economic development growth. Projects such as the Iowa Events Center, Principal Riverwalk and revitalization of Western Gateway Park were once just ideas. Some questioned if they could be done, but by working together, leaders were able to accomplish projects that have a long-lasting impact on the community. The future holds tremendous potential for the regional water trails plan, including the Lauridsen Skatepark and an adventure park along the Principal Riverwalk. Another major project to watch for is the renovation of Des Moines International Airport. These projects and many more will help attract talent from around the globe and lead to further economic development activity.

To accomplish these goals, it is going to take business, government and community leaders working together to get things done. It will take diverse voices and ideas. United to drive economic growth, DSM leaders will shape the future of the community with one voice, one mission and as one region.

GET INVOLVED WITH THE GREATER DES MOINES PARTNERSHIP.

Learn how to become an Investor and about Investor engagement opportunities at DSMpartnership.com/investors.



In Greater Des Moines we are proud of our growth, achievements and the accolades that have been deservedly earned. But for some of our neighbors, the story of success and progress does not ring true. While we enjoy record low unemployment rates, unemployment for African-Americans in our state is 14.8 percent, according to the federal Bureau of Labor Statistics.

A 2017 report titled “One Economy: The State of Black Polk County” highlights that the median income for African-American households in Polk County was less than half of the county as a whole in 2014: \$26,725, compared with \$59,844. Our region can do better. Our community must do better.

Over the past few years our regional vision plan, Capital Crossroads, has placed high importance on the role that social capital plays across all disciplines. Through many conversations, focus groups and listening sessions, we have stepped forward and acknowledged that diversity, equity and inclusion are the focus of our work.

These are big topics to tackle and tough conversations to have, but we must make them a priority. Creating a community that values and prioritizes diversity, equity and inclusion must be the next challenge we champion, together.

Bias is often hidden and unintentional. It is easy to get caught up in the processes and practices of how we have always done things. But such practices can often leave out important voices in our community. Leadership as usual will not open our eyes to challenges or unintended consequences that minorities face as barriers right here in the city we love.

The Social Capital of Capital Crossroads wants community leaders to join us in practicing what we want our region to be, a place that stands for equity.

To take a first step in this work, we are focusing on racial equity and created the 4 Equity Tool to guide leaders at all levels when presented with a decision-making moment to ensure all are represented.

The 4 Equity Tool asks:

1. Have a variety of ethnic communities/people of color been informed, meaningfully involved and authentically represented in the process/decision?
2. Is there a group that benefits more than another because of this process/decision?
3. What could be one unintended consequence of this process/decision for ethnic communities/communities of color?
4. What action will be implemented to advance equity in this process/decision-making?

This is a simple first step, but it is already creating meaningful conversation and change in our community. At a recent meeting with the Natural Capital of Capital Crossroads, leaders used the 4 Equity Tool to bring together our neighbors from diverse populations as an opportunity to ask them about the recreational opportunities that are missing in our community.

The discussion was robust and eye-opening. Our neighbors, many in the urban core of Des Moines, lost a critical part of their community when the fishing derby was discontinued. After hearing this, leaders were able to connect with a local retailer who is pursuing bringing this iconic event back into the community.

Immigrants from Southern Asia shared the great distances hundreds of members of their community are traveling to play the game of cricket. A connection was made with a local organization to pursue an opportunity to provide a field much closer to home.

These wins seem small when compared to the staggering statistics of divide we face. But inclusive conversations are a place to start. We want to make things right, not fast. We acknowledge our inequities and failings and face them with tremendous hope. We must come together to say that as a community we will no longer tolerate the divide.

Our community is like a table. We have built it together and we must be committed to pulling up extra seats. There is room for everyone. ➤



Use the 4 Equity Tool

THE IDEA: *Use the 4 Equity Tool when presented with a decision-making moment to ensure diverse perspectives are represented in all initiatives and efforts.*

Angle Dethlefs-Trettin
Chief Charitable Giving Officer,
Community Foundation of Greater Des Moines

DANIEL HOFFMAN-ZINNEL

+1 Executive Director, One Iowa

One of the things I get frustrated hearing when I am out in the community is, “We just can’t find a skilled person of diversity to sit on our board.” This might be an extreme version of the statement I hear, but you get the picture. There are tokenized community members who sit on all the boards and cannot be the spokesperson for all the identities they represent. While I know many skilled LGBTQ people, people of color, people with disabilities, etc., I wanted to help be part of the solution to build a pipeline for leadership. That is why I created the LGBTQ Leadership Institute at One Iowa. This program is intended to recruit LGBTQ aspiring leaders, especially women, transgender individuals and people of color, and equip them with the leadership skills to serve in leadership positions in our community. Our program has already had success with many of our participants being asked or already joining boards and commissions in their community. This pipeline will hopefully lead to more diverse representation sitting at the table making decisions that improve our community.



Implement systematic changes and support

THE IDEA: *Create a safety net that helps educate, financially support and encourage those receiving assistance to transition from welfare without fear of a financial cliff.*

Dwana Bradley
Publisher, *The Urban Experience Magazine*
Executive Director, Iowa Juneteenth Observance

There are many systems put in place. These systems can help or hurt an individual. Today, I would like you to think about some of the systems currently in place. I'm going to address and provide ideas to enhance the current system.

I have been or currently am a part of the following systems: welfare, education, criminal justice, Social Security and unemployment. Each system has rules and regulations to follow, and there is an expectation of the individual who participates.

When I first had to file for food stamps, Title 19 and child care assistance, I was ashamed.

I had these feelings because of the negative ideas that came with a person receiving assistance, but my family helped me get past those feelings. While the assistance helps, it created a fear in me that I didn't expect.

Each time you are approved for assistance you are told when you

go over a certain dollar amount of income, you must report this and more than likely you will lose your assistance. The letter doesn't tell you that assistance will be lost, but everyone who has been on this system knows that's the case.

I found myself not wanting to go over that dollar amount because if I did, I lost the safety net that I needed to provide for my children. The idea of losing the assistance made me more nervous than anything.

As a former teacher we used a term when teaching students called gradual release of responsibility. This involves the learning process from the teacher to the eventual independence of the learner. In simpler words, show the student, help the student, and then let the student do things on their own.

I believe that we should release individuals off welfare in this kind of way. There should be a program in place like Social Security disability that allows individuals to receive their assistance for nine to 12 months while working. During this period, a person could still receive their full assistance, but at month six the amount would be decreased, followed by a decrease in month nine, and subsequent reductions during the last three months until an individual is assistance-free.

I also feel that during the release, classes or trainings should be provided to show individuals how to save money, create a budget and make it month to month. Creating an exit from the program in this type of way would decrease the fear people have of reporting when they get a job, but also leaves a safety net underneath them so they can succeed, as opposed to taking the net away when just a dollar too much is made, and an individual then falls back on assistance.

I thankfully have a clean record. But I have family and friends who have applied for jobs and, due to their records of criminal acts, they are still being reminded of the things they've done every time they apply for a job.

I had a woman tell me she applied for a job and had a misdemeanor from 20 years ago, and to get the job she had to jump through so many hoops, she refused. I've had family members just get out of jail and are immediately denied jobs, and they might get a job at a temp agency, which is great, but when an employer is ready to hire them, they can't due to their criminal record.

We keep people in a prison when we deny them a job as they've served their time and are trying to create a better life. I suggest a plan be put in place so that after five to 10 years an employer can't see if you have a criminal record. And when someone gets out of jail, if the only reason they can't get a job is because of the crime they committed, they could be put on a probationary period when hired and then evaluated after 90 days. If they are doing a great job, keep them on as an employee. I believe this is a win for employers and employees.

I understand that changing the system is challenging, and many are comfortable with the way things are. But if we want the city of Des Moines to be a greater community, we need people who will speak up, stand up, and challenge the current systems in place to make this a great community for all and not just a few.

back before we can take a step forward.

Let's give our property owners – commercial and residential – the motivation and resources to make all of Greater Des Moines a more walkable and equitable place to call home. ➤

+1 MARGO JONES
Community Member, Retired

Create a task force specifically to deal with systemic policies and practices that negatively and disproportionately affect the quality of life of communities of color. This task force should be made up of individuals from other states that have demonstrated proven successful outcomes for projects they have been involved in.

The epicenter of civility

Scott Raecker
Executive Director, Robert D. and Billie Ray
Center at Drake University



THE IDEA: We have the ability to make civility a signature asset of our community through an intentional focus on strategies to improve civility and in the process become a beacon of hope for the rest of the country and world. What will it take for Greater Des Moines to become the epicenter of civility? To become a place where civility is not “something we do,” but “who we are,” in the way we work, address differences, solve problems, campaign and govern for the greater good? To be the pre-eminent place on the globe where people will come to study our best practices as a place that retains and attracts an engaged citizenry to live positively and work productively? Cynics may say it cannot be done. Many believe that our country, state and community are at all-time lows when it comes to civility. It can be done. We can make civility a signature asset of our community by building on the civility strengths our community already has, and being bold enough to address our weaknesses by taking 12 intentional and bold actions.

Read the full piece at www.makeDMgreater.com



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INVEST IN THE NEXT PHILANTHROPISTS

Kristi Knous

President, Community Foundation of Greater Des Moines

While charitable giving remains a wonderful part of our community's culture, to continue successfully building a thriving, engaging and attractive region, we cannot rely on a single philanthropist, family or company to solely fund our many needs. We will ALL need to come together as individuals, companies, nonprofits and government to create and invest in cross-sector plans and solutions that will make our community better together. As we look toward the future we must be purposeful in developing the next generation of leaders and givers who can link arms to make the big dreams come true, to strategically address our most pressing challenges and to continue to make our amazing Greater Des Moines even greater.

HOLD MONTHLY COMMUNITY VOICE VOTES

Dennis Kelly

Director of Self Fulfillment, Quantum Change

Each month the community should hold a vote on key matters impacting the city. The vote would have no immediate consequence but allow "voices to be heard." The community would have a chance to express itself from its personal computer sitting at the kitchen table. This would allow every single person in the community to raise their hand and say they count.

BUILD BRIDGES ONE HEART AT A TIME

Maria Sol Varisco Santini

Executive Director, Iowa Justice For Our Neighbors

Des Moines needs more integration programs and activities. We used to use the term of assimilation when talking about newcomers into our communities, but that is a one-way expectation. Integration programs bring a possibility of hearing two sides, and

those interactions and activities allow us to find what it is that we have in common as human beings. One way would be to provide a forum for sharing first-generation stories, since Iowa and Des Moines have so many third and fourth generations of Germans, Irish, Danish, Italians, etc. Sharing the stories of their ancestors or searching to learn more about them could be a beginning of a bridge when we compare those stories with the first generations of

strategically deployed throughout Greater Des Moines. Creative thinking by the public schools coupled with partnerships among social service agencies, nonprofit organizations, mental health providers, the juvenile justice system, local businesses and religious organizations would be a force multiplier capable of lifting thousands of families out of poverty and providing a meaningful path toward achieving the American dream.

MIND THE GROWING GAP AS OUR COMMUNITY GROWS

Joseph Benesh

President and CEO, The Ingenuity Co.

We need to maintain the intimacy of a small city, and make sure we keep our culture of direct access to our community leadership, which provides for the sustained growth and development of our emerging community leaders on an ongoing basis. What if we facilitated community meetings/forums around a specific topic facing Des Moines? The difference between this and what may be currently offered, is that these events would provide a forum to

directly connect with leaders and explore what is important to them as it relates to the community, in order to find common ground, set up potential mentoring relationships, elevate and maintain the institutional record and oral history of our community, and give the underrepresented an opportunity to connect with those who are in a position of influence. These purposeful events could be held quarterly or monthly and would select topics based on community input. By lowering the access barrier as our community grows, we can avoid the increasing distance between those who wish to connect and grow and those who are in a position to help them positively contribute to the community.

Big Ideas, Few Words

A few more ideas for SOCIAL CAPITAL

today. When you compare the reasons of why people migrate and the types of jobs they used to do 100-150 years ago with the answers of the first generation of today, you may find a lot of similarities in the stories, challenges, fears and opportunities.

HARNESS THE POWER OF OUR SCHOOLS

Mark Core

Educator, East High School

Our biggest challenge is providing genuine economic opportunities throughout every neighborhood of Des Moines. The institution that is by far best positioned to remediate the problems is our public schools. The fact is school districts alone possess both the physical infrastructure and human capital

LET'S MAKE DES MOINES...

Inclusive to all income levels. A city of choice, not chance. Enviably. Prune the asphalt jungle. Unleash immigrant creativity. Iconic and unusual. Easily navigable.

A showcase city. Vibrant. Move better. More mobile. Embrace integrated Transition oriented. Adopt Travel by gondola. Invest in corridors.

Blue Ribbon desirable.

One Economy.

Connected by rail. corridors. Equitable. complete streets. Tap a fund for water.



Tej Dhawan

Infrastructure

30

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Dana Ramundt, Chairman of the Board, (left)
and Cory Holland President & CEO (right)

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No great city is known for its abundance of free parking.

A recent Mortgage Bankers Association study found that Des Moines has 1.6 million parking spaces. 1.6 million. This equates to roughly 19.4 spaces per household or 28 spaces per acre. While it may be difficult to find that perfect spot in front of your favorite East Village restaurant, the sheer number of spaces suggests that we have more than enough. Nonetheless, Des Moines and its surrounding communities continue to require parking for every development.

It's time for Des Moines to eliminate minimum parking requirements. Of course, parking is needed, but instead of the city dictating what's required, we should let market demand determine the number of parking spaces.

Parking requirements were initially adopted in the years following World War II. As new developments were largely accessible by car, planners created standards to make sure each car had a parking place. This makes sense in theory, but these standards are largely arbitrary and based both on national average peak parking rates and on adopting the standards of neighborhood communities. Essentially, we require parking because everyone else does. In so doing, we've made sure that free parking is always available, but at a substantial cost to our city.

In terms of taxable valuations, free parking is hardly free. Property tax generated from surface lots is a fraction of their adjoining buildings. By requiring a certain number of spaces, regardless of the actual demand, cities limit the taxable value of real estate by mandating inefficient development.

A 2015 study of regional development patterns and impact on property values commissioned by the Iowa Economic Development Authority and the Des Moines MPO shows a dramatic difference in both property taxes and sales taxes per acre between downtown and Jordan Creek mall. You may need to walk a few blocks to park your car, but that has not discouraged business in the booming East Village. In fact, the East Village – one of the few places where the number of parking spaces is not mandated – generates over four times more sales taxes and 37 percent more property taxes per acre than Jordan Creek mall.

This doesn't mean that parking isn't essential for shoppers, but each additional city-required parking space that isn't needed by shoppers is land that cannot be developed into a more productive use. Imagine

the increase in property tax valuations and sales tax receipts if parking requirements were eliminated citywide to allow denser development. Parking would still be built, as it is for new development along East Grand, but it would be up to developers to determine how much parking is needed.

In addition to creating economically inefficient land use, parking requirements hinder neighborhood redevelopment. Many buildings along Des Moines' older commercial corridors have their zoning "grandfathered in," which waives current parking requirements.

However, if there is a six-month interruption in occupancy, or the building is destroyed, or the use changes (e.g., from retail to restaurant), the current zoning ordinance applies. In such an event, a business or property owner must either pay a \$500 fee and petition the Zoning Board of Adjustment for a zoning variance or exception or redevelop the property pursuant to current standards.

Such bureaucratic hurdles, in addition to the significant cost of acquiring additional property and building new parking, often discourages businesses from locating in our older neighborhoods. Why should the city be the party to determine if a business has enough parking if someone is willing to take a risk and invest?

Parking minimums increase the cost of multifamily housing as well. The average cost of a surface parking space is about \$10,000, a cost that is passed on to tenants in the form of higher rents. Forced to comply with parking requirements, it is more expensive to build housing that is both plentiful and affordable. By requiring 1.5 parking spaces per unit, millions of dollars are added to project costs, which further exacerbates our affordable housing crisis.

Finally, parking minimums increase stormwater runoff. With flooding events increasing, addressing stormwater is a growing concern. The more spaces required, the greater the amount of impervious surface. When water has nowhere to go, floods are a predictable outcome.

By eliminating minimum parking requirements, the city of Des Moines could make more

efficient use of existing infrastructure, ease neighborhood revitalization, make housing more affordable, address stormwater runoff, and correct the disparity between parking supply and parking demand. ➤



Prune the asphalt jungle

THE IDEA: *Eliminate minimum parking requirements in order to more efficiently use existing infrastructure, spur neighborhood revitalization, make housing more affordable, and reduce stormwater runoff.*

Larry James Jr.
Partner, Faegre Baker Daniels LLP

We all care about water quality. That's why it has been a major topic of discussion in Iowa for years. Yet progress has been slow, coming a few drops at a time. It's time to turn on the spigot full blast and take action to make a real difference in water quality.

Our inaction has real impacts. According to the Iowa Environmental Council, half of the waters tested in Iowa are impaired. This costs cities money in cleaning drinking water, prevents businesses from fully realizing the economic gains of healthy waters, and denies our children healthy waters to recreate in. At the same time, budgets for the Iowa Department of Natural Resources and local parks and recreation departments have been severely slashed and starved for many years.

We can do much better. It's time to take a new approach – a strategic, targeted, funded, realistic approach. We must form a regional fund for Central Iowa to work together to take on water quality issues. This fund will provide: a focused plan with aligned goals to increase water quality; sustainable, consistent funding independent of political whims; grants for outdoor recreation projects that address water quality, stormwater management and access to healthy spaces.

Why must we work as a region? Because clean water doesn't start at the plant. We know the sources of our most polluted stormwater. We know how to improve water quality by reducing runoff and pollutants into our water sources. Cities such as Des Moines and Clive are too far down the funnel of floodwater to address the problem alone. We must also invest upstream, with wetland protections and water retention basins.

With the western suburbs of Des Moines developing at a rate of 400 acres per year, this problem will only continue to worsen. We can address the increasing need for regional stormwater management while also proactively planning for parks and trails, honoring best practices for land management and water quality.

Projects that could be funded to improve water quality would provide the following: watershed protection (watersheds are the areas of land that separate waters flowing to different bodies of water); stream bank, wetland or habitat restoration; flood buyouts; water-based education and awareness; and projects

modeling applications of clean water best practices.

To balance nature, development and water quality, these funds would be distributed through a nonprofit through grants for regional projects. Funding would be accomplished without depending on tightening government budgets. For instance, a real estate tax transfer or utility fee would provide a sustainable, reliable source of funding.

Water management authorities would design a plan that layers water quality improvements, stormwater management, and park and trail planning. Working with nonprofits and local jurisdictions, the funds would leverage other public and private funds and grants, increasing the impact beyond what the original investment would be.

This single plan would provide multiple benefits, including increased drinking water quality, more and safer recreation opportunities, better stormwater management, increased quality of life as our region grows, increased property values, greater flood resiliency for the region, increased tourism, and increased economic development.

While the health and quality of life issues associated with water are easily apparent, more recently business leaders have championed increased water quality as an economic and workforce issue, too. With unemployment inching toward its lowest level in nearly 50 years, workforce shortages are being felt even more acutely in Iowa, due to one of the lowest jobless rates in the country. With highly coveted young workers able to find employment most anywhere in the U.S., clean water for quality of life and recreation opportunities becomes a factor in attracting and retaining workers to Central Iowa.

Imagine how much more of an impact we will have when we align and focus all of our resources, goals and vision. It is time to try something new.

We must act as a region and

create our own solution to water quality. Think of the story we will tell when we change our water quality through our own innovation. ➤



Tap a regional fund for water quality

THE IDEA: *Form a regional fund and plan for Central Iowa to work together to take on water quality issues, stormwater management, and park and trail planning.*

Hannah Inman
Executive Director, Great Outdoors Foundation



Revive our streets’ ‘dead zones’

THE IDEA: Wider, open sidewalks. Pop-up businesses. Activated street-level spaces. Better signage. No more dead street life.

Josh Garrett

Co-owner, UrbanDSM.com and Jett and Monkey’s Dog Shoppe

Over the past two decades, downtown Des Moines has evolved into a thriving urban oasis in the middle of Iowa. With over \$3 billion invested downtown in the past 10 years, we have hundreds of reasons to live, work and visit downtown Des Moines.

When walking between marquee attractions such as Court Avenue, East Village and Gateway West, one will quickly find most blocks devoid of street life. These “dead zones” are caused by a combination of empty commercial space, large open parking lots, construction sidewalk closures and fast-moving traffic. Unpleasing aesthetics, lack of retail or social activities and safety concerns cause visitors to quickly exit these areas.

With several major hotels and thousands of new downtown residents in these areas, we must do better. We are all pedestrians every day and

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deserve safe and accessible sidewalks. Demand for walkable neighborhoods continues to increase. Improving our streets' dead zones will make walking much more desirable and have an economic benefit to business.

Here are five ideas to revive the dead zones and dramatically improve the downtown experience for visitors, businesses, workers and residents:

1. Activate street-level spaces.

We should identify and prioritize high-impact streets so that future developments requesting city incentives in high-priority zones include ground-floor retail, restaurant and/or cultural space. Inactive spaces, such as offices, hotel rooms and parking should be placed on upper floors or set back from the sidewalk.

2. Invest in sidewalks.

More public right of way needs to be redistributed to those on foot. Many of our downtown sidewalks are narrow. According to the National Association of City Transportation Officials, commercial pedestrian through zones should be 8-12 feet wide. Several sidewalks along Grand Avenue, Locust Street and Sixth Avenue have through zones less than 4 feet. Wider sidewalks allow for safe and accessible space for all pedestrians. Street furniture, including benches, lighting, meters, bike parking and trash cans, needs to be between the through zone and the curb.

3. Limit sidewalk closures.

Closing sidewalks should be the last resort. With several projects under construction at once, pedestrians are forced to cross the same street several times within a few blocks. Sidewalk closures lead to lost sales for businesses due to interrupted traffic patterns and confusion. In most cases, pedestrians can be rerouted on the same side of the street safely around construction and traffic with barricades and lighting.

4. Allow pop-up businesses.

Create small incubator spaces at the edge of parking lots along sidewalks. Converted shipping containers and food trucks are used in many cities as affordable and attractive "pop-up" structures. Along with adjacent seating areas, placing these structures along the sidewalk hides parked vehicles and activates street life. Successful micro-businesses and cultural organizations could absorb nearby vacant commercial space when they outgrow the incubator space.

5. Sidewalk building signage.

In areas where skywalks are present, retailers and restaurants should be encouraged to locate on the ground floor. Signage for businesses that engage pedestrians needs to be present at skywalk and sidewalk entrances. This allows maximum exposure for the business and contributes to street-level activity. The best example of this currently is Davis Brown Tower at 215 10th St. With proper signage, skywalkers and those on the street know what businesses are on the ground floor. ➤



We're still reaching higher.

Each year, the number of passengers using our airport increases by over 5%. We're planning for Iowa's future with updated infrastructure to help you take flight.



Iowa to Anywhere

Unleash immigrant creativity via transportation

THE IDEA: Create volunteer sign-up facilities to help carpool students lacking transportation to and from extracurricular activities.

Tej Dhawan
Chief Data Officer, Principal Financial Group

Immigrants add more than human diversity to our city. As any visitor to the farmers market has observed, the variety of produce and herbs has multiplied since the arrival of Burmese, Sudanese, Bhutanese and immigrants from many other lands. The colors, flavors and experiences are what draw me to the market.

These very immigrants' kids, however, hold themselves back from making similar contributions to our schools. Transportation choices limit immigrant children new to our communities from participating in before- and after-school activities.

Often lacking basic transportation, many are unable to participate in creative endeavors like marching band, dance teams, jazz band and myriad other activities that occur before or after school.

We have an opportunity to introduce diversity into our creative activities by creating volunteer sign-up facilities for carpooling those who may want to sing, dance, cheer, play an instrument or participate in sports.

Being a marching band, show choir and dance team dad, I am well aware of the homogeneity on the fields in our school district. Though kids try to give others a ride, lack of formal structures otherwise afforded by school buses cause an exclusion of an increasingly large student body. These students, when afforded the opportunity, often excel at the very endeavors proving once again that creativity knows no borders.

You have undoubtedly been exposed to African drums, Creole jazz, Punjabi dhols, French and German choir songs, and much more. Wouldn't it be incredible to see children from their very lands perform pieces native to their parents and grandparents?

Imagine the cultural explosion mere transportation could deliver to our communities! Let's try to fund the buses, the carpools, and increase awareness to level the playing field.



Invest in corridors to connect neighborhoods to downtown

Josh Mandelbaum
Des Moines City Council Member

THE IDEA: Des Moines should strategically invest in and enhance corridors in order to connect downtown to neighborhoods and destinations throughout the community. In the past, we have created our corridors to move people in and out of downtown as fast as possible. The consequence of this approach hollowed out neighborhoods and ignored how the people living along the corridors used the space. If we are strategic and deliberate, we can create strong, vibrant corridors that are destinations where people go to work, shop and meet their neighbors. Strong, vibrant corridors share some common characteristics that can be planned for, incentivized and created with the right policies. Here's how we can do that: Design corridors for safety and accessibility; Encourage density and diversity; Integrate corridors across city efforts; Focus efforts where there is opportunity.

Read the full piece at www.makeDMgreater.com



TRAVEL BY HIGH-SPEED GONDOLA

Spencer Shireman

Marketing Director, R&R Realty Group

We're growing at a pace that will eventually outstrip the carrying capacity of our primary urban freeway. My big idea for tackling the problem is a high-speed gondola system. That's right. High-speed gondolas. Essentially it would be an aerial cable car system that provides people with a method of transportation that's more unique, more cost-effective and more environmentally friendly than other methods. Outside of the U.S., high-speed gondolas, or aerial cable cars, are actually not that rare. Cities in Colombia, Brazil, Spain and France have installed gondolas as part of their transit systems. Here in the U.S., our trendy friends in Portland, Ore., have jumped on the bandwagon and built the Portland Aerial Tram. Why consider this seemingly crazy idea? Because of the price, of course. Consider the fact that building one mile of subway carries an average cost of roughly \$400 million. Building a streetcar system (like our neighbors down in Kansas City recently did) costs about \$36 million per mile. Building one mile of freeway in an urban setting (like I-235) can cost anywhere from \$5 to \$8 million. Compare those potential bills with those of an aerial cable car system, which has an average cost of \$3 million per mile. Austin, Texas, had been considering an aerial cable car system called Wire One. Wire One would have been an 8-mile system with 19 stops – think about going from downtown Des Moines to West Glen Town Center. Austin's regional transit authority decided it wasn't something they were interested in pursuing, but they also left the door open for other entities to explore the concept. Other cities, including Washington, San Diego and Albany, N.Y., are also exploring similar systems.

PACKAGE TINY HOMES AND GARDENS

Bob Schlueter

Business Analyst,

Iowa Medicaid Enterprise

Des Moines is making progress on tiny houses (Joppa, etc.) and refugee gardens (LSS, etc.). We should package these initiatives together with urban planning efforts to repurpose blight areas around the city with “transition-oriented communities” that could be a visible focus on our community's values and compassion – tiny homes and gardens. As much as possible, let the residents and volunteers manage

the infrastructure and beautification, but provide support for not just the practical food and shelter but also some allowance and spaces for art, community events and live music. Move people from the shadows and facilitate integration.

DATA+TECHNOLOGY=HUMANNESS

Kavi Chawla

Enrollment specialist, YSS

My idea is to evolve our conceptualization and design of communities away from

Big Ideas, Few Words

A few more ideas for INFRASTRUCTURE

traditional models focused on delivery of services and value in a siloed approach that solve specific problems, and toward an approach where communities are designed based on meeting our deepest human needs. Specifically, my idea is to empower us to build communities that are designed around our shared humanity and our individual well-being. Human-centered design, informed by data and supported by technology and artificial intelligence, has the ability to revolutionize community development. Specifically, it empowers us to understand how multiple complex systems interact with one another and how those interactions inform our physical, emotional, spiritual, social and intellectual well-being. By understanding these interconnections, by understanding the entirety of that which makes us human and the complexities of how that unfolds psychologically and physiologically, we can design and develop human communities that focus on meeting our needs as humans and the needs of humanity.

ADOPT COMPLETE STREETS

Emily Richardson

Board President,

Street Collective of Greater Des Moines

In Des Moines, cars are king. To make Des Moines greater, roadways need to be designed not simply for moving cars but for moving people and connecting them to our region's amenities. Des Moines needs Complete Streets. The city of Des Moines has created several plans – Connect Downtown, MoveDSM, Transportation Master Plan – but we need a commitment from city leaders that these plans will be implemented so that the region's transportation network is consistent and connected. With Complete Streets, residents and visitors will have the option to walk, bike, ride or drive when they are in our community – and they will feel safe and comfortable no matter their choice.

BUILD TRANSPORT FOR THE REGION

Bob Ritz

President and CEO,

Mercy Health Network

Create a light rail train (surface) or monorail (above ground) to connect all suburbs with downtown Des Moines and each other. This new added transportation system would extend from Waukee to Ankeny with community stations in each suburb and with public commuter parking lots associated with the stations. This would address the need to improve capacity to grow by increasing access to regional areas; reduce traffic on existing highways; and remove or reduce the need for parking complexes in multiple areas.

+1 Mark Rasmussen

Account Executive,

LMC Insurance & Risk Management

+1 Olivia Rockers

Integrated Marketing Manager,

Principal Financial Group

+1 Michael Robinson

Chef, Edencrest

+1 John Peterson

Principal, Petersson Planning Strategies

+1 Brad Anderson

Iowa State Director, AARP

LET'S MAKE DES MOINES...

Where all families thrive. Green.

Free from the fear of floods.

Vibrantly healthy. A local

Respectful. Food secure.

be outside. Protect green

An umbrella of green.

stormwater

Safer.

Urban-rural together. Bolder.

More colorful. Think bigger.

food capital. Sustainable.

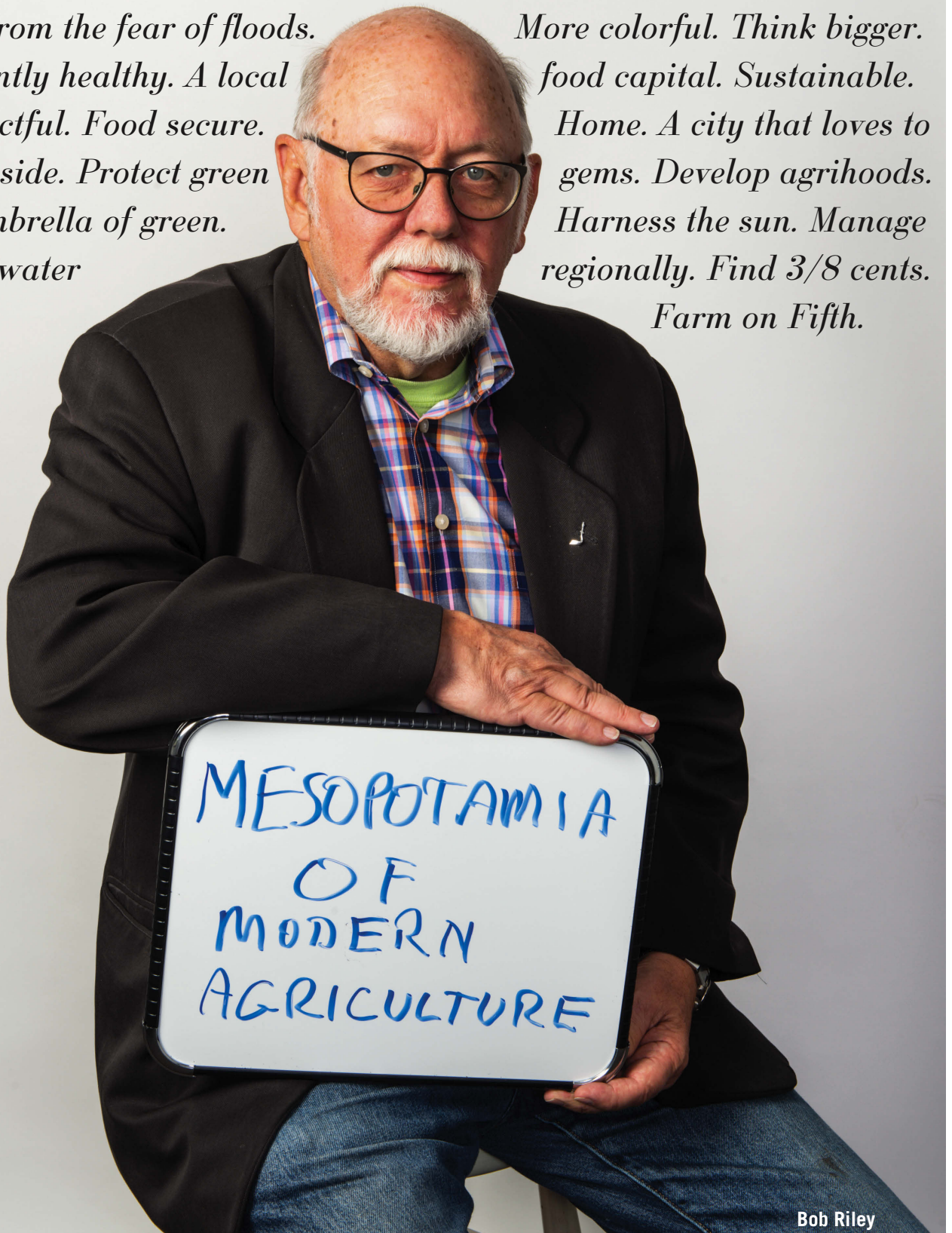
Home. A city that loves to

gems. Develop agrihoods.

Harness the sun. Manage

regionally. Find 3/8 cents.

Farm on Fifth.



Bob Riley

Natural Environment



Polk County's greatest asset is its people.

Through our partnership with service organizations and nonprofits in our community, Polk County and Prairie Meadows work together to strengthen and expand opportunities, provide resources and make services available to help individuals reach their potential.

One example is our support of health and wellness. Through our partnership, we've invested in the building of all three area Miracle League Fields.



+



SEE **OUR** IMPACT

Our impact is stronger when we work together. **#SeeOurImpact**

Just my 3/8 cents

THE IDEA: *Businesses and the state's business organizations should donate their time, effort and treasure to Iowa's Water and Land Legacy fund (IWILL) in an effort to fund the state's improvements in water quality, natural resources and recreation.*

Eric Lohmeier
President, NCP Inc.

My 3/8 cents in making Des Moines and all of Iowa "greater for the next 35 years" entails professional risk and a selfish-driven conflict of interest.

Risk-laden in that a material amount of my firm's services cater to agricultural-related entities and the safest avenue for my professional career would be to remain behind the scenes. Conflicted and selfish because my wife and I are parents of three beautiful girls who I would prefer live in a clean and safe environment in Iowa for many years to come.

Tragically, I cannot promise them a clean and safe environment in Iowa, today or in the future. This is due to the fact that nitrogen pollution flows from throughout our state, through our very own communities in Central Iowa and ultimately creates almost insurmountable environmental degradation for countless millions of Americans downstream all the way to the Gulf of Mexico.

Over the last two decades, nitrogen pollution from field runoff has grown by 50 percent, and our own state's average contribution to the Gulf dead zone has increased similarly, according to a University of Iowa study published in 2018. It is past time to make a concerted effort in the business community to demand accountability of all stripes of political factions in Iowa as our highest priority, ultimately reversing these devastating trends. Our state's nutrient reduction strategy is a start, but its resources are woefully inadequate for the task ahead. Our families, our associates and our neighbors deserve no less.

Encouragingly, the infrastructure for a solution is in place, thanks to the efforts of bold leaders and organizations less than a generation ago. In November of 2010, the citizens of the state of Iowa voted to amend the Iowa Constitution, creating the Natural Resources and Outdoor Recreation Trust Fund.

This trust is dedicated to benefiting current and future generations of Iowans by creating a dedicated funding mechanism that enhances water quality and natural areas (parks, trails, wildlife habitats) and conserving Iowa's topsoil. Tragically, due to the political machinations and funding by They Who Must Not Be Named, successive legislatures and governors have refused to fund the trust.

In 2010 when Iowans voted to amend our constitution and create this trust, 63 percent of voters supported this amendment. In 2018, as measured by polling firm Public Opinion Strategies, a record 69 percent of Iowans expressly support the 3/8 percent sales tax as a solution for funding our state's natural resources. In our political environment, it is hard for me to believe that 70 percent of Iowans agree on anything – it is evident that these issues are as apolitical an issue as has ever existed in this state.

This funding source would amount to almost \$200 million annually to support our state's improvements in water quality, natural resources and recreation, at a time when investments in these critical sources of environmental infrastructure in Des Moines and throughout the state have become ever scarcer. With a sustainable financial resource like the trust, we can truly start to facilitate improvements in our natural environment for all of our state's citizens.

In addition to the folks in downstream urban areas like Des Moines, some of the largest beneficiaries of these efforts include a large majority of our agricultural producers, who by and large want to make their

own operations more environmentally sustainable. These resources will also help to significantly improve the retention of one of our state's greatest natural resources, the black gold we call topsoil.

Finally, the trust supports significant and lasting additions and improvements to recreational opportunities for all residents and visitors to our great state, not to mention our current and future employees and associates, many of whom value outdoor recreation and sustainability as highly as wages and job security.

The benefits far exceed the costs on virtually any measure.

In conclusion, I request that all corporate members and their respective leaders of the Iowa Business Council, the Iowa Association of Business and Industry, hell, even the Farm Bureau to please join me in donating your time, efforts and treasure to Iowa's Water and Land Legacy (IWILL), an organization that exists for the sole purpose of making the funding for our Trust possible.

I hereby add my and my firm's name to their list of supporters (it is coming with a check), as well as publicly volunteer my personal efforts to this cause I challenge each of you to do the same.

If we come together and make a concerted effort, I believe that we can begin to make a real difference in ultimately making our city and state a cleaner, safer and sustainable environment for Iowa's future generations and neighbors alike.

My conscience dictates that it is past time for me and business leaders throughout Central Iowa and all regions of the state to make ourselves accountable for solutions to this catastrophe. All of Iowa's children's futures depend on it, and I want to look my own in the eyes and be able to say that our generation of leaders was partly responsible for the solution to our environmental crisis. ➤



*Urban.
Rural.
Together.*

Bob Riley
CEO, Riley Resource Group

THE IDEA: Des Moines is a great city because it is connected to every corner of a great state. Over the last 175 years, what has made Des Moines and a few other cities in our state stronger has been the migration of rural populations into urban cities, providing an exceptionally talented workforce, work ethic and educational level, with an innate innovation and curiosity. Our rural and urban fortunes are linked together in a "system" that requires that we depend on each other. We must extend this symbiotic relationship more broadly and deeply throughout Iowa. Our economies depend on each other, and can grow as we work together. Our populations, our cultures, our politics, all depend on all of us working together for common greater good. As we build "Our Iowa the 21st Century Rural and Urban Economy," we will be the example for the rest of the nation, the rest of the world.

Read the full piece at www.makeDMgreater.com

A nighttime photograph of the Des Moines skyline. The city is brightly lit with various colored lights (blue, yellow, red). A large bridge with blue lighting spans a river in the foreground. The lights reflect on the water.

Investing in Iowa's Growth

Next Level Ventures is a venture capital firm which invests in growing companies that are based in Iowa. We typically invest \$1 million to \$4 million for a minority ownership position in later-stage venture situations. Our team is looking for Iowa companies that have the potential to become big opportunities.

We provide capital and strong management expertise to help your company grow. Next Level Ventures is a certified Iowa Innovation Fund, contributing to Iowa's economic development, and proud to be a part of the Iowa business community.

Next Level Ventures portfolio companies

connectivity  DWOLLA  LENDERCLOSE

VIDA  pitchly  igor  meta

 ARCORO  HLT  WebCareHealth  SmartScripts
REGIMEN MANAGEMENT



Farms on fifth

THE IDEA: *Convert a busy downtown street into a linear green park celebrating urban agriculture and people-to-people connections.*

Pat Boddy

Retiring Sustainability Director, RDG Planning & Design

Walking down Fifth Avenue from the new Events Center hotel can feel a little dull. It's an Anywhere USA four-lane street focused on moving traffic. The street fails to reflect our downtown's vibrancy, walkability and opportunity. But it doesn't have to be that way.

Every year, RDG Planning & Design hosts eight to 10 of the nation's top-tier graduate students for a design residency with the goal of addressing a design challenge. In 2015, the students were charged with crafting a vision for the route from the Events Center to Court Avenue District.

What follows is a potential vision for "Farms on Fifth," which would convert a busy downtown Fifth Avenue into a corridor that would address walkability, housing, economic vibrancy, arts, culture, land use and the environment.

The green, park-like Fifth Avenue corridor would contain urban farms that are projected to produce food for up to 50,000 Central Iowa residents and improve stormwater management and water quality, all while providing entrepreneurial opportunities and critical people-to-people connections.

A feasibility study is needed for a realistic assessment of the potential of this project before moving forward, but it's too sweet of an idea to ignore.

I want to help paint the vision for you. Below I imagine the future of Farms on Fifth through the lens of an imaginary future visitor:

I'm from out of town, and my company picked the downtown Des Moines Events Center for its annual meeting. I thought, well, I can finally see what my old college roommate has been talking about. She's a big Des Moines booster. Now I can check it out. The meeting wrapped up at noon on a late spring Friday. I met Laurie in the lobby. One step out the south door and I realized this was going to be fun and different.

Instead of pavement, the street before us was green and germinating. I could smell cilantro and take in lettuces, cabbages, and plants I couldn't identify on rooftops, in hanging baskets, climbing corporate walls. And on the ground, two gently winding paths for bikes and walkers, and a third path, wider and beautifully paved for vehicles. A small family concentrated on harvesting and packaging produce from their farm a half-block away. To my right, three young violinists improvised. It was delightful. "Welcome to Farms on Fifth," said Laurie.

As we crossed the street, I glanced at what I thought was a parking ramp. But it turns out there are small houses where typically you'd see cars. "Amazing!" I said. "Not enough people parked there," said Laurie. "The city talked about tearing it down, but it's now become part of the small-house movement."

"They're beautiful," I said.

"My daughter's friend and her husband live there. She teaches at the downtown school. They love it," said Laurie.

As we continued south on foot, we stopped for an outdoor sculpture garden tour, led by a senior citizen and her able 4-year-old assistant. The nearby senior center houses preschool and child care.

Next, we encountered a pop-up coffee shop. We enjoyed the unexpected lattes. A team of middle-schoolers arrived for a poetry class. As they started their impromptu poetry slam, a crowd wide-ranging in ages and faces quickly gathered. The youngsters were pleased with their reception. And it was well-deserved.

A hub of commercial carts provided a little shopping. I couldn't resist the raw honey the beekeeper had collected from the YMCA roof. Looking up, I took note of the skywalk as well. "It's so green," I said to Laurie "looks like a terrarium in there." "It IS!" she laughed.

We passed one of the natural play areas. I was struck by the many textures used in their creation and the warm, deep tones of many chimes. Sensory gardens, Laurie told me, give everyone a chance to experience this urban oasis.

And that's ultimately what I took away from Farms on Fifth a country dream in the city the best of both worlds. ➤

AN UMBRELLA OF GREEN

Leslie Berckes

Program Development and Innovation Director, Trees Forever

Increase the DSM metro area's tree canopy by 3 percent in the next 30 years. It's a big goal that will cool our cities and help alleviate flooding through green solutions a green way to become more resilient in the face of climate change. A resilient future in the face of climate change will require many solutions in Des Moines. One key piece of the puzzle is green infrastructure, and trees are the superheroes of the green world. Think of tree canopy like an umbrella. This tree canopy umbrella covers us and is what creates a sky full of green when you look up. The more and bigger trees we have, the more stormwater intercepted (think reduced flooding and better water quality), the more cool shade provided (think cooler cities and fewer negative health outcomes from heat), the more wind blocked (think warmer homes and buildings during cold winters), the more carbon sequestered (think about a more resilient climate with reduced carbon). Unfortunately, many of our metro cities are low on tree canopy. Here are the current percentages of tree cover in each city: Ankeny, 9 percent; Clive, 23 percent; Des Moines, 29 percent; Johnston, 19 percent; West Des Moines, 23 percent; Urbandale, 18 percent; Waukee, 10 percent; and Windsor Heights, 31 percent. To grow our tree canopy by 3 percent, for example, would mean that the city of Des Moines and area citizens need to plant 3,000-plus trees per year to reach this goal. And planting is just the start. All the planting in the world doesn't mean anything unless there is a plan to care for those trees so that they reach large mature size. Seeds (acorns, if you will) of ideas are starting and deserve more attention and work. One thing we're working on is a new program called Growing Futures to employ youth to plant and care for trees imagine the next generation of youth growing the next generation of trees.

CREATE A REGIONAL STORMWATER FACILITY

Matt McQuillen

City Manager, City of Clive

The community should create a series of watersheds and/or a regional stormwater utility that encourages planning and resource allocation at the watershed level. A watershed/regional stormwater utility could ensure all communities/jurisdictions/stakeholders within a watershed area are engaged, asked to contribute through a regional stormwater fee, and encouraged to plan together to determine the most cost-effective and efficient initiatives and

projects to lessen the impact of stormwater runoff and increase flood mitigation efforts through the defined area. By focusing on a regional, watershed perspective, resources may be focused upstream to lessen impacts downstream where it may not be as cost-effective to implement solutions.

Big Ideas, Few Words

A few more ideas for NATURAL ENVIRONMENT

PROTECT OUR GREEN GEMS

Brianne Sanchez

Program Officer, Principal Foundation

Sometimes economic development opportunities come at the expense of nature. How can we ensure our natural resources and native plants have a prominent place as Des Moines continues to grow? While I hope that the public golf course continues to thrive for generations, I'd love the city to explore a conservation easement (if there isn't one already) on Waveland Golf Course to protect the property from future development if someday it isn't financially viable as a course. It would be a pity to one day lose the mature oaks and perfect sledding hills in this gorgeous west-side green space. Great cities preserve their parks and protect natural habitats for people to enjoy and creatures to thrive.

HARNESS THE SUN

Jessica Maldonado

Public Affairs Director, PolicyWorks

In today's technology-driven world, energy costs continue to climb as businesses and communities need more energy to power their operations. Utilizing new technology like solar energy plus battery storage, businesses can work to control this critical budget line item and reinvest savings into their employees and company. Greater Des Moines can also embrace electric vehicles and install charging stations powered by solar throughout Central Iowa.

WELCOME TO MY AGRI-HOOD

Suzan Erem

Executive Director,

Sustainable Iowa Land Trust

Across the country, agri-communities or "agri-hoods" are booming because they are a win-win for entire metro regions. Developers are selling bigger houses on smaller lots faster and at a 35-45 percent premium when those houses surround a natural food farm. We can offer a triple win in Iowa when developers donate the farmland itself to Iowa's only agricultural land trust the Sustainable Iowa Land Trust (SILT) and enjoy the state and federal tax benefits available. SILT serves as the expert farm manager building relationships between farmers and neighbors and finding new farmers for the land when necessary. If you can fit a city park, a golf course or a small airport into your planning, you can fit one of these farms. We can feed 200 Iowans per acre, according to ISU's David Swenson, meaning smaller farms using smaller equipment that fits well into growing cities and towns with labor-intensive, direct-to-consumer farming that creates jobs and builds community. The SILT model gives young people access to affordable farmland for the food they want to grow and sell at farmers markets, local restaurants and even wholesale to schools, hospitals and nursing homes. Organic alone grew six times faster than food sales overall in the U.S. in 2017, so we know there's a market, but small farmers can't gain long-term access to land, access that would encourage them to invest in soil and water quality and in their neighbors. This model does all of that and more with farms that increase the supply of local fresh, ripe fruits and vegetables, encourages on-farm educational opportunities, allows more than two crops in Iowa's ag economy, and provides a proven model for developers.

LET'S MAKE DES MOINES...

Prioritize mental health. Maternity leave friendly.

Vibrant. Healthier.

Safer. Uncommon.

Courageous.

Age together.

errors. A leader

Eat healthy.

Strong from the start.

Sidewalkable.

Human centered.

*Reduce medical
for the next gen.*

Exemplary.

Accessible.

Prosperous.



Jami Haberl

Health & Wellness

Faith In Our Future

And a legacy of leadership

For 125 years, Mercy Medical Center – Des Moines has provided high-quality health care with grace, compassion and attention to the needs of the community. This legacy continues, along with our commitment to investing in – and delivering – the most advanced, research-based approaches available. As we look ahead, we have faith in the future of Mercy and the remarkable patients, families and communities we are privileged to serve.



Visit www.MercyDesMoines.org to learn more.



Convenient Access



Breakthrough Treatments



Healthy Communities



Personalized Care

Reduce medical errors

Des Moines has a vibrant medical community with many capable doctors, clinics and hospitals. Accordingly, it could become a model for the entire state and the country by instituting transparency and safe care practices to reduce medical errors. But first we need to break through the status quo bias and recognize that safety in medical care in Des Moines (and Iowa) needs improvement.

Medical errors are events of health care-induced harm and death, most often involving basic human and system errors. There is currently no mandatory reporting system for medical errors in Iowa and no centralized and effective way for patients to research their doctor or hospital before choosing to receive care.

Why is this acceptable? Rigorous safety reporting is required by airlines, yet when we are at our most vulnerable because of illness, we have no way to determine which provider has the best safety record. Why should we feel safer boarding an airplane than walking into a hospital or clinic?

Our recent Iowa study revealed that roughly 1 in 5 Iowans (20 percent) have experienced medical errors in their treatment, or the treatment of others close to them, within the last five years.

To illustrate this, consider that the Des Moines metro

population is approximately 683,000. If all residents seek medical care during a five-year period, statistically about 137,000 patients could experience medical errors.

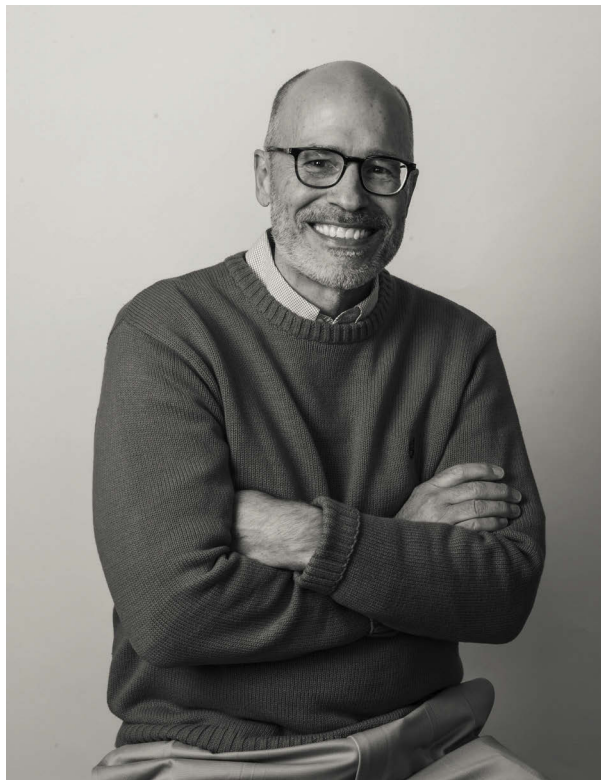
Additionally, our study showed up to 60 percent of those errors could have serious consequences.

The study further disclosed that 60 percent of those who experienced a medical error were not told by their provider that an error occurred. An overwhelming 90 percent of respondents said health care providers should be required to inform a patient when an error occurs, and 93 percent agreed that the public should have access to medical error information.

The Des Moines medical community should heed these concerns, adopt policies notifying patients of any medical error and report that error to a centralized information repository. By shining a light on this important health crisis, errors can be examined and reduced by implementing processes that minimize them. Pretending they don't happen benefits no one.

Patients want to trust their doctors and hospitals, and transparency is a huge factor in promoting that

trust. Everyone understands that accidents happen. We are all human. However, when medical errors happen frequently,



THE IDEA: *Radically change and improve how health care is safely delivered to Iowans, by embracing three bold approaches to ensure we have reporting, transparency and accountability when medical care is delivered to our citizens.*

David P. Lind
President, Heartland Health Research Institute

insurance companies unknowingly pay for the resulting complications.

Therefore, health insurance premiums continue to rise and everyone suffers – not just the patient harmed by the medical error. Some say this issue is just too hard to tackle. But if we don't begin, all Iowans will continue to suffer one way or another.

Here is a three-pronged approach to consider. Des Moines can become “greater” by serving as the example for an eventual state-based infrastructure that implements three approaches:

1. Initiate mandatory – not just voluntary – provider reporting of medical errors. State mandatory compliance will require legislative action and approval by our governor. Safety of our citizens should not be viewed through a partisan lens.

2. Create a simple and secure third-party central repository for patient reporting of medical errors that augments provider reporting and may determine whether the medical care is properly billable. The repository could be established and operated through a joint public-private collaboration operated by an independent organization. This radical thinking is actually quite logical. Do we pay for damaged products elsewhere without requesting a refund? We don't. Why should health care be an exception?

3. Insurance companies in Iowa can implement initiatives to ensure their clients are safe while obtaining care in the Des Moines area (and beyond). This can be done by developing an ongoing, independent, randomized-sampling process to survey insured patients (and family members) who recently obtained care. Critical insight into the prevalence and types of medical errors that occur would allow for future improvements. Success must be defined and tracked. As major purchasers, area employers can insist their insurers promote safe care in this way.

Public dissemination of results is paramount to moving transparency efforts forward. These approaches are not intended to shame medical providers, but rather to provide a means for all providers to learn from patients and institute changes to prevent future errors. Radically improving patient safety requires meaningful collaboration between providers and patients and between hospitals and the communities they serve.

I believe the Des Moines medical community genuinely cares about their patients. So why not give their constituency what they want – a model of transparency and safety? Be bold, Des Moines, and lead the way into greatness!

>

A NEW FUND FOR MATERNITY LEAVE & EARLY CHILDHOOD EDUCATION

Chris LoRang

Owner, Capital Chiropractic & Rehabilitation Center

THE IDEA: One of the issues that I continue to hear is a big problem is lack of maternity/paternity leave and cost of early childhood education/child care. We have seen states legalize recreational marijuana with significant success and with significant tax dollars generated. I propose that the state of Iowa should legalize recreational marijuana and should use tax dollars generated from that to directly fund a comprehensive early childhood education/child care system from 0 to 4 years of age. In addition, the funds could be used to support a proper six-to 12-month maternity/paternity leave program for new mothers and fathers. Many other industrialized nations have systems like this that are the envy of the world.

Generational integration: Growing together

Brent Willett

President & CEO, Iowa Health Care Association



THE IDEA: For the better part of the last decade, Des Moines has been on the sort of enviable trajectory very few cities in America find themselves on: a metro that is attracting and retaining not just loads of young people, but throngs of the young and the old. In the most age-segregated era in human history, Des Moines can reap the socioeconomic rewards of age integration by focusing on two areas of enormous near-term potential: age-integrated housing and multigenerational day care programming. Targeted tax incentives and zoning considerations by city and county officials to encourage multigenerational housing development would help mitigate the downside risk presented by a current lack of data necessary for developers to proceed with such a project. Intergenerational day care has been picking up steam in pockets of the country, and features programs that feature adult care programs for seniors as well as child care programs in one center and combines activities for both generations throughout the day.

Read the full piece at www.makeDMgreater.com



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The future prosperity of Greater Des Moines depends on having happy and healthy citizens to lead it. Environments that are conducive to active lifestyles are key. The bike trails, parks and recreational areas our region boasts are – no doubt – great. But to make active living opportunities in the metro even greater, we must first ensure that basic walkability needs within neighborhoods are met.

We cannot connect city to city or region to region if the footpaths in our communities are in disrepair. Or if there are no sidewalks for children to walk to school. Or if walking routes are not accessible to the elderly or people with disabilities. Or if the only way to access a bus stop is by walking on a busy street.

Our region must make safe, walkable routes for its citizens a priority. The cities of Greater Des Moines should implement policies that allow businesses or residential property owners who repair, replace or build sidewalks to receive reimbursement, up to 100 percent, from the municipal government.

Greater Des Moines often looks to larger metropolises for inspiration and ideas to improve, but West Union, a town of 2,400 tucked into Iowa's northeast corner, has made policy and infrastructure changes to promote walkability that our region can learn from, such as their Sidewalk Replacement/Construction Program.

The city of West Union offers 100 percent reimbursement, up to \$1,500, for concrete and rebar when a citizen replaces or constructs a sidewalk on their property. The only thing required is a simple application. Commercial properties are also eligible for a 50 percent reimbursement. Property owners are still responsible for labor and tax.

The program has been on city books since 2013, but at that time only offered partial reimbursement. A few years later the city moved to 100 percent reimbursement rates for residential property owners, and since then West Union has seen about a dozen applications annually. The program is funded through a 1 percent utility franchise fee. The fee replaces the 1 percent local option sales tax that utility customers were already paying on their utility bills, so the program comes with no additional cost to West Union citizens.

Sidewalk reimbursement programs motivate individual property owners and businesses alike to do their part in securing safe and walkable routes in their communities and neighborhoods. Cities should seek creative funding opportunities, like through franchise fees in West Union, or simply make it a priority in their overall budget, as other cities, like Cedar Rapids and Sioux Center, have demonstrated.

The city of Cedar Rapids sees about 400 applications for reimbursement – at 35 percent, up to \$1,000 – per year. They started the program in 2014 when the Cedar Rapids City Council formally adopted the Complete Streets Policy, the Complete Streets Design Standards and the Sidewalk Master Plan. Last fall, Sioux Center increased their reimbursement rate from \$1.75 to \$2.50 per square foot to encourage more citizens to take advantage of their program, which had been in place since 2006. In FY 2017, the city reimbursed \$2,400 in sidewalk costs. In FY 2018, after making the rate increase, Sioux Center reimbursed \$18,000 through the replacement program.

As Greater Des Moines continues to grow and develop, there has been an increased focus on how our built environment affects our overall wellness. Walkable communities are physically, mentally and socially healthier communities. Complete Streets policies have been adopted and new neighborhoods are being designed so that citizens can more easily walk or bike to the store or entertainment options, rather than hopping in a car.

Yet with an eye on the future, we can't forget about the past. The citizens who live in our existing neighborhoods also need safe routes to get to work, school or recreational opportunities on foot. Take a walk around a neighborhood and you'll find uneven terrain, no safe ways to cross a street and sidewalks that lead to nowhere. Perhaps to make the walkability of our region greater, we need to first take a step back before we can take a step forward.

Let's give our property owners – commercial and residential – the motivation and resources to make all of Greater Des Moines a more walkable and equitable place to call home. ➤



Sidewalkable cities

THE IDEA: *Cities should implement sidewalk reimbursement policies that allow businesses and/or residential property owners who repair, replace or build sidewalks to receive up to 100 percent reimbursement from the municipal government.*

Jami Haberl
Executive Director,
Iowa Healthiest State Initiative

Stop trying to outrun a bad diet

Laura Jackson
EVP of Health Care Innovation and Business
Development, Wellmark Blue Cross and Blue Shield



THE IDEA: As Americans, we have a love affair with food and technology that provide convenience – all amazing advances in our lifetime. As a result, our communities' environments and our subsequent behaviors lead to lifestyle-created chronic conditions, which are on the rise. Iowans are more obese than ever before and our kids are developing these same conditions at younger ages. Imagine a Greater Des Moines where every citizen, every day: Ate 5 fruits and vegetables; used 2 hours or less of recreational screen time (If you use a computer at work, take breaks, stand and stretch often); engaged in at least 1 hour of physical activity; drank 0 sugary drinks and instead focused on drinking half their body weight in ounces of water. This could change our health and our lives for the better.

Read the full piece at www.makeDMgreater.com

A COALITION FOR CHILDREN'S MENTAL HEALTH

David Stark
President & CEO, UnityPoint Health

THE IDEA: We should create a multi-organization coalition that develops and is responsible for the entire spectrum of mental health services for children. This would include existing health care organizations, insurance companies, schools, county and state government, individual providers, and families for governance, funding and ownership. There should be a strong philanthropic component to this effort. The benefits will be a better coordinated system of prevention, early intervention and access for all kids for the spectrum of mental health services. Ultimately this will lead to healthier communities and have a generational impact on Greater Des Moines.

1 IN 9 IOWANS ARE IMPACTED BY FOOD INSECURITY.

FOOD IS CRUCIAL TO EVERYDAY LIFE.

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Volunteer or donate today.



FOODBANK
OF IOWA

from 1983...

A BRIEF HISTORY OF BPC

1976

Connie Wimer buys **Iowa Title Co.** and soon computerizes the operation to ensure a faster and more efficient process for clients. Iowa Title becomes the leader in Greater Des Moines.

1979

The building at 516 Third St. is purchased to house the growing Iowa Title. It would also serve as the first home of the Business Record.

1981

The Des Moines Daily Record, a Polk County legal publication, is purchased to control and speed up the information needed for Iowa Title to be more efficient. However, county judges decided the publication of bankruptcies and other county legal news was no longer needed, leaving Wimer no revenue but 18 years of contract payments. "I used my fear and belief in the need for a local business paper together and came up with the Business Record," Wimer recalls.

1983

Late in the year, the **Des Moines Business Record publishes for the first time.** There is a general manager serving as editor and contributing writers and three local columnists. There is no full-time writing staff. "I had no publishing education or experience," Wimer says. "I just believed that Des Moines needed a paper that wrote about local businesses, both large and small." To learn more, Wimer seeks to become a member of the Alliance of Area Business Publications. The group turns her down. She instead seeks to attend one of their meetings as a nonmember, and the group agrees. "I've never worked harder than I did at that meeting. ... I came home and applied what I had learned." Six months later, she reapplied and was admitted.

1983

Wimer purchases the **Skywalker**, a semimonthly downtown publication. Publication increases to once a week.

1985

Wimer renames Skywalker to **Cityview**, and the Business Record becomes a member of **AABP**.

1986

The first Greater Des Moines Visitors Guide, now **Catch Des Moines**, is published.

1987

Business Record and Cityview staffs move into the **Depot at Fourth** from 516 Third St. It was the former Rock Island depot that had been vacant for 17 years. BPC starts publishing economic development guides for the city and suburbs.

1989

Wimer serves as the **first female president of AABP**.

1990

The Book of Lists debuts.

1991

The first newsletter, the **Midday Record**, is sent by fax for free once a day.

1993

The Business Record marks 10 years of success.

The 1993 floods bring 18 inches of water into the Depot. The staff moves back to the building at 516 Third St. for several months.

...to 2018

A BRIEF HISTORY OF BPC

1994

The newsletter goes to a paid subscription format called the **Business Daily**.

1995

The Business Record begins surveying readers for the annual **Best of Des Moines** issue.

1999

The Business Record publishes the **Commercial Real Estate Guide** on a quarterly basis.

2000

The Business Record starts **Forty Under 40 and Women of Influence** to recognize deserving Greater Des Moines residents. "I could see how hard [young people] were working, so I thought they need to be recognized," recalls Wimer. "And one of the great, great stories is, a number of years ago, I was introduced to a young black woman. She said, I was in the class of such and such and that changed my life. She said, 'The moment people knew that I was chosen for that, they treated me differently.'" As for Women of Influence, Wimer says she felt women's contributions were being overlooked since many at the time had been volunteers or philanthropists and not in business.

2003

dsm Magazine debuts in April.

The newsletter converts to a free e-newsletter called Business Record Daily.

2007

Wimer sells Business Publications in October.

2010

Wimer repurchases the business in October.

2011

The Business Record Daily turns into two e-newsletters, **the AM Daily and the PM Daily**. The first Brag Book, titled "In the Spotlight," publishes.

2012

BPC publishes the first issue of **ia Magazine**, a statewide publication.

2013

InnovationIOWA magazine launches, as does a weekly e-newsletter for women in leadership and business, **LIFT Iowa**.

2017

Seeing more needs emerge, BPC develops several new publications & a new division.

InnovationIOWA, a weekly e-newsletter focusing on tech and innovation launches.

"Lifting the Veil," a custom publication focusing on mental health awareness publishes.

WriteBrain, a new division of BPC, begins.

2018

The Business Record celebrates 35 years of success, currently publishing 35 print and digital products – each one filling a need in the community. "I always say to young people mistakes aren't fatal if you don't repeat them. We still to this day are trying to make every issue and every event better than the one before," Wimer says.

LET'S CELEBRATE *35 YEARS* Business Record

GREATER
| BUSINESS RECORD 35TH ANNIVERSARY



KIND. PROTECTIVE.
EASY TO RELATE TO.
KIND OF LIKE
YOUR DOG,

WITHOUT THE
POOPER
scooper



WE'RE YOUR BOTTOM LINE'S BEST FRIEND

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This kind of coverage will leave your tail wagging.

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HOLMES MURPHY.

Thank you for a beautiful 35 years

This magazine – which is celebrating 35 years of publishing the Business Record – will be history to many of our newer readers, but it will contain nostalgic memories for some of our longtime readers. In the magazine you'll find two sides – one commemorating the lessons learned from important events of the past and one looking to the future with an eye on lifting up ideas and ways we can make Des Moines GREATER.

I have two main lessons I've gleaned from our 35 years publishing the Business Record.

The first lesson is how necessary and valuable perseverance is. My early experience in developing the Business Record was painful and costly. We lost money for the first three or four years while the community learned the value of a business newspaper and I learned the lessons of publishing. In the early days, working toward making it profitable, I didn't dream that it would one day have the impact that it has today.

Perseverance is evident in the growth and development of this region as well.

I came to Des Moines in the early '50s and immediately fell in love with the city. I look back and realize how ugly downtown was – but the people were beautiful, friendly, smart and progressive.

In those days no one bragged about being from Des Moines – quite the contrary. People were actually sort of embarrassed to talk about their home city.

In the early '80s, when the Business Record was born, things had just started to change. It has taken a long time, but through hard work and community perseverance we are now so proud to say we are from Des Moines.

The art and architecture in the city have grown exponentially – it is truly a beautiful city now. And the people are more beautiful, friendly, smart and definitely more progressive.

It has taken many years and many leaders and many ideas and lots of money, but Des Moines has arrived on the national scene.

The great news is that those early leaders and philanthropists were good mentors. We have an amazing group of young people, many who are starting to give back earlier and earlier in their careers.

And that's the second lesson. Through the years, leaders in this community have always held a concern that nobody would be ready to step in and fill their shoes. But the fact is, the leaders of tomorrow are, as they have time and time again, already stepping up and already well on their way to making Des Moines Greater.

I want to take this opportunity to thank those early leaders, as well as our current leaders, who continue the process of mentoring and setting the example of thinking outside the box, of thinking big, of giving back with time and money to make Des Moines a truly wonderful place to live and work.

If you are a member, thank you. If you are an advertiser, thank you. If you are a sponsor, thank you. If you are one of the fabulous staff members who work to make each issue better than the last, thank you.

Together, we have changed the face and success of Des Moines. Here's to the next fabulous 35 years!



Connie Wimer

Chairman, Business Publications Corporation

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BusinessRecord

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Dear Readers:

If you're wondering why we focused on certain events included in these pages, please know that choosing just 35 milestones from the last three and a half decades proved daunting. Our readers offered hundreds of possibilities; some overlapped and easily made the list. In the end, we relied on your input and then the judgment and expertise of our talented news staff. Along with you, we've witnessed the last 35 years. We're delighted to preserve a snapshot of the lessons, people and news that shaped Greater Des Moines.

Sincerely,

The Business Record Newsroom

FLIP THE MAGAZINE ...

TO READ THE IDEAS THAT WILL MAKE DES MOINES
GREATER

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Hubbell Realty Company is a full-service real estate development company with its roots in Central Iowa, Iowa, with additional operations in Sioux Falls, S.D. and Vero Beach, Florida. Founded in 1856, we are one of the oldest and most seasoned development firms in the Midwest. Hubbell provides a full range of services including commercial construction, home building, development services, property management and brokerage. In addition to real estate professionals, Hubbell associates are dedicated to making a difference in the communities we serve through philanthropic efforts and volunteerism.

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Rick Tollakson
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Formed in 1994, **The Iowa Clinic** is the largest independent, physician-owned multi-specialty group in the Des Moines community with more than 250 physicians and healthcare providers practicing in 42 specialties. The primary location is a 170,000 square foot state of the art medical facility located in West Des Moines. Additionally they have seven other clinic sites throughout the Des Moines Metropolitan area as well as numerous outreach clinics in rural areas. The Clinic serves a population base of 1.1 million patients averaging 420,000 visits per year.

CATCH **DES MOINES**

As the marketing engine that helps drive economic growth by bringing visitors to Greater Des Moines, one of the biggest challenges that we deal with at **Catch Des Moines** is perception. Our research shows that most people unfamiliar with Des Moines either have preconceived notions about who we are or are unaware of the progressive community we have become. Well, over the past 15 years, nothing has helped to change that narrative more than the revitalization of our downtown core.

It's success and growth has not only enhanced downtown Des Moines, but has had an impact that is felt throughout all of our surrounding communities and suburbs as well. Whether it's the Sculpture Park, Downtown Farmer's Market, James Beard nominees, off-Broadway shows, or our bubbling craft beer scene, our authenticity is rooted in the nature of our people, which makes every experience ring true. Our downtown core is just that; the heartbeat of our collective communities that helps change those perceptions through surprise and discovery.



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McKee, Voorhees & Sease, PLC (MVS) is Iowa's oldest and largest boutique intellectual property law firm, helping clients protect their intellectual property rights through patents, trademarks, copyrights, regulatory, licensing, and litigation, both domestically and internationally since 1924. The attorneys at MVS are skilled in all areas of technology including chemistry, biotechnology, pharmaceutical sciences as well mechanical, electrical, computer, industrial and aerospace engineering, among others. Many attorneys within the firm have advanced degrees in science in addition to their law degree.



Since 2004, **Bravo Greater Des Moines** has been a critical partner in leveraging community resources to maximize impact of arts, culture, and heritage to advance regional priorities. Funded almost entirely by hotel/motel tax revenues generously contributed by seventeen local government partners, Bravo makes strategic investments in local arts organizations, programs and projects that make vital contributions to the region's vibrant quality of life and economic strength, elevating the region's cultural landscape.



JPMorgan Chase is a leading global financial institution, with a history dating back more than 200 years. Currently we have assets of \$2.6 trillion dollars with a presence in over 100 markets and more than 250,000 employees. In Commercial Banking, we provide tailored financial solutions including credit and financing, treasury and merchant services, international banking and real estate services to clients including early stage and midsize companies, corporations, institutions, governments and real estate investors. We are leading the way through our commitment to technology and innovation, transforming the way we do business and empowering the clients and communities we serve.

Workforce & Education



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CEO

Downtown Core



Greg Edwards
President & CEO

Innovation



Heidi Nebel
Managing Member

Arts & Culture



Sally Dix
Executive Director

Regional Governance



Chad Schaller
Executive Director

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MidAmerican Energy is leading the revolution of Iowa's energy landscape, helping to make it the nation's leader in the percentage of electric generation coming from wind. More than half of the energy used by MidAmerican Energy customers in 2017 came from renewable energy. That plays a critical role in keeping rates in Iowa among the lowest in the country – and in giving Iowa a competitive advantage in attracting and retaining businesses. Delivering clean, reliable and affordable energy is another way MidAmerican Energy is obsessively, relentlessly at your service.



Wells Fargo in Iowa provides financial services from 61 community bank branches and employs approximately 16,000 team members throughout the state. Wells Fargo & Company (NYSE: WFC) is a diversified, community-based financial services company with \$1.9 trillion in assets. Wells Fargo's vision is to satisfy our customers' financial needs and help them succeed financially. Founded in 1852 and headquartered in San Francisco, Wells Fargo provides banking, investment and mortgage products and services, as well as consumer and commercial finance, through 7,950 locations, 13,000 ATMs, the internet (wellsfargo.com) and mobile banking, and has offices in 37 countries and territories to support customers who conduct business in the global economy. With approximately 262,000 team members, Wells Fargo serves one in three households in the United States. Wells Fargo & Company was ranked No. 26 on Fortune's 2018 rankings of America's largest corporations. News, insights and perspectives from Wells Fargo are also available at Wells Fargo Stories. In Iowa in 2017, Wells Fargo and its team members contributed \$9.6 million to nonprofits throughout the state, and team members contributed more than 210,000 hours with nonprofits, schools and community organizations.



Dana Ramundt founded **The Dana Company** in 1989. This independent insurance agency focuses on building relationships with both insurance companies and clients who have an interest in doing business with people they know, trust and can depend on when the situation dictates. Dana's efforts have developed into an organization serving over 6,000 clients in 28 states with over 40 insurance companies and an incredible team of 30 of the most dedicated insurance professionals in the business. With the professional service of its staff, the insurance companies they use to place coverage, and a perpetuation plan in place to remain local, The Dana Company is poised and ready for the next 30 years.



SEE OUR IMPACT

Since 1996, **Prairie Meadows** and the **Polk County Board of Supervisors** have partnered to enhance the quality of life for Polk County residents. Through this unique venture, nearly \$25 million a year is invested in the community to help fund programs, infrastructure, education and community services that improve the lives of those who live and work here. From funding important programs such as ChildServe that improves the well-being of area children to projects such as the Wellmark YMCA pool and Des Moines' Downtown Farmers' Market, our priority is to build a stronger Polk County, together.



Mercy Medical Center – Des Moines delivers the highest-quality, most advanced health care to the communities we serve – just as we have for the past 125 years. Founded by the Sisters of Mercy and inspired by their spirit of faith, hope and healing, Mercy operates four not-for-profit Catholic hospital campuses, along with more than 20 additional locations that house more than 50 primary care, pediatric, internal medicine and specialty clinics. A member of Mercy Health Network, we are one of the largest employers in Iowa.

Economic Development



Adam Wright
CEO

Social Capital



Marta Codina
President

Infrastructure



Dana Ramundt
Chairman of the Board

Natural Environment

Health & Wellness



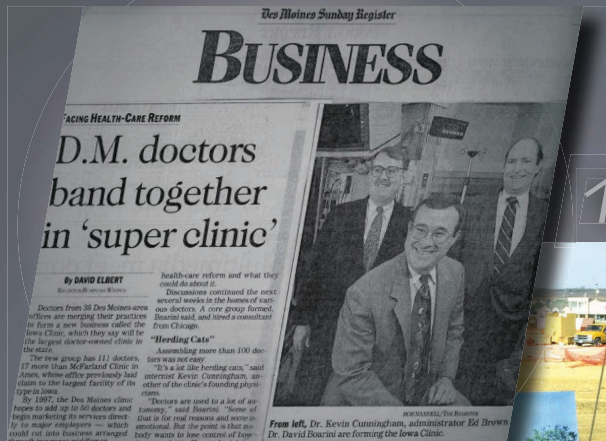
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President



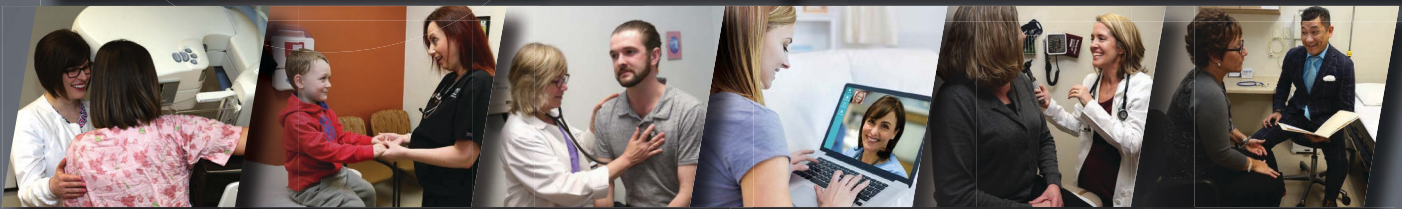
WORKFORCE & EDUCATION



THE IOWA
CLINIC®



1994-2019



25

In 1994, a group of Des Moines physicians came together to try and do business differently. Our vision was to create a physician-owned, physician-governed clinic that would allow us to keep the patient at the forefront of every decision.

We started this venture with 78 physicians and 20 medical specialties. Today we are proud to be the largest physician owned multi-specialty group in the community with more than 250 physicians and healthcare providers practicing in 40+ specialties.

For nearly 25 years, above all else, our focus has been on putting the patient first. While the future of healthcare is ever-changing, this deep-rooted cultural value is not. We believe the patient-physician relationship will always be a critical aspect of receiving high-quality healthcare services. That's what we've always offered at The Iowa Clinic, and that's what we'll continue to offer for the next 25 years.

We look forward to dedicating our lives to taking of yours for the next 25 years.

iowaclinic.com



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BUSINESSES, SCHOOLS PARTNER TO BUILD WORKFORCE

BY JOE GARDYASZ

Greater Des Moines schools have increasingly partnered with the business community as leaders within both systems have recognized the benefits of better preparing students for the world of work.

The innovative Waukee Aspiring Professional Experience (APEX) program, for instance, has been a model for school districts striving to better connect students with local professionals. The program, now in its fifth year, inspired development of the Waukee Innovation and Learning Center at the high school in 2017; more than 400 Greater Des Moines businesses are connected to the program.

At the same time, pre-apprenticeship and apprenticeship opportunities have also grown for students seeking career paths outside of the four-year college model. Programs encouraging students to prepare for careers in science, technology, engineering and math (STEM) fields have gone from nearly nonexistent a decade ago to prevalent today.

The business community and nonprofits have also worked closely with the schools over the years to provide opportunities for minority students and for kids in low-income neighborhoods. Programs such as Junior Achievement have provided exposure for thousands of students to Greater Des Moines businesses and career opportunities.

Efforts such as the Future Ready Iowa Alliance seek to coordinate initiatives to boost the percentage of Iowa workers who attain postsecondary education or training. The alliance's goal is for at least 70 percent of Iowa's workforce to have education or training beyond high school by 2025, to address an increasing shortage of people ready to enter highly technical fields.



“As an educator, if we are committed to supporting student success in every way, it has to also include opportunities to explore, connect and learn from our workforce community. Students will one day become a part of our workforce, so it is essential that the school be the agent for those connections to support equitable learning opportunities for all students. When thinking about school and business partnerships, the only way this works successfully is if there is value reciprocated to both sides. ... In our model, we have found a balance for both educators and business partners, and that in turn has allowed our program to thrive.”

Michelle Hill
director, Waukee APEX

What's the future like in your dreams?

It's different for all of us. So, let's sit down one-on-one and plan for the future you've always dreamed of.

You talk and we'll listen – face-to-face, the way we've done it for more than 75 years.



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DMACC BECOMES A REGIONAL WORKFORCE DEVELOPMENT POWERHOUSE

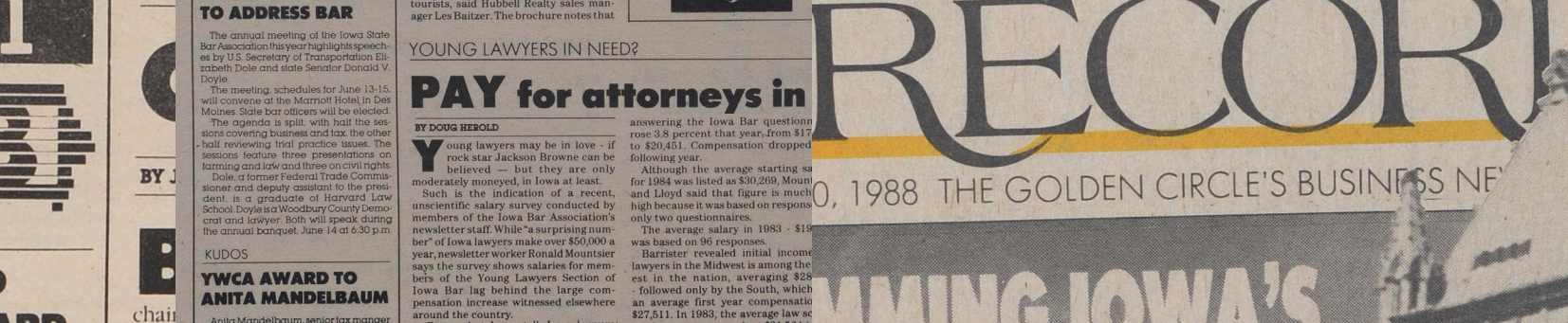
BY JOE GARDYASZ

In 1983, Des Moines Area Community College was still younger than the majority of its students but had already grown to four campuses — Ankeny, Boone, Carroll and Urban — each serving a unique set of community needs, while simultaneously working together to support DMACC’s mission of widening access to education for students and helping to power growth for businesses.

In the mid-1980s, DMACC had intensified its job-training efforts with the creation of the Economic Development Group, the forerunner of DMACC Business Resources, which has provided training to thousands of employees and has helped growth for dozens of companies. Over the past 35 years, DMACC has grown from a metro-focused vocational and technical learning center to become Iowa’s largest community college, serving 11 counties and 75,000 credit and noncredit students annually on six campus locations and five learning centers.

“DMACC’s success lies in the fact that we have advisory committees for each program that are made up of the business leaders who hire students from those programs. And, our best students are often recruited by the businesses, sent to our programs, and hired as part-time employees while they are studying. Accumold and Shazam are two of our best examples. They have built an employee pipeline that is exceptional and an Iowa ‘best practice.’ ”

Rob Denson
president, Des Moines Area Community College



MANUFACTURERS TOOK A BEATING DURING GREAT RECESSION

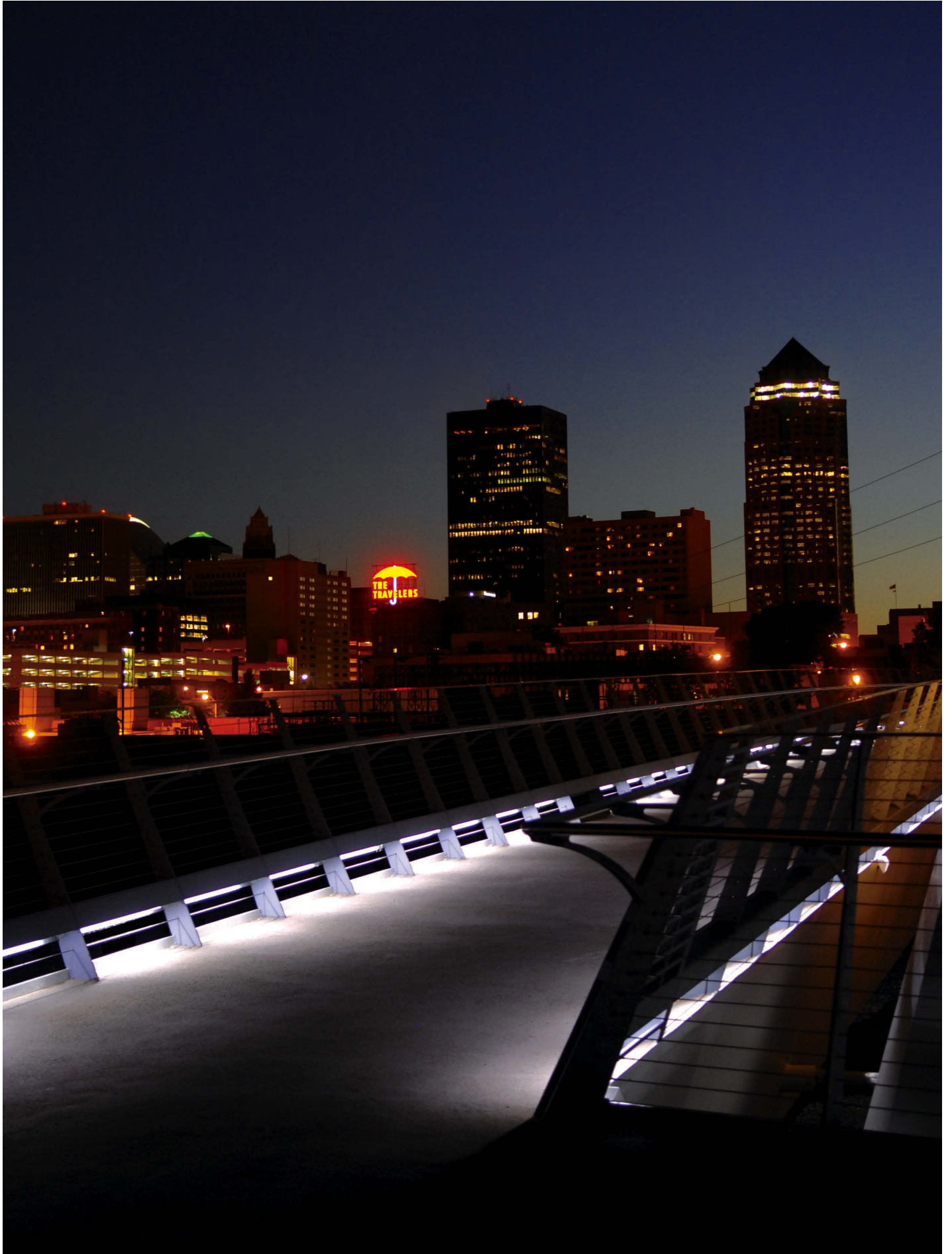
BY JOE GARDYASZ

One of Iowa's top economic sectors, manufacturing, bore the brunt of the Great Recession as consumers and businesses alike held off on capital expenditures.

Iowa manufacturers shed about 21,600 jobs during the height of the recession from late 2008 to late 2009, heightening the longer-term trend of a shrinking manufacturing base. By July 2009, Iowa had about 198,200 manufacturing jobs, compared with 254,300 a decade earlier. As of September 2018, the state's manufacturing workforce had bounced back to nearly 226,000 workers, nearly reaching its pre-recession peak from 2008.

Across all business sectors, the Greater Des Moines economy was generally less affected by the Great Recession than many other areas of the country because its government, financial services and health care sectors tended to keep volatility in check during both growth and downturns.





GREATER DES MOINES TRANSITIONS INTO GLOBAL INSURANCE HUB

BY JOE GARDYASZ

Greater Des Moines' long history as one of the nation's largest insurance and financial services hubs has been further solidified over the past 35 years with the tremendous growth in the insurance businesses that are based in Central Iowa, and it has gained a reputation as a global hub for the industry.

One of the biggest milestones over the past 3½ decades was the conversion of Principal Financial Group from a mutual insurance company to a publicly traded company with its initial public offering in October 2001. The Fortune 500 company operates with a global presence as a major player in the insurance and financial services world, with assets under management of nearly \$667 billion as of mid-2018. Principal has doubled down on its investments in Greater Des Moines over the decades, with multimillion-dollar investments in its headquarters, the Principal Riverwalk and major event sponsorships such as the Principal Charity Classic.

Greater Des Moines is home to more than 80 insurance and financial services businesses,

and these companies have made significant investments in facilities, people and capital in Central Iowa as they've contributed to the growth of the region. Wells Fargo, Athene USA, Nationwide, American Equity Investment Life Holdings, Voya, American Republic, FBL Financial Group and EMC Insurance Cos., just to name a few, are among some of the top employers in Central Iowa. The metro area's finance-insurance sector represents an annual payroll of about \$3 billion.

The emergence of insurance technology companies has been energized in the region by the development of the Global Insurance Accelerator, which in 2014 began hosting startup technology companies from across the country and the world. Complementing that effort is the Global Insurance Symposium, which has welcomed more than 1,600 attendees from 10 countries since its launch in 2014.

quarters in Capital... had offices in Des Moines. The Des Moines... administrative headquarters... Dodge, Iowa Falls... C. Hanson, administrative... Moines group... "will allow us to... on one floor... ample space to accom... We look forward... this new downtown.

SING

State Department of... planning number of... the state in 1982, the... statistical analysis has... were 65 suicides... 24 years old or under... ages among children... ing adolescents 15-19... among young adults

this age group in the... percent between 1970... to a suicide increase

The buyers include Miller, Alan Zuchart, president Alan Plan, Owen Newlin, vice-president Pioneer Hi-Bred International, Bob Maddox, president Allied Construction Service, Inc., Harold Carpenter, president Superior Gas Ltd., Bill Knapp, chair Iowa Realty, Ed Roth, former chair, Statesman Group Inc., and John Grubb, president John R. Grubb, Inc.

The investors purchased 101,000 shares of stock—70% of the 144,000 shares outstanding—from the Chase Trusts for \$14.4 million, Miller said.

Investors Miller, Zuchart, Newlin and Carpenter currently hold stock in the bank, Miller said. Miller, Zuchart and Carpenter are also directors of the bank.

MORTGAGE REPORT

LENDING action briskly during summer

BY PATRICIA KINLEY

The new investment application with... in Chicago to form... company to be c... Miller said West... intend to purcha...

West Des Moines million in deposits... West Bank Corp... holding company... other 90 sharehol... said

Of those stock outside the cour... the bank will c... ownership and... emphasis on loc... small business ow...

12-5-11

12-5-11 A SUCCESSOR MEN ELECTED D GROUP'S BOARD

Four Des Moines men were among 11... Iowa elected last week to the... of directors of the Iowa Association... Business and Industry... The association will replace the Iowa... mutuality Association starting Jan. 1... The new board members will join the... members of the IBA board who are... ing retained in the new organization... elected to the new board from Des... men were Harry Benson, president... chairman, Peiser Corporation, in... Ryan, president, Ryan Companies... d Thomas V. Utter, president and... executive officer, Pioneer Hi-Bred... tional.

The average lo... \$71,061.35, up 6... Linda Reade is pol... Polk County's new...

From torts, Linda navigates new world

By Jackie King

By her own account, a... Attorney Linda Reade... through research she c... biology student. Instead... into a new job as a Polk... swimming through pol... listening not to ocean s... of attorneys who are...

The South Dakota... her science career, wa... Terry Barnstad on June... Polk County District Ju... after he retires Aug. 2... to the \$82,500-a-year jo... When Reade takes i... 1980 Drake University...

RECORD

DES MOINES' BUSINESS PARTNER

FORMER DIRECTOR ALLEGES FRAUD

CASEY'S chain

BY JOHN MORRISSEY

barely a month after its first public... stock offering was marketed, a Des... Moines-based convenience store... chain faces a multi-million dollar lawsuit that... could ultimately force dissolution of the... company.

The suit, filed by former director and... stockholder Merle E. Newman, seeks \$9.75... million in actual and punitive damages from... Casey's General Stores, Inc., and two of its... officers.

In his suit, Newman alleges he was forced... out as an employee, officer and director of... Casey's in early 1982 by company president... Donald Lambert.

Newman also claims he signed away his... stock in the company for about \$5 million less... than it was worth... Newman has asked the Polk County District... Court to dissolve Casey's General Stores... appoint a receiver to distribute its assets and...

award him nearly \$10 million... Newman has also asked... to solve a general partner... Lambert, Walter Carlson... of Casey's, and former s... Fish.

That partnership owns the... firm's corporate office... N.E. Broadway Ave... The 13-page suit alleges... and Casey's are guilty of... breach of fiduciary duty... breach of fiduciary duty...

Casey's General Stores... convenience stores in... states, including Iowa... The firm owns 172 stor... 216 franchised outlets...

Net sales for the fiscal y... totaled \$188 million, up fr... 1982. Net sales in 1979 w... The Newman suit was... referred to as his "termin... According to court docum...

OFFICE DES & EQUIPME

BUSINE RECORD

NOV. 14-20, 1988 THE GOLDEN CIRCLE'S BUSINESS NF

STEMMING IOWA'S

What do you think will be the greatest change in the way we all do business in the year

2003?

Marvin Mazze
PRESIDENT, PRISTAR BANK DES MOINES
Expecting the unexpected will be routine, the response. "Those who don't won't be around."

Kent T. Zimmerman
PRESIDENT, ZIMMERMAN, LAURENT & NEWCOMB, INC.
The accelerated almost instantaneous ability to communicate—video, voice and data will make global competition local. This will have a profound impact on every business from education to research, from marketing to manufacturing and retailing.

Bill Maurer
OWNER, HILLTOP MAINTENANCE SERVICES
Bill Beardsley, if he's still around.

Liz Newell
PRESIDENT, CHIEF EXECUTIVE OFFICER, HUSKINER, INC.
The trend towards a personalized economy has already begun. However, 20 years from now, American business will be functioning in this highly customized, personalized economy or they may become extinct. Businesses will be selling more goods to fewer people allowing for more efficiency and more profitability.

Harlan D. Hockenberry
PARTNER, DAVIS, HOCKENBERRY, WINE, BROWN, KOSOVA & ASSOCIATES, P.A.
with this goal and the adaptations business and industry will be instituting as they respond to the needs of our fragile environment.

Charlene Bell
PSYCHOLOGIST
Electronics and communications in every aspect of our lives. Technology will redesign. Nothing will remain static. We will be in an information economy in a global marketplace. This will result in new definitions for work, careers, employment and education. Job security will no longer exist. Success will depend upon innovation, creativity and flexibility.

Patricia
USE OF NEW TECHNOLOGY
This will allow us to deliver services through the technology. This will allow us to deliver services through the technology. This will allow us to deliver services through the technology.

A Driving Problem

Freeway expansion is long over

simply isn't big

neighborhoods and it seems

conter-



Radio has more listeners than it's had in decades, and that fact isn't lost on stations as they battle for precious market share.

BY BILL DAY ■ Page 10

21

12

8

DOWNTOWN CORE

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*NUMBERS BASED ON 2016 RESEARCH RESULTS

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THE DOWNTOWN MIRACLE

BY KENT DARR



Let's call it the downtown miracle, what seems to be the never-ending reimagining and reshaping of the core of the state's largest city.

Here's an example. The Polk County Convention Complex opened in 1985, billed as being the state's premier convention center. Well, things didn't quite work out that way. Truth be told, it didn't seem as though the 60,000-square-foot, glass-enclosed site ever really caught our collective imagination,

even though it was named the state's best building of the 1980s by the American Institute of Architects.

It seemed to grow cold and dusty with age. A little more than two decades after it opened, the Plex, as it was called, was essentially on the auction block, part of a massive land swap that ultimately gave city leaders what they really wanted, a convention center hotel to complement the Iowa Events Center, one of many examples of the melding

of private ingenuity, powerful personalities and public spending that have triggered a burst of development that has shaped downtown since the turn of the 21st century.

The changing skyline and landscape of downtown has occurred at a pace that can catch you by surprise.

"At age 54, it's amazing how much I have forgotten," Paul Mankins, principal at Substance Architecture and a lifelong Des Moines resident, told the Business Record

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last year. “I forgot what downtown was like in 1990. It was a lot different and not as nice.”

And he was in the weeds of major projects such as the Meredith Corp. expansion that kicked off in the late 1990s and led the way for redevelopment of the auto zone on the western edge of downtown into a massive park and sculpture garden, the presence of which has triggered the imaginations of more creative types. More recently, Substance Architecture was the designer in the

transformation of an office building built in the mid-1990s on the eastern fringe of the Western Gateway at 909 Locust St. Change just keeps coming our way.

We have to stop and point out that much of the fuel for the reshaping of a dingy downtown to what has become a city in the national spotlight came from another powerful imagination, that of East Coast architect Mario Gandelsonas, who helped shape the Des Moines Vision Plan of 1990. More on that later.

The fact is, downtown keeps coming back. Some fads, as Hubbell Realty Co. President and CEO Rick Tollakson calls them, just didn't work out. Case in point is the transformation in 1985 of a five-block strip of Walnut Street into a transit mall. These days – benefiting from the tenacity of a corporate stalwart, EMC Insurance Co., young and aggressive developers such as Blackbird Investments and a multimillion-dollar transformation to a thoroughfare with pedestrian-friendly features and sights – there is hope for Walnut again.

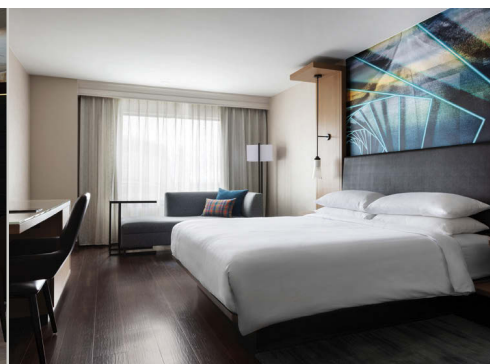
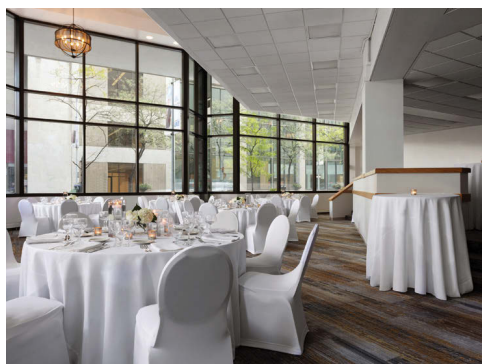
The commitment of big corporate players such as EMC Insurance can't be underestimated. Principal seemed to send a message to the soul of the city when it launched a \$250 million

makeover of its downtown campus, after launching the \$58 million project to connect the east and west sides of the Des Moines River with the Riverwalk.

Just off the Riverwalk on the east side of the river, another corporate icon, Hubbell Realty, has created a new downtown neighborhood that could prove as transformative as the complete resuscitation of the area we now call the East Village. The Hubbell neighborhood, called the Bridge District, provides additional rooftops necessary to the continued growth and prosperity of the East Village, Tim Leach told the Business Record earlier this year. Leach has been senior vice president of downtown development for the Greater Des Moines Partnership's Downtown Community Alliance since 2001.

Looking ahead, Hubbell is creating another urban neighborhood called Gray's Station in another old swamp of long-gone industrial activity south of Martin Luther King Jr. Parkway between Southwest 11th and Southwest 16th streets.

Let's consider other gems that have been unearthed just since the Great Recession of 2008 in the next few pages.



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THE TRANSFORMATION OF THE EAST VILLAGE



BY KENT DARR

By the 1970s, the area between the Des Moines River and the Capitol complex was less genial than in its earlier industrial years. There were vacant buildings, the occasional flophouse. Amid the clutter were seven buildings that made their way onto the National Register of Historic Places.

By 2000, the city was ready to raze a good portion of the area. East Coast Architect Mario Gandelsonas saw promise for the area, as he did with much of the city, east and west of the river. A committee led by John Burgeson commissioned a study and the term East Village was first used to describe the area, which stretched north to Interstate 235.

Burgeson has told the Business Record that he had fond memories of the area from his youth. He was the first to trigger its redevelopment, leading his Iowa State Bank to construct a new building at 601 E. Locust St. The bank invested in the construction of another new building, and Burgeson took a personal stake in two others.

The East Village has drawn attention from a host of developers with projects large — Nelson Construction & Development's e300 comes to mind — and small, possibly quirky. Developer Jake Christensen moved a 133-year-old rowhouse that was slated for demolition from the foot of the state Capitol to 425 E. Locust St., launched a historic rehabilitation and found a tenant who opened a self-serve wine bar. A perfect fit in the East Village.

The area has a vibrant retail presence, restaurants and bars, apartments. Hansen Construction filled an entire city block with

apartments and, in a joint development agreement, a hotel. The hotel owner, Siegeworks Lodging of Solon, plans a second hotel.

Mike Whalen told the Business Record that he brought a boutique hotel to East Fourth Street and East Grand Avenue because he liked the “funky vibe” of the East Village. His wife, Kim Whalen, wanted to feel the heartbeat of a city when she spent the night in a hotel room. She felt it in the East Village.

Whalen has opened a corporate office for Moline, Ill.-based Heart of America Group in a building he bought within the last year and he is hoping for more construction.

Businessman Jim Cownie's JSC Properties

has formed a development team that has built a parking lot for Des Moines City Hall and residents of a company-owned mixed-use building — where, by the way, a national retailer set up shop — and is busy building the first large-timber commercial building constructed in the state in better than a century. The development team also consists of JSC President Paul Hayes, downtown developers Christensen and Tim Rypma, and commercial real estate broker Sloan Cownie, Jim Cownie's son.

And the East Village is growing, north and south.

“The East Village really wouldn't have had its success without the great support from the community, city of Des Moines, and the state. To further the area's success, we need to continue to add density to the neighborhood.”

Tim Rypma
Developer



PRINCIPAL RIVERWALK KEEPS GIVING

BY KENT DARR

Eight years and \$72 million after the start of a 1.2-mile trail to connect the east and west banks of the Des Moines River, the Principal Riverwalk was officially completed in January 2013. It has been a project — undertaken by Principal Financial Group Inc., the city of Des Moines and the state of Iowa — that just keeps giving.

For one thing, the Riverwalk connects 300 miles of trails. It passes public art displays and a tony little cafe called the Hub Spot on the west bank of the river at Court Avenue. Cross the graceful Iowa Women of Achievement Bridge at the north end of the Riverwalk, and you can make it

to the Greater Des Moines Botanical Garden on the east and the Iowa Events Center to the west.

The Riverwalk takes you to the Rotary Riverview Park with its giant fishing pole play structure and eventually to the Lauridsen Skatepark, described as a world-class facility with the potential to attract regional, national and even international skateboarding events.

Given enough time and money — somewhere around \$100 million — the Riverwalk could pass along a water trail that would plop whitewater courses, zip lining and surfing on downtown Des Moines' two rivers.

THE LAND SWAP OF 2012

BY KENT DARR

This was the strategy, launched by business icon Bill Knapp by most accounts, to deal with problem properties and ultimately land Greater Des Moines its long-sought convention center hotel at the Iowa Events Center.

The first piece of the picture to fall in place, in fact the first evidence that something big was afoot, came when a nonprofit group of business and civic leaders called Des Moines Redevelopment Co. bought the former Allied Insurance building at Fifth Avenue and Park Street in the shadow of the Events Center. The property eventually was sold to Polk County and is now the site of the recently completed \$101 million convention center hotel – the Hilton Des Moines Downtown.

The plan emerged from a somewhat murky list of needs that seemed to clear in the minds of Knapp, businessman Jim Cownie and Rick Tollakson, president and CEO of Hubbell Realty Co. and a member of the YMCA board at the time.

The Riverfront YMCA was in need of a new fitness center, a place that might persuade job prospects to move to the city and Greater

Des Moines. An aquatic center capable of hosting Olympic swimming trials would help attract visitors to the town, as well. At the same time, the Polk County Convention Complex was underused and unappreciated at Fifth and Grand avenues.

Meanwhile, Wellmark Blue Cross and Blue Shield, with its new headquarters in the Western Gateway, had little use for the former J.C. Penney building that it had acquired on Fifth, north of the Polk County Courthouse.

The land swap placed the former J.C. Penney building in the hands of Polk County, the county's former convention center, called the Plex, in the hands of the YMCA of Greater Des Moines, and the Riverfront Y on the real estate market.

Big projects have been the result.

A key piece of the land swap was Polk County's acquisition of the former J.C. Penney building along Fifth Avenue.

In November 2013, voters approved a four-phase project that included renovations to the Polk County Courthouse, conversion of the former J.C. Penney building into what is now called the Polk County Justice Center, and the transformation of the former jail

on the west side of the courthouse into a criminal courts building.

From the outside, the project has transformed the view at the west end of Court Avenue, with modern buildings flanking the courthouse on the north and west. The courthouse has had an exterior cleaning. The final phase will be the restoration of the interior of the courthouse. The \$29.4 million reconstruction of the former jail into the criminal courts building is scheduled to be finished in March 2019.

Earlier this year, the \$34 million transformation of the Plex into the Wellmark YMCA was completed when the Prairie Meadows Pool opened inside the Y's MidAmerican Energy Aquatic Center. The fitness center opened in January 2015.

The only piece of the deal that didn't turn out as expected was eventual private development of the former Riverfront Y site. It is now slated to be the location of a new \$140 million federal courthouse.

Still, the land swap served as another reminder of the reimagining and reshaping of downtown Des Moines.





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OF THE SOUTH

Life After Mississippi
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• Employers strive for "workplace diversity" • Iowa Legislative candidates business primer

BUSINESS RECORD

OCTOBER 26 - NOVEMBER 1, 1992 THE GOLDEN CIRCLE'S BUSINESS NEWSPAPER \$1

Des Moines Business

THE GOLDEN CIRCLE'S BUSINESS NEWSPAPER SINCE 1983

Des Moines Business

THE GOLDEN CIRCLE'S BUSINESS NEWSPAPER SINCE 1983

DM INVESTORS buy West Bank

BY JOHN MCCREARY

W.est Bank Bank, the West Des Moines bank, has acquired controlling interest in the West Des Moines bank, which was liquidated as part of the sale, Miller said.

The Chase Family acquired controlling interest in the West Des Moines bank during the late 1970s. Proceeds of the sale will be distributed to about a dozen separate trusts, Miller said. About 15% of the shares controlled by the Chase Trusts were held by the Chase Investment Co., which was liquidated as part of the sale, Miller said.

The new investors have already filed application with the Federal Reserve Board in Chicago to form a one-bank holding company to be called West Bank Corp. Miller said West Bank Corp. does not intend to purchase other banks.

West Des Moines State Bank, with \$101 million in deposits, has 103 stockholders, West Bank Corp., the proposed new bank holding company, will try to keep the other 90 shareholders in the bank, Miller said.

Of those stockholders, only two live outside the county. Miller stressed that the bank will continue to have local ownership and will continue its strong emphasis on local lending, especially to small business owners.

The investors include Miller, Alan Zachart, president of Plan, Owen Newlin, vice president of Pioneer Hi-Bred International, Bob Madock, president of Allied Construction Service, Inc., Harold Carpenter, president of Superior Gas Ltd., Bill Knapp, chair of Iowa Realty, Ed Roth, former chair, Natowson Group Inc., and John Grubb, president of John R. Grubb, Inc.

The investors purchased 101,000 shares of stock—70% of the 144,000 shares outstanding—from the Chase Trusts for \$14.4 million, Miller said.

Investors Miller, Zachart, Newlin and Carpenter currently hold stock in the bank, Miller said. Miller, Zachart and Carpenter are also directors of the bank.

LENDING action bubbles briskly during summer

BY PATRICIA KINLEY

The average loan size during August was \$71,091.55, up 67 percent from an average of \$42,551.55 during the same reporting period one year ago.

The Bank County mortgage report for August is evidence of a home

ANNUAL

sure capitalist John Pappajohn says the climate is better for investing in Iowa

Des Moines Business

THE GOLDEN CIRCLE'S BUSINESS NEWSPAPER SINCE 1983

Des Moines Business

THE GOLDEN CIRCLE'S BUSINESS NEWSPAPER SINCE 1983

Women business owners and administrators are profiled and an analysis of how far women have come in corporate board rooms and executive suites featured in this special section.

Page 12

A state senator is telling economic development officials around Iowa: "Stop the giveaways!"

Page 3

Business Record

BUSINESS NEWSPAPER SINCE 1983 WEEK OF OCTOBER 16, 1992 VOLUME 19 NUMBER 41

Terese Caldwell
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NGE IS GOOD. I THRIVE ON CHANGE AND GROWTH — Connie Wimer

she celebrated her 25th anniversary and retired. It was 1965 when her need for more challenge—and her desire to see more news coverage of the little companies—led her to form a small business publication company.

Her fledgling publication, the Des Moines Business Record, celebrated its 25th anniversary in October. As president and publisher of Business Publications Corp., Connie also directed the purchase and/or creation of Cityview, Intro, the book of Lists and DM Magazine—along with five additional publications.

Connie served as executive vice president of the Board of Directors for the Drake Institute School, Des Moines Arts Festival, Downtown Community Alliance, the Greater Des Moines Partnership, Monrovia College, and Planned Parenthood Foundation.

Her desire to bring greater cultural opportunities led her to establish her favorite charity event—Winkfest—which enjoyed huge success in its inaugural year.

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“If you look at numbers of startups that are in Des Moines versus most other cities, we don’t deserve the fanfare we get. But we do get it. I think we get it because of those original stories in 2010, 2011 and 2012, before the noise level had gone to where it is today. ... Those stories continue to circulate.”

Tej Dhawan
Startup City founder

THE GROWTH OF A STARTUP CITY

One significant theme in Greater Des Moines' recent years has been entrepreneurialism.

BY KATE HAYDEN

One of the most influential startup pushes in Des Moines came from partners Tej Dhawan and Christian Renaud, who launched the city's first accelerator space, Startup City, in 2009. The venture received funding through the Greater Des Moines Partnership, the city and Polk County, and although it ultimately closed in 2014, Startup City was successful in drawing people out of the home offices and coffee shops that small businesses had started to assemble along what became known informally as "Silicon Sixth" Avenue.

Seven startups called Startup City home base, with a few individuals like Gravitare founder Geoff Wood coming in for coworking later in the venture's lifespan. The Partnership

starting offering training to startup founders on efficiently raising capital for startups, and Mike Colwell began building financial models for entrepreneurs. Des Moines residents also started assembling mentor networks for the startups popping out of corporate layoffs in the Great Recession; the Plains Angels, an accredited angel investor group, organized in 2012 to offer early-stage companies a chance to access capital.

When Startup City announced it would close in 2014, supporters and organizers gathered in a few meetings to share feedback and comments into a final "lessons learned" document for the next entrepreneur willing to try a new model. Those are the lessons

that Wood walked out with when he opened the first version of Gravitare Downtown's coworking space that September, and the lessons Colwell and Dhawan took to form the Global Insurance Accelerator, the first of two industry-specific Des Moines accelerators that grew out of Startup City.

The lessons from Startup City continue. Today, Wood partners with the city of West Des Moines to run Gravitare-Valley Junction and the West Des Moines Incubator. The Global Insurance Accelerator recently graduated its fourth cohort of insurance startups, and the Iowa AgriTech Accelerator has graduated two cohorts.

“For us, it’s a big deal to be able to convey to the local marketplace that in your backyard, you’ve got a company that’s kind of been leading the vision towards these sorts of capabilities and cloud services as much as anybody in the country.”

Jim Masterson
CEO of LightEdge Solutions

DATA CENTERS POP UP

BY KATE HAYDEN

News around data centers in Iowa is sprouting like soybeans. The fourth Microsoft Data Center Academy in the nation will open in January 2019 for students at the Des Moines Area Community College-West Des Moines Campus, the latest sign of life as more data centers go online in Central Iowa. The trend goes back about 10 years. Apple Inc. spent \$68.4 million in April 2018 to acquire 2,042 acres of private property in southwest Waukee, and Microsoft already has two data centers in West Des Moines, with plans to build a third one soon. In Altoona, Facebook is adding a fourth data center building to its campus that will cover 1 million square feet, and Iowa company LightEdge Solutions opened its second data center in 2018, 10 years after establishing the first center.





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BIG CHANGES IN TECHNOLOGY

BY KATE HAYDEN

Life for the next generation of Greater Des Moines business leaders looks very different than it did for their counterparts 35 years ago.

Iowans proudly hold the invention of the Atanasoff Berry Computer, the first electronic digital computer, built at Iowa State University from 1939 to 1942, close to their heart. Since that time, the pace of digital innovation has picked up – resulting in decades of lightning-fast growth from the 1990s onward in the digital sphere.

While the true inventor of the internet is up for debate – the Pentagon and Xerox are agreed to have had substantial roles – there is no doubt it ushered in a new, more mobile realm. The original 1990 World Wide Web browser project by CERN opened the internet to the rest of the world, which in turn

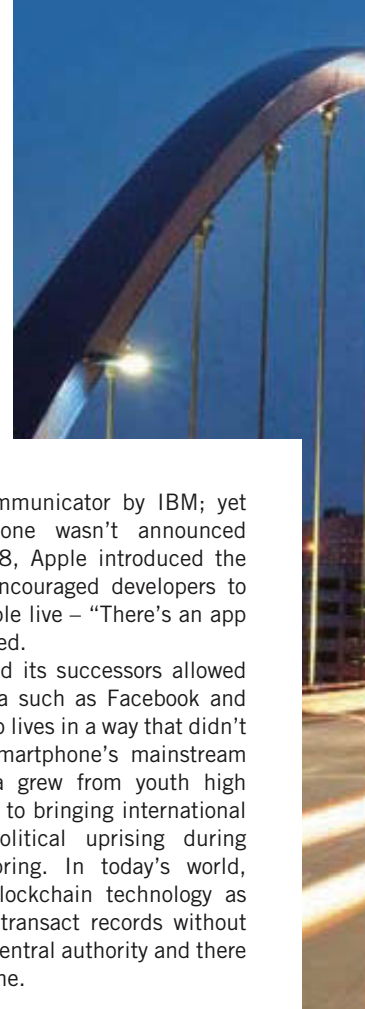
prompted Mosaic, one of the most well-known early browsers.

A still-young Apple Corp. partnered with the Wireless Ethernet Compatibility Alliance to introduce Wi-Fi as an option on brand-new iBook computers in July 1999 under the brand name AirPort. After years of research and use in the military, private companies began selling global positioning system (GPS) technology in 2001 as in-car navigation, easing everything from interstate road trips to a home contractor's visit to a client.

Although the concept had been imagined since 1996, Google CEO Eric Schmidt introduced cloud computing to the broader world during an industry conference a decade later in 2006. Another concept, the smartphone, first debuted in 1992 as the

Simon Personal Communicator by IBM; yet Apple's iconic iPhone wasn't announced until 2007. In 2008, Apple introduced the App Store, which encouraged developers to change the way people live – "There's an app for that," Apple touted.

The App Store and its successors allowed existing social media such as Facebook and YouTube to burst into lives in a way that didn't exist prior to the smartphone's mainstream usage; social media grew from youth high jinks on the internet to bringing international attention toward political uprising during the 2010 Arab Spring. In today's world, futurists point to blockchain technology as a way to store and transact records without interference from a central authority and there is surely more to come.



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Brad Dwyer
founder/chairman of Hatchlings

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Venture capitalist John Pappajohn says th

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BUSINESS RECORD

OCTOBER 7 - 13, 1991 THE GOLDEN CIRCLE'S BUSINESS NEWS

RUBBLE ROUSER

Jack Taylor pr that a sparklin Sec Taylor Sta



Everybody business

Social service gro nonprofits, school and seemingly all between want a pi of Prairie Meadow By 2002, there m not be enough mo to go around.

DENISE EDGING Page 15



Mario Gandelsonas recently returned to Des Moines to see progress on the vision plan he outlined for th

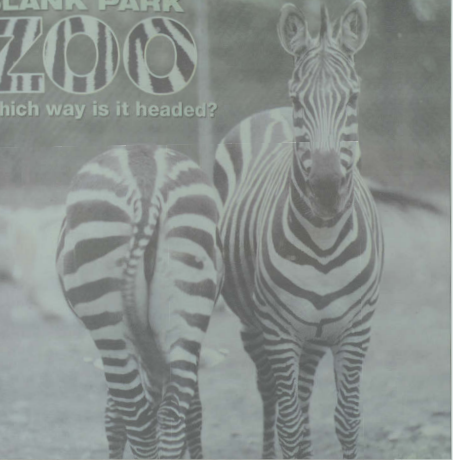
Downtown vision taking shape

BY BETH DALBEY
Block by block, grid by grid, renowned architect and urban planner Mario Gandelsonas toured the once-deserted streets of downtown Des Moines, finding the

tion in construction projects and other amenities included in a vision plan he helped city leaders draft more than a decade ago. In 1980, Gandelsonas gave civic leaders bold marching orders for a downtown renais-

BLANK PARK ZOO

Which way is it headed?



BUSINESS RECORD

DES MOINES BUSINESS PART

HOLDING COMPANY FORMED

3 - 9 DM INVESTOR

BY JOHN MORRISSEY

W.B Investors, led by West Bank president Dave L. Miller, completed purchase of controlling interest in the West Des Moines State Bank, also known as the West Bank, Sept. 28.

The buyers include Miller, Alan Zuchart,

The Chase Fam interest in the N during the late 19 will be distribut separate trusts. M the shares control were held by the which was liquid Miller said.

The new inves

health insurance costs continue to swell




field of opportunities

ing demand for food, feed, fiber and fuel doors for Pioneer Hi-Bred

Pioneer is finding ways to meet these demands by increasing crop yield potential, reducing costs and risks and increasing the value of agriculture production.

"This is the most exciting time in agriculture and for this business that I've ever seen," said Pioneer President David Odomick. "The technology and the demand have come together as such a way that you're going to be excited about it."

Pioneer's growth is also reflected in its annual prepress, which

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Focus: Entrepreneur
Des Moines
Ethanol & More
Pioneer Hi-Bred
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THE RECORD
Other news on
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SPRINTING
Alan Zuchart
com company
page among 6
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WHY WAIT?
These colleges
waiting until g
start business
Page 8

ARTS & CULTURE

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“As the Des Moines Social Club looks to 2019 and beyond, we strive to welcome a wide array of new audiences, and are committed to being more inclusive in non-traditional ways. Our mission is to create unprecedented community engagement through the arts, and we will continue to produce engaging programming and open our campus up for innovative uses. We will further build collaborations and partnerships to elevate Des Moines' artistic community.”

Chuck Current

executive director, Des Moines Social Club

ARTS SPROUT IN GREATER DES MOINES

BY KATE HAYDEN

The Des Moines Civic Center held its first performance in June 1979, after a group of area businessmen raised more than \$9 million in less than 90 days to fill the void after the closing of Des Moines' KRNT Theater.

From that, the arts have only grown more prominent in Greater Des Moines in the last 35 years.

Among the developments that have propelled the area's cultural offerings: A small push was growing in the early 2000s to build an organization, known initially as the Regional Cultural Council, that encouraged creative quality of life and collaboration among cities across Greater Des Moines. In 2004, nine metro cities agreed to allocate two-sevenths of their hotel-motel tax to newly-formed Bravo Greater Des Moines, which accepts and processes funding applications from area arts and culture nonprofits. It has been a huge catalyst for creatives.

There have been other big moments that contributed to the more vibrant arts we enjoy today. A \$9 million redevelopment of the former Masonic Temple, on the edge of the Western Gateway, was completed in September 2002; the Temple Theatre on the second floor of the Temple for Performing

Arts became the fourth venue operated by the Des Moines Civic Center that year, which reorganized all venues under Des Moines Performing Arts in 2013.

In June 2006, the Des Moines Arts Festival moved from the downtown bridges to Western Gateway Park. Two years later, in July 2008, the music festival 80/35 debuted at the same location.

After an initial redesign proposal of the former Nollen Plaza in 2008, Des Moines Performing Arts raised more than \$12 million and began construction in 2013. After nearly two years, Cowles Commons opened to the public just in time for Winefest in June 2015.

Meanwhile, Des Moines newcomer Zachary Mannheimer spent a year securing \$100,000 in gifts to launch the Des Moines Social Club in 2008 at the original Locust Street location. It eventually had its May 2014 grand opening at the historic fire station on Mulberry Street - a \$3.5 million conversion with the Kum & Go Theater, Viaduct Gallery, live music venue the Basement, a recording studio, classrooms and other multi-use facilities.



SCULPTURE PARK ANCHORS PUBLIC ART

BY KATE HAYDEN

Public art efforts blossomed in the last 35 years with one area becoming the most visible sign of Greater Des Moines' transformation.

The John and Mary Pappajohn Sculpture Park opened in downtown Des Moines on Sept. 27, 2009, with four acres of 24 sculptures, created by an array of nationally known artists. Together, the original lineup was appraised at an estimated \$40 million – thought to be the largest public gift of art in Iowa history.

Also, the Greater Des Moines Public Art Foundation installed the green dots of the Art Route Des Moines in 2016, designed to take city residents past pieces across the city. The route covers 20,234 steps, or 6.6 miles – including past the sculpture park.

In February 2018 the Pappajohns again donated funds to the Des Moines Art Center to purchase a new sculpture, “Pumpkin,” by Japanese artist Yayoi Kusama. Today, the park boasts 29 sculptures and is maintained by the Des Moines Art Center.

“This partnership between John and Mary Pappajohn, the city of Des Moines, and the Des Moines Art Center has transformed the cultural, social and economic landscape of the city, and has resulted in one of the most significant public sculpture parks in the country.”

Jeff Fleming
director, Des Moines Art Center

VISIONS CONNECT FOR RECREATIONAL, WATER TRAILS

BY KATE HAYDEN

In the last decade, eyes turned to one resource as a means for rounding out Central Iowa's offerings – the rivers.

A wealth of ideas in Central Iowa surround the proposed water trail project, which leaders say could be a keystone piece as Greater Des Moines attracts residents and workers to the metro.

But the road to a downtown river/adventure park may take a decade or more of negotiations, fundraising and engineering to renovate three downtown dams, ensure access points and create a portage between Raccoon River and Blue Heron Lake in

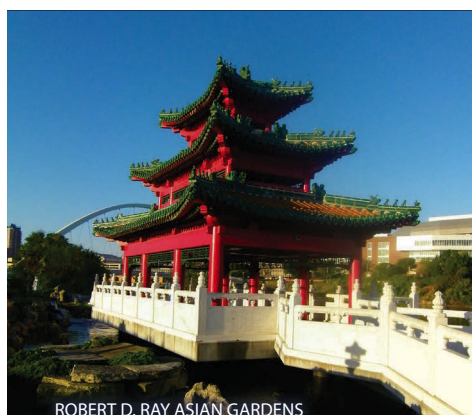
West Des Moines. By the opening of the last project, more than 80 sites over 150 miles of rivers will have been affected.

Estimated costs for the final project range from \$98.6 million to \$117.1 million, including \$35 million to renovate the Center Street dam into a whitewater course competition site. In October, Hubbell Realty Co. pledged \$1 million over five years to the Great Outdoors Foundation; the Greater Des Moines Committee contributed \$10,000 in May.

While the water trail is still in the idea phase, the area's paved trail network –

beloved by bicycle and running enthusiasts – reaches out to nearly all areas of Greater Des Moines, with many plans for it to reach farther and become more connected.

"The regional paved trail network grew steadily over several decades to become one of Central Iowa's best quality-of-life and economic-development features," said Dylan Mullenix, assistant director of the Des Moines Area Metropolitan Planning Organization.



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IOWA EVENTS CENTER CAPS OFF VISION WITH NEW CONVENTION HOTEL

BY KATE HAYDEN

For years, Des Moines sought a large convention center or arena and hotel that was equal to the city's vision. That wish has just recently been fulfilled.

Let's go back a few years.

Polk County took over operations of the 1955-era Veterans Memorial Auditorium in 1996 and began two decades' worth of planning.

A big piece of that was the Iowa Events Center. That complex started with the opening of Hy-Vee Hall in 2004, the state's largest exhibit hall with eight meeting rooms and 100,000 square feet; next came Wells Fargo Arena, which opened in July 2005 and seats 17,000 for major sports and music showcases; and finally the Community Choice Credit Union Convention Center, which opened

in January 2012 after 14 months of renovations to Vets Auditorium.

A key piece of the events center vision started shifting in 2012, when the nonprofit Des Moines Redevelopment Co. bought the former Allied Insurance building at Fifth Avenue and Park Street. The property sold to Polk County, which started envisioning a \$101 million convention center hotel. The Hilton Des Moines Downtown opened on March 21, 2018, reconnecting the Iowa Events Center to the rest of Des Moines' skywalk system with 14,000 square feet of meeting space and a 10,000-square-foot ballroom.



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“In the past we failed because each community wanted to be doing their own thing. Now it’s time to start working together. In some areas, we’re leaving money on the table.”

Rick Tollakson

president and CEO, Hubbell Realty Co.

CAPITAL CROSSROADS PROVIDES BLUEPRINT FOR FUTURE

BY KENT DARR

We like that vision thing in Greater Des Moines, and we like those visions even more when they come with a blueprint.

In the case of Capital Crossroads, there have been two. The first was released in 2011. It didn't attempt to take on world hunger, but it did set a course for creating healthy neighborhoods, improving water quality and promoting regional cooperation to achieve economic growth.

In all, that first report created 10 capitals — social, business, capital core (downtown Des Moines), governance, wellness, physical, human, natural, cultural and the cultivation corridor, a belt of innovation stretching from Greater Des Moines to Ames. Emphasis was placed on making cross-capital connections.

The idea was to spread the word in an area roughly within a 50-mile radius of Des Moines. It wasn't the first vision plan for the area, but former Principal executive Barry Griswold said at the time of its release that it was the most “holistic.”

And guess what, it had traction, counting among its achievements Healthy Homes Des Moines, an effort to help households with children suffering from asthma by providing home repairs to correct triggering events, helping families self-manage asthma.

Talk about cross-capital connections. According to Capital Crossroads, the effort touched the wellness, physical, human, social and business capitals.

Also in those first five years, Neighborhood Finance Corp. started the front porch loan program that provided funds for exterior home improvements. The program was part of ongoing efforts to improve residential property conditions and bolster Des Moines neighborhoods.

Among its crowning achievements was the completion of a convention center hotel, a vision from many days gone by. In all, the early effort cataloged 400 successes.

In 2017, Capital Crossroads 2.0 landed as a vision plan for the next five years. As in 2012, big ideas prevailed.

Capital Crossroads took on better housing options, a new downtown sports stadium, an indoor soccer venue, better skywalk access, improved mobility and a higher-education needs assessment that could include the debate over a downtown university campus. It called for a local option sales tax, a more regional airport authority, a regional council of governments, improved mass transit, and a hub for refugee and immigrant entrepreneurs.

A healthy community must play, and Capital Crossroads 2.0 played right along with that thought by promoting an ambitious water trails development and the remodeling of Drake Stadium to help lure the Olympic trials.

The report reflected ideas that had been advanced in the past, such as a food distribution port with green roofs, urban gardens and year-round farmers markets.

And Capital Crossroads 2.0 took on a bit of a “what’s good for the soul” tenor, promoting wellness, diversity, inclusion, equity, civility and housing.

Since its launch, Capital Crossroads 2.0 has been the hub of a broad effort to collect and interpret data necessary to establishing workforce housing needs in Des Moines, with the intent of extending the effort to the suburbs.

When Capital Crossroads 2.0 was released, Greater Des Moines Partnership CEO Jay Byers told the Business Record that he didn't know whether there would be a Capital Crossroads 3.0, but he was certain regional planning would continue in some form.



The government last week signed Partners.

Feds give firm to courthouse

By Brett Chase

The federal government last week awarded developer John Mandelbaum and architect Douglas Wells the contract to build a \$100 million annex to the U.S. Courthouse at East First Street and Court Avenue, ending a five-year process to get the project started.

Court Avenue Partners, a limited liability company set up by Mandelbaum and Wells, will develop and own the four-story, 100,000

MAJOR TAX VOTES

BY KENT DARR

In March 2019, it is likely — though not a foregone conclusion at this date — that residents in the Polk County side of West Des Moines as well as those in Des Moines and Windsor Heights will be asked to approve a 1 percent addition to the 6 percent statewide sales tax.

That 1 cent added to the 6 cents charged for every \$1 dollar is essential to shoring up revenues that are taking a hit from changes in property taxes that were approved by the Iowa Legislature and promoted by former Gov. Terry Branstad in 2013.

The tax is called the local option sales tax and it has been available to most cities in the state since the early 1980s, except the contiguous communities in Greater Des Moines.

Until the closing hours of the 83rd General Assembly this year, cities that shared borders were required to get the approval of a majority — 50 percent plus 1, as proponents are fond of saying — of voters across their communities.

In November 2017, communities with shared borders in Dallas County gave overwhelming approval to adopting a local option sales tax. As a result, some Greater Des Moines mayors are presiding over split communities. In West Des Moines, they can collect the local option sales tax at Jordan Creek Town Center, located in Dallas County, but not at Valley West Mall, located in Polk County.

The Dallas County vote encouraged elected officials in Polk County to follow suit, and in March 2018 the 10 communities with shared borders asked residents to approve the 1 cent increase in sales taxes. Voters in Des Moines, West Des Moines and Windsor Heights approved the measure. However, the issue was defeated in the remaining communities. As a result, the local option sales tax went down to defeat.

When the measure failed countywide in March, Des Moines lost out on a potential \$37 million in extra revenue and West

Des Moines nearly \$7.2 million, according to figures from the Iowa Department of Revenue that were based on 2016 total sales tax revenue.

Smitten with the concept of overall tax reform, the Iowa Legislature decided in May to change the local option sales tax law and “decouple” contiguous communities.

It was a long-awaited moment for West Des Moines Mayor Steve Gaer.

“We’ve been advocating for this since I was elected mayor in 2007,” Gaer told the Business Record.

Now that West Des Moines no longer has to ask its cross-border neighbors for help passing the law, it is expected to ask for the increase in March 2019. Des Moines and Windsor Heights could follow suit, as could other communities, even those where the issue was defeated.



VISION IOWA FEEDS BIG PROJECTS

BY KENT DARR

In 2000, then Gov. Tom Vilsack and the Iowa Legislature delivered a combination of public and private cooperation to kick off the 21st century. It was called Vision Iowa, and for Greater Des Moines, it triggered a transformation downtown and fed significant projects across Polk and Dallas counties.

Consider this: The money from the state — paid out of government bonds, a practice that can cause rhetorical convulsions among some contemporary state leaders — came in the form of \$55 million plus a \$15 million forgivable loans for the Science Center of Iowa, the Iowa Events Center, the Central Public Library, the Pappajohn Learning Center and John and Mary Pappajohn Sculpture Park, the World Food Prize headquarters.

Vision Iowa delivered \$4 million for the Principal Riverwalk and connections that eventually would lead to 300 miles of bicycle and pedestrian trails. The Brenton Skating Plaza, Robert D. Ray Asian Garden; nearly \$1 million went into improvements at Principal Park.

You might notice a theme here. Vision Iowa was created to spark economic development through projects that would be open to the public for recreational, cultural, entertainment and educational uses.

The funds benefited the Raccoon Valley Trail and Brenton Arboretum in Dallas County. Johnston's Terra Lake and Ankeny's Market Pavilion received funds, as did the Wellmark YMCA aquatic center, Blank Park Zoo, Hoyt Sherman Place and Cowles Commons in downtown Des Moines.

Vision Iowa was renamed Enhance Iowa in 2016, and its scope was severely narrowed. The original Vision Iowa programs — Vision Iowa, Community Attraction & Tourism and River Enhancement Community Attraction & Tourism (RECAT) — remain, but just the Community Attraction program has received funding. In fiscal 2017, it was limited to \$5 million.



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“I was the chairman of the Plan and Zoning Commission when (New York architect) Mario Gandelsonas came in to work on this plan. He really lit a fire under this community. The Vision Plan brought a 21st century vision. The downtown core has changed dramatically and has made Des Moines a great place for all people to live. That vision now has spread to the neighborhoods. The Vision Plan built on earlier plans and changed our work on cultural and recreational activities around Des Moines. I’m hoping these changes persuade two of my children to move back here — two still live here.”

Frank Cownie
Des Moines mayor

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VISION PLAN RENEWS DOWNTOWN



BY PERRY BEEMAN

In the last 35 years, Greater Des Moines leaders sought intently to infuse energy into downtown Des Moines — which had a “roll the sidewalks up at 5 p.m., Dead Moines” reputation — by improving the quality of life, transportation and housing.

They hired New York City architect Mario Gandelsonas, who is still involved here to at least a minor degree, who boldly crafted a plan that, with subsequent plans, led to much of what the city brags about today.

The Principal Riverwalk, the John and

Mary Pappajohn Sculpture Park and Wells Fargo Arena, the morphing of Gray’s Lake from drug-infested sketchiness into a prized urban recreation area; the planned overhaul of Des Moines Water Works Park, the Science Center of Iowa’s latest facility, the completion of the Martin Luther King Parkway around downtown and into neighborhoods, the remodeling of the old main library into the ornate headquarters of the World Food Prize, new life for Court Avenue, the East Village, a boom in downtown housing, and the creation

of Cowles Commons among them.

The changes turned downtown Des Moines into a bona fide neighborhood with far more bicycles, dogs and commutes-by-foot than the city had before.

That in turn contributed to an unprecedented run of favorable rankings in all kinds of publications aimed at families, young professionals, empty nesters and people looking for a cheaper place to live with the full run of amenities.

2003?

Sunnie Richer
SENIOR VICE PRESIDENT,
MARKETING, BENTON & BOWLES, INC.
One of the biggest challenges will be that the rate of change will continue to increase. Think about how simple devices like E-mail, personal computers, voice mail, cellular phones and fax machines have compressed "lead time." Technology will continue to enable those who take advantage of it to bring products to market more quickly and to reach regional and global markets. Nimble companies will also be able to provide extraordinary services to their customers.

service to people and the follow-through that is required to do that. Our country has lost sight of "who" is the customer and "how" he or she should be treated. That is what drives small business to excel over large industry.

Kent T. Zimmerman
PRESIDENT, ZIMMERMAN, LAURENT & RICHARDSON INC.
The accelerated almost instantaneous ability to communicate video, voice and data will make global competition local. This will have a profound impact on every business from education to

Marvin Mazie
CHAIRMAN,
FIRESTONE BANK DES MOINES
Expecting the unexpected will be routine, the required. Those who don't won't be around.

Liz Newell
PRESIDENT, CHIEF EXECUTIVE OFFICER,
KNOX-NEDELL, INC.
The trend towards a personalized economy has already begun. However, 10 years from now, Americans business will be functioning in this highly customized, personalized economy or

with this goal and the adaptations business and industry will be initiating as they respond to the needs of our fragile environment.

Charlene Bell
PSYCHOLOGIST
Electronics and communications in every aspect of our lives. Technology will redesign, eliminate and create new professions. Nothing will remain stable enough to consider it a trend. We will be in an information economy in a global marketplace. This will result in new definitions for work, careers, employment and education.

Patricia Clare Sullivan
PRESIDENT OF ITTING, WILSON, MEYER, HOPKIN, WOOD, COOK
Use of new and better communications technology for business in health care, the most delivering more health care through telemedicine and technology such as the web. This will allow us more efficient care and will help in keeping patients in their own homes. Overall, we will be coming together of data collection, analysis, computer services, telecommunication, internet to increase production and quality.

the Pack

Steven E. Zumbach
Age: 42. **Position:** Partner in the Belle Harris Lamson McCormick law firm, 1993-1994 chairman of the Greater Des Moines Chamber of Commerce Federation. **Leadership:** Zumbach is the father of Project 21, the chamber's ambitious economic development program. In his spare time, Zumbach is really an intellectual bookworm who would love nothing better than to teach a college class on economics. An affable, gracious personality screens Zumbach's intellectual side, however, allowing him to easily move in any circle.

Doug Reichardt
Age: 39. **Position:** Chairman, chief executive officer of Holmes Murphy & Associates Inc., the nation's 40th largest insurance brokerage. **Leadership:** The son of Des Moines cyclist Bill "The Iron Horse" Reichardt seems to have inherited his father's energy and determination without the outspokenness. Although Des Moines' youngest CEO, Reichardt plans to become more involved in community organizations such as the Greater Des Moines Chamber of Commerce Federation.

James S. Cowmie
Age: 49. **Position:** Chairman of New Heritage Associates, a cable television operator; 1993 chairman of the Greater Des Moines Committee. **Leadership:** Cowmie is one of the Heritage groupies who suddenly found themselves wealthy, but with nothing to do after the sale to TCI. Like most of the other business entrepreneurs, Cowmie's leadership skills have been put to the test.

Liz Newell
Age: 46. **Position:** President and chief executive officer of Leadership. **Leadership:** Newell started her business with her husband, Jim, and built it from a small advertising agency into a 75-employee company. Newell's name crops up more and more on boards around the metropolitan area. One Newell fat said as more women leaders, she will be at the forefront of important decisions.

Jack Taylor
Age: 47. **Position:** Chairman and chief executive officer of T. **Leadership:** You don't often see too many construction people in the Greater Des Moines area. At the Metropolitan Club or the Des Moines Golf and Country Club, there Jack Taylor is, as a representative of the second-largest, growing, construction company in the Des Moines area. Some of Taylor's leadership has led to the acquisition of how Taylor Ball, longtime Des Moines construction giant The Webb Co. Inc.

David J. Drury
Age: 41. **Position:** President of Principal Mutual Life Insurance. **Leadership:** Drury's leadership skills have been put to the test by the younger age than many of his Principal colleagues and will be put to the test once the stress of chairman and chief executive officer.



Radio has more listeners than it's had in decades and that fact isn't lost on stations as they battle for pre-

BY BILL DAY ■ Page 10

MAJOR PROGRAMS BOLSTER AREA

BY PERRY BEEMAN

The past three decades saw the creation of several organizations and programs that had a unique Greater Des Moines stamp on them.

For example, a failed effort to create a metro government and to pass a local sales tax led to a unique effort that created Bravo Greater Des Moines, a regional cultural organization supported by hotel-motel taxes offered by local governments.

The Greater Des Moines Partnership grew from some business leaders' frustration with the old chamber of commerce model and from a desire to look at issues with a regional view. Catch Des Moines evolved in its work to bring conventions to Greater Des Moines to include a sports commission and efforts to land major national and international sports events such as the NCAA basketball tournaments and the Solheim Cup professional golf event in this market.

State lawmakers have cleared the way for local cities to vote independently on local option sales taxes, something local leaders have long sought. A first round of votes under that new law is expected in the spring, with Des Moines and West Des Moines, in particular, planning to use the new revenue to offset property taxes and to improve city services in an era of heavy stress on property taxes.

"Public investment in the arts is driving economic development in addition to quality of life. ... Economic development is really important to validating that public sector investment in the arts. It's not competitive with other economic development efforts. It's complementary to other economic development initiatives."

Sally Dix

executive director, Bravo Greater Des Moines



JORDAN CREEK TOWN CENTER OPENS

BY PERRY BEEMAN

A patch of Dallas County farmland in the direct path of Greater Des Moines' westward expansions in 2004 became a huge draw for West Des Moines. Jordan Creek Town Center was the area's first new regional mall in decades. It spreads over 200 acres and has spurred nearby development that has included national brands the market didn't have before. A major movie complex, a man-

made pond with walking trail, and a mall design that seemed to limit the feeling of being trapped in a noisy crowd have been major draws. The \$200 million mall has 2 million square feet. For much of its 14 years, it has had more than 130 stores and has drawn 20 million people a year for everything from shopping to movies to live music in an amphitheater.

"The success of Jordan Creek Town Center continues to exceed expectations. It's a destination stop for people from across the Midwest. The establishment of Jordan Creek was the catalyst behind the extensive commercial and residential development in that portion of West Des Moines. Leaders always felt the area would develop once Jordan Creek opened. What wasn't expected was the fast pace of development you see today. It was Jordan Creek followed by the Wells Fargo campus, and the rest is history.

Gene Meyer

president, Greater Des Moines Partnership; former West Des Moines mayor



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GREATER DES MOINES GREW MORE DIVERSE — AND EMBRACES DIVERSITY

BY JOE GARDYASZ

Greater Des Moines' leaders have long championed diversity and inclusion in recognition that helping people from all backgrounds succeed makes the overall community stronger.

Central Iowa has experienced profound demographic shifts in recent years. Between 2009 and 2014, the metro's foreign-born population grew by 25.1 percent, more than double the U.S. average of 9.8 percent and the region's overall population growth of 12 percent.

Refugees and immigrants also make up a large part of Iowa's growth. United Way of Central Iowa estimates that immigrants make up 9 percent of Polk County's population, and that these "new Iowans" represent \$846 million in annual spending power.

The Greater Des Moines Partnership's Global DSM talent strategy offers recommendations on how Des Moines can continue to attract and retain global talent and help foreign-born people integrate into the community.

The Partnership's efforts include an active Inclusion Council composed of members from regional businesses and organizations dedicated to creating inclusive corporate cultures and growing varied customer bases.

Since 2003, the Partnership has organized multicultural receptions as a way to connect new Iowans to the community through local, inclusive networking events. Most recently, the Partnership launched a fellowship program with the goal of helping employers attract, develop and retain a more diverse

pool of talent among job candidates.

Other groups have helped to build the area's residents. United Way of Central Iowa has helped to improve the rate of Central Iowa students who graduate from high school within five years by more than 10 percentage points in the past decade.

Also among United Way's initiatives is the OpportUNITY program, which aims to reduce barriers that keep people from becoming self-sufficient. In 2016, 11,003 more Central Iowans were financially self-sufficient than the year before, the first increase since the 2008 recession.

ANKENY SEES EXPLOSIVE GROWTH

BY JOE GARDYASZ

With a population now estimated at 65,000 residents, Ankeny has more than doubled in population in the past 15 years, and nearly quadrupled over the past 35. Earlier this year, the U.S. Census Bureau issued a report that ranked Ankeny fourth on the list of the 15 fastest-growing cities in the country with populations of 50,000 or more.

Situated near the crossroads of Interstates 35 and 80, the city has experienced record growth in both commercial and residential development, with total development valuation surpassing \$337 million in 2017.

Last year the city issued new construction permits for 567 single-family homes, 174 townhomes/condos and 365 apartment units, making 2017 its second-highest on record for residential growth.

“Ankeny is firing on all cylinders, and I see our momentum continuing. ... Developers continue to demonstrate a high level of confidence in Ankeny as they continue investing here.”

David Jones
Ankeny city manager



BIG GAMBLE ON PRAIRIE MEADOWS PAYS OFF FOR POLK COUNTY

BY JOE GARDYASZ

One of Greater Des Moines' largest nonprofits, Prairie Meadows Racetrack and Casino, was born out of the hard economic times of the early 1980s as the business community sought a way to spur tourism and economic development.

In 1984 the newly formed Iowa Racing and Gaming Commission issued the state's first pari-mutuel license, allowing construction of a horse track. On March 1, 1989, live horse racing began at Prairie

Meadows, which was constructed with the backing of \$40 million in bonds from the Polk County Board of Supervisors. In May 1994, 62 percent of Polk County voters approved a referendum in favor of adding slot machines at Prairie Meadows. Over the past three decades, the public-private charitable venture has returned more than \$1.4 billion through taxes, grants and donations to the state of Iowa and to hundreds of charitable organizations in Central Iowa.





“We are one of the most generous communities in the nation, and it shows in the impact we’re making on the lives of all Central Iowans.”

Elisabeth Buck
president, United Way of Central Iowa

UNITED WAY OF CENTRAL IOWA HAS BIG IMPACT ON GIVING, VOLUNTEERING

BY JOE GARDYASZ

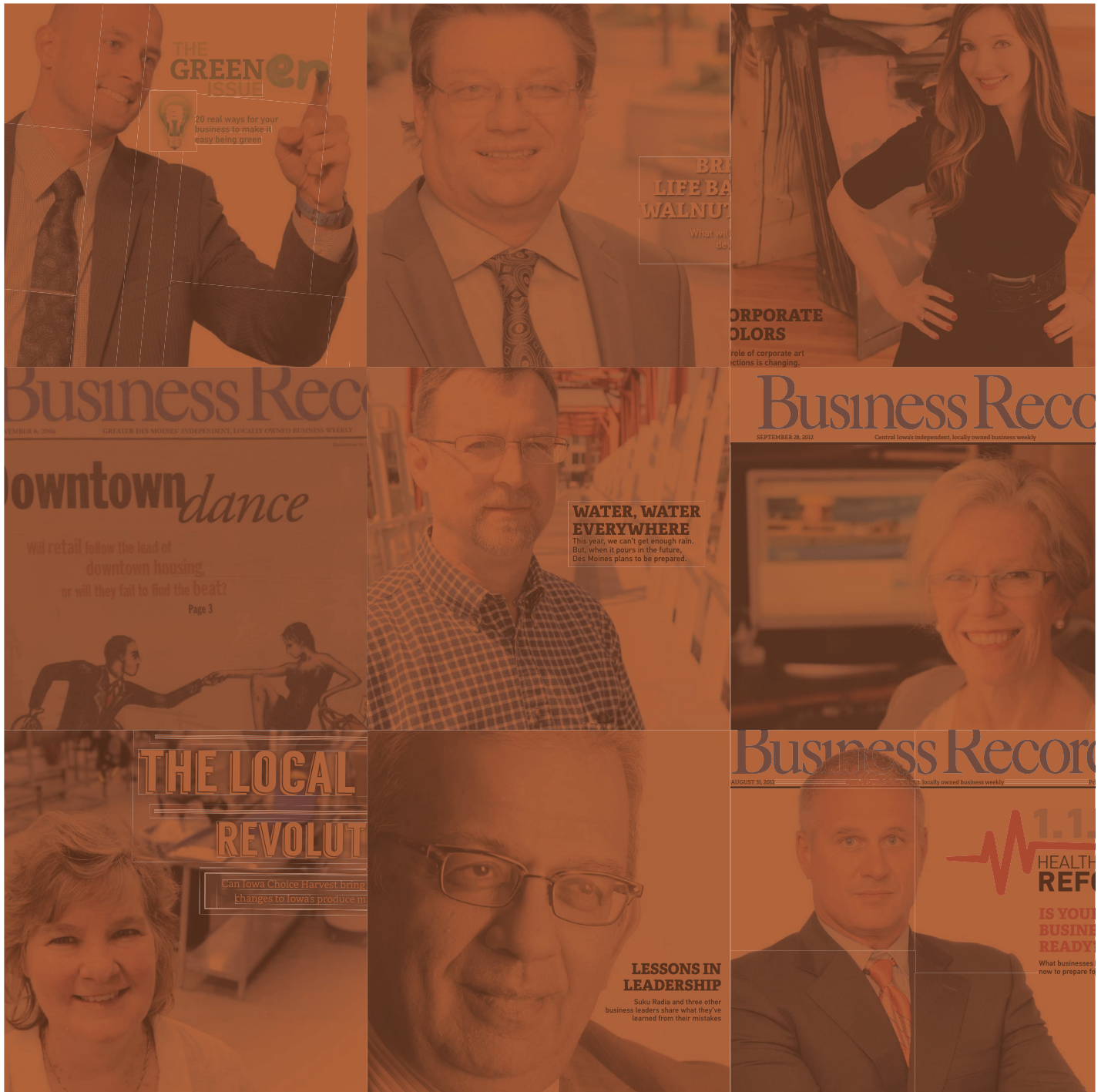
Over 35 years, Central Iowans have donated more than \$580 million to our community through United Way of Central Iowa.

In addition, many people have donated thousands of hours to advocate and volunteer. In 2009, United Way of Central Iowa set bold goals for 2020 in education,

income and health, the building blocks for a quality life. This was the public launch of the collective impact model that drives its work today and is leading toward greater change in the community.

Among the results: The rate of Central Iowa students who graduate from high

school within five years has increased by 10 percentage points. Through the Read to Succeed program launched in 2016, 500 new volunteers have been engaged to read weekly with elementary students to help improve their reading skills.



INFRASTRUCTURE

30

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I-235 REBUILD CAME WITH CONTROVERSY

BY PERRY BEEMAN

The reconstruction of 14-mile Interstate Highway 235 from 2002 to 2007 was a highly controversial project. Local residents bitterly fought any discussion of cutting into neighborhoods or Waveland Golf Course for the project, which nevertheless claimed one side of a street in a low-income neighborhood on the east side.

The project reopened societal wounds over the decision to run the original freeway through a predominantly black neighborhood, dividing it. The original freeway construction from 1961 to 1968 claimed 1,100 dwelling units, 50 businesses, three schools and two churches.

Neighborhood leaders fought hard against an original reconstruction plan that would have cut into Waveland Golf Course and possibly part of the Drake neighborhood.

The intense debate led the Iowa Department of Transportation to come up with a new public input arrangement. That in turn led to a plan that kept the freeway in its original right of way, but ensured that it wouldn't be able to carry projected traffic within 20 to 30 years. Plans called for improved mass transit, telecommuting and flex hours to take heat off the freeway, where traffic already is heavier than originally projected.

The freeway also was adorned with blue basket-handle bridges and other architectural touches to make it visually appealing.

The community input and collaboration model also was used on the reconstruction of U.S. Highway 71 through the Iowa Great Lakes, where the DOT also ended up narrowing its original plans to avoid a four-lane section through the heart of the vacation zone. A historic bridge was left in place.

I-235 was one of the state's most expensive projects. Despite its high traffic volume in the heart of the state's capital city, that project waited as state lawmakers with a history of anti-Des Moines sentiment assured that other interstates were improved first.



ADDITION OF HIGHWAY 5, SPEEDS UP DEVELOPMENT

BY PERRY BEEMAN

Area leaders discussed the need for a south and east beltway — to complement the Interstates 35 and 80 loop to the north and east — in the 1960s.

Construction happened through the 1990s and early 2000s along relocated U.S. Highway 65 and Iowa Highway 5.

Most major cities have a complete highway loop around them. Atlanta has a couple and is looking at more.

Des Moines' eastern and southern beltway prompted office development along the freeway route across the south side of the city, and, notably, a boom in Altoona that has included construction around Prairie Meadows and the addition of the Bass Pro Shops and the Outlets of Des Moines.

“During the project development process, we planned for multiple interchange locations on the U.S. 65/Iowa 5 beltway to support and encourage economic development of the region. This beltway and the other Iowa DOT roadway improvements over the past 20 years have helped the Des Moines metro area attain multiple national rankings in growth and economic development.”

Scott Dockstader

district engineer, Iowa Department of Transportation

“The Des Moines economy – and that of Iowa as a whole – is booming, which has caused a ripple effect in the number of passengers we’ve seen coming through Des Moines over the past year. The current statistics show our passenger growth is nearly six years ahead of initial projections, leading to an increased need for a new airport facility to accommodate this continued growth.”

Kevin Foley

executive director and general manager, Des Moines International Airport

DES MOINES AIRPORT TAKES FLIGHT

BY PERRY BEEMAN

The past three decades have seen major changes at Des Moines International Airport. Decades of lobbying by community leader Steve Chapman and a string of airport directors resulted in air service by Southwest Airlines, which has helped reduce increases in some fares.

The airport has drawn bigger planes from major airlines, boosting the number of seats available and setting up record passenger traffic. That has fueled planning for a new terminal and a large-scale reworking of airport operations in a project expected to cost close to \$500 million.

The heavy growth in passenger counts has tested the old terminal but also has been a boon to the local economy.

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GOING FOR REGIONAL TRANSIT

BY PERRY BEEMAN

Local and state leaders created the Des Moines Area Regional Transit Authority, or DART, out of the Des Moines Metropolitan Transit Authority, or MTA, in 2006. The move has enabled the agency to begin evolving into a more regional transit system.

DART is the largest public transit agency in Iowa, serving 14 member governments: Alleman, Altoona, Ankeny, Bondurant, Clive, Des Moines, Granger, Grimes, Johnston,

Pleasant Hill, Polk County, Urbandale, West Des Moines and Windsor Heights.

DART operates with the support of local property taxes and fare revenue. A 14-member board of commissioners represents residents.

Local leaders formed DART in 2006 because they recognized that the metro's success depended, in part, on connecting communities across our region. Residents often live, work,

shop and seek health care and education in the various cities that make up Central Iowa. Under the MTA, public transportation services were planned city by city and did not take into account regional travel patterns. Today, DART connects most of the communities in Central Iowa, providing approximately 15,000 rides per day — nearly half of which are people traveling to and from work.





NATURAL ENVIRONMENT



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Polk County and Prairie Meadows are proud to support infrastructure improvements that help make this community vibrant.

Since 1996 Prairie Meadows has given more than \$600 million to Polk County for projects such as Wells Fargo Arena, the Highway 5 development to make the DSM Airport expansion possible, the Greater Des Moines Urban Beautification Project, Botanical Gardens, the 6th Avenue Corridor and countless others throughout our community. We are proud of the visionaries who have brought such great ideas and opportunities to the table, and we'll be here to support the future.



+



SEE **OUR** IMPACT

Our impact is stronger when we work together. **#SeeOurImpact**





WATER QUALITY WASHES INTO POLITICS

BY PERRY BEEMAN

Water quality became the top environmental issue in Iowa in the past 35 years. The steep increase in corn acres, problems with soil erosion, and growth in hog confinements all contributed to problems with bacteria, nitrogen and phosphorus in lakes and rivers. A fight over nitrate, a byproduct of nitrogen fertilizer, landed in federal court, where a judge dismissed Des Moines Water Works' attempt to make farmers and their drainage districts legally responsible for pollution. The flap divided Iowans in a politically heated debate, but also brought deliberations over water quality to a more prominent spot. Lawmakers passed a bill that will divert money from other programs to spend more on conservation projects, but once again declined to approve a sales tax increase to fill a voter-approved outdoor recreation and conservation account.

“It’s all about land use for multiple benefits. All natural resources can be protected by balancing interests. We’re leading that charge. It’s a marathon, not a sprint.”

Jennifer Terry
executive director, Iowa Environmental Council



FLOODS TEST AREA

in 1993, 2008 and 2010

BY PERRY BEEMAN

In the last three decades, Greater Des Moines suffered through several major floods, including a 1993 event that forced the Des Moines Water Works to close its plant for 12 days. The floods revealed strengths and weaknesses that have been addressed in following years.

THEY INCLUDED:

- Various agencies, from the water utility to city crews and police and fire departments, were operating independently and communicating on incompatible equipment that made coordination difficult. In one glaring example, the city of Des Moines had data about rising water on the Raccoon River northwest of the metro, but didn't think to share it with Des Moines Water Works.
- The levees surrounding the main plant at the Des Moines Water Works proved to be too low in 1993.
- The disasters, including floods in 2008 and 2010, led to U.S. Army Corps of Engineers studies that questioned whether downtown Des Moines levees and related infrastructure were adequate.
- In 1993, FEMA predicted some water customers would be without working taps for at least a month, probably a couple. But as the Des Moines Register reported in a now-famous headline, "And on Day 12, we flushed." The quick reconstruction of the Des Moines main water plant amazed federal officials. And local officials held as many as three news conferences a day to inform people where bottled water and sandbags were available.
- Hundreds, maybe thousands, of homes were damaged.
- Chinook helicopters had to airlift Des Moines Water Works pumps for repair.
- Des Moines ordered nonessential workers out of downtown buildings that had no power or water.
- A 2010 flood forced evacuations in Des Moines, along Four Mile Creek, and in Ames, where a 16-year-old girl died and Hilton Coliseum — built in the flood plain of Squaw Creek — again took on water.

The floods, particularly the 1993 event, showed that the area had holes in its flood protection and its response protocols. Since then, new pump stations, levee walls and other protections have been added. However, some stretches of downtown levee were eyed for added height due to the harder flow of the Des Moines River, but that work still hasn't been done.

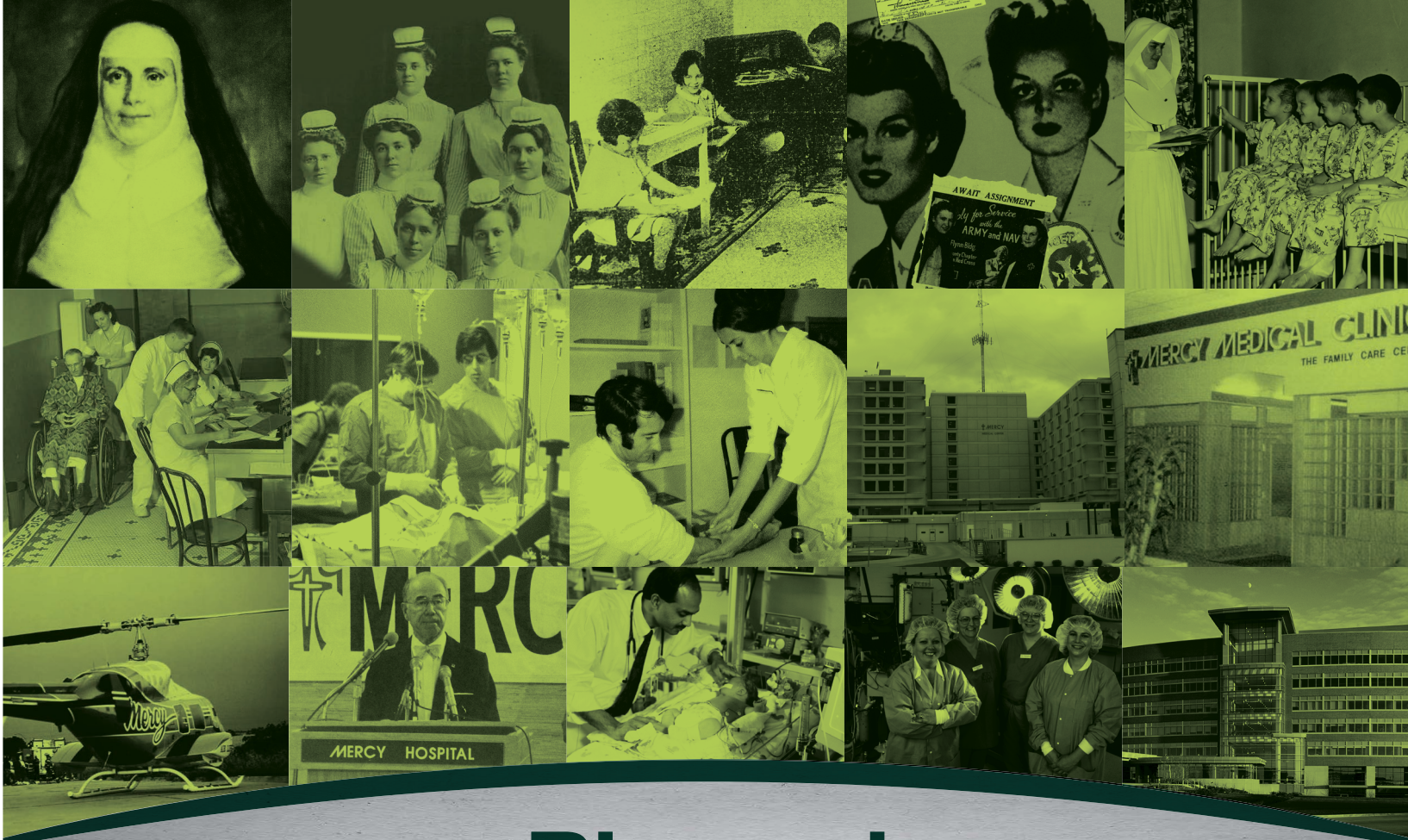
"Central Iowans live in a riverine community where two significant rivers meet in Des Moines and provide an invaluable backdrop to our daily lives. But the same rivers that were the attraction for settlement here 175 years ago are now more a risk to persons and property as weather extremes become more radical and floods more severe. As a community, Greater Des Moines — both the city and suburbs — must work together to better manage impacts of climate change on our lifestyle, economy and safety."

Bill Stowe

general manager and CEO, Des Moines Water Works



HEALTH & WELLNESS



Blessed Beyond Measure

Celebrating 125 years of service

With love and charity, the Sisters of Mercy founded what is known today as Mercy Medical Center – Des Moines, in 1893. A lot has happened during the past 125 years – recessions, wars, baby booms, expanding technology and the modernization of health care. Through it all, the spirit with which Mercy was founded continues to guide us in providing healing, health and hope to all we are privileged to serve. With gratitude to our colleagues, physicians, volunteers, patients and communities, Mercy is blessed beyond measure.



125 YEARS

Visit www.MercyDesMoines.org/125years to see more of our history.

Photos left to right, top row: The Sisters of Mercy in Ireland, an order founded by Mother Catherine McAuley (pictured), established Mercy Hospital; first graduating class of Mercy Des Moines School of Nursing (1901); children's department opens (1925); Cadet Nursing Program recruits during The Great Depression (1943); Sister Patricia Claire Sullivan (1950s); middle row: patient care (1960s); first-of-its-kind heart procedure at Mercy (1979); experimental chemotherapy treatment (1972); construction complete of innovative "Friesen concept" towers (1974); first outpatient clinic (1983); bottom row: introduction of emergency air transport (1986); House of Mercy dedication (1987); first pediatric intensive care unit in Des Moines (1991); Iowa Heart Center joins Mercy (2000); Mercy West Lakes opens (2009).

NETWORKS OF CLINICS BLANKET CENTRAL IOWA WITH CARE



BY JOE GARDYASZ

Primary care and specialty clinics have become so ubiquitous in Greater Des Moines that it's easy to forget that they are a relatively new concept.

The first Mercy Clinic opened at Valley West Mall in August 1983, quickly followed by five additional family practice clinics within the next year. Over the past three decades, Mercy Clinics has expanded to more than 50 clinic locations, operating family practice, specialty, urgent care and pediatric clinics in six counties.

UnityPoint Clinics was originally Iowa Physicians Clinic, an employed medical group of Iowa Health System. As part of the creation of UnityPoint Health in 1993, Iowa Physicians Clinic and Partners in Health, another physician group, joined together to form UnityPoint Clinic. The clinic system now has more than 300 medical practitioners in 55 clinics across Central Iowa.

The Iowa Clinic PC was formed in 1994, bringing a new concept in health care delivery to Central Iowa through a physician-owned, physician-governed business model. With its primary clinic in West Des Moines and clinics in seven other metro cities, the Iowa Clinic is now the largest physician-owned multi-specialty group in Greater Des Moines, with more than 250 physicians and health care providers practicing in more than 40 specialties.

“The value that we saw and the vision of the people that put this together is that as a partner physician group, you get to share best practices and connect with your hospital partners. The growth of UnityPoint Health has timed itself perfectly with the growth of the health system nationally with value-based contracts. Doctors are now being recognized for not just seeing patients but for high-quality care.”

Dr. Dan Allen
chief medical officer, UnityPoint Clinic

“To effectively turn around an organization, the development of a solid strategic plan is certainly an integral component, but it is a worthless exercise if you do not have the discipline to implement and execute it — particularly the tough components that demand open, self-reflective organizational change. You must create a culture that emphasizes accountability and an expectation that goals will be met across the entire spectrum of the organization; however, you must concurrently cultivate an environment that treats employees with respect, compassion and rewards them for their commitment to the success of the organization.”

Jody Jenner

president and CEO, Broadlawns Medical Center

BROADLAWNS ACHIEVES HIGHER QUALITY, FISCAL HEALTH

BY JOE GARDYASZ

Broadlawns Medical Center has undergone an impressive turnaround on several fronts over the past 12 years under the leadership of its president and CEO, Jody Jenner. Before Jenner's arrival in 2006, Polk County's safety-net hospital had bled millions of dollars in consecutive losses for several years. In 2008, with its finances stabilized, Broadlawns launched a major capital campaign and a multiphase expansion that included a new state-of-the-art emergency department, the addition of a 40,000-square-foot medical office building, a revamp of the surgical suites and a renovated front entrance and lobby for the hospital.

In the past decade Broadlawns has dramatically increased its patient volume by attracting more private-pay patients, which enabled it to build its cash reserves while serving four times as many patients. At the same time, Broadlawns has improved the level of its patient quality and reduced its per-patient costs by half. Consequently, Broadlawns was able to fund an additional \$60 million round of facility upgrades entirely from reserves. With operating deficits eliminated, in 2016, the hospital's board for the first time recommended a reduction in the tax levy it receives.

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BIRTH OF SUBURBAN HOSPITALS CAME WITH SOME LABOR PAINS

BY JOE GARDYASZ

Greater Des Moines' health care landscape has undergone significant changes over the past 3½ decades, and one of the most significant milestones in that journey was the development and opening of two new hospitals serving the western suburbs.

In the early 2000s, Mercy Medical Center and Iowa Health, now UnityPoint Health, had discussed forming a joint venture to build one hospital serving the suburbs, an idea that was squashed by a Justice Department ruling.

Both health systems subsequently faced an uphill battle to win state approval to demonstrate the need for the new hospitals — despite booming population growth and development that brought nearly 100,000 additional residents to homes that didn't exist when the downtown hospitals were built.

To win approval for its 82-bed West Des Moines hospital, Mercy agreed to close its east-side Mercy Capitol location and accepted a deal with Wellmark to accept reduced rates for a decade to allay concerns that two new hospitals would drive up health care costs. For Iowa Health, winning state approval to build Methodist West took two attempts and an agreement with Wellmark to scale back its plans to an 83-bed hospital.

After opening within six weeks of each other in fall 2009, both hospitals annually provide care for tens of thousands of patients.

“Anything worth doing is worth doing well. That sums up our nearly eight-year journey to build a new hospital in West Des Moines. It took us two attempts through the certificate of need process to demonstrate the need for additional health care services as well as our plan to collaborate with others. As a result, Methodist West Hospital was the first newly licensed hospital built in Central Iowa in many years. It took patience and a committed team — physicians, team members, community leaders, payers and donors — to make this dream a reality. I’m very proud of this achievement and how we worked together to extend our mission of improving the health of the people and communities we serve.”

David Stark

president and CEO, UnityPoint Health-Des Moines

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Richie Hurd, Richard Hurd, Kristin Hurd, Daniel Hurd

In 1981, Richard Hurd founded Hurd Real Estate Services. Today it operates as a family office specializing in commercial real estate investment and development. Family members are very involved in the day-to-day operations with sons, Richie and Daniel, and daughter, Kristin working with their father, Richard. Hurd's team is also composed of Becky Kile, CPA, Stacie Hatch, Asset Manager, and Joe Nixon, Property Manager. Their commercial real estate business focuses on retail, industrial and office property types. Their current portfolio consists of 125 properties located in 11 states; Iowa, Arizona, Colorado, Hawaii, Illinois, Kansas, Minnesota, Missouri, Nebraska, Nevada, and South Dakota. Over the years, Hurd Real Estate Services has helped shape the Des Moines retail landscape by bringing first-to-the-market

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Hurd Real Estate is an internally funded commercial real estate development and investment firm that owns and manages a portfolio of over 125 income-producing properties in the United States.

HURD

retailers such as REI, The Container Store, Dick's Sporting Goods, Nordstrom Rack, and HomeGoods. The company has also had the privilege of acquiring retail properties through their Sale-Leaseback program from some of the most prominent retailers in the country. A few of those clients include Hy-Vee, Kum & Go, Lowe's, QuikTrip, and Walgreens.

Through their Sale-Leaseback and Build-to-Suit programs, Hurd has carved out a very specific niche in the marketplace. Part of that, according to Richard, is "Working with corporate partners and providing a service that is beneficial in helping them achieve their goals. The only way we are successful is if our corporate partners are successful".

Hurd's influence is also felt in the nonprofit community. Kristin Hurd spearheads the family's philanthropic efforts. Hurd Real Estate has proudly sponsored numerous local charities. Richard is also very active in the community through service and is on the Grand View University Board of Directors and Bankers Trust Co.'s Community Advisory Board. Notably, Richie Hurd won the Leukemia & Lymphoma Society's "Man of the Year" in 2018 in honor of his late sister, Jamie.

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Dr. Chris Nelson, President & CEO of Kemin Industries, signs partnership agreement with Ertharin Cousin, former Executive Director of the World Food Programme.

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Kemin is more than an ingredient supplier; we are a global company inspired to improve the quality of life. Through this commitment, Kemin touches more than 3.8 billion lives every day with our products and services.



In 1961, Kemin Industries started with two products and a manufacturing plant housed in a former wool barn on Des Moines' east side. The first company headquarters was the family room of founders R.W. and Mary Nelson's home.

Today, more than 2,500 employees across the globe create Kemin ingredients that serve the animal health, human health, pet food, nutraceutical, food technologies, crop technologies and textiles industries. Less than 60 years after R.W. began mixing chemicals for feed, the privately held, family-owned-and-operated business now boasts 500 specialty ingredients and serves customers in more than 120 countries.

By thinking globally and act locally, Kemin operates in over 90 countries with



Grounding breaking photo of the Kemin administrative office on Maury Street. Left to Right - Jack McClure, Dick Burson, Mary Nelson, R.W. Nelson, Joyce Kent, Tom Cooper, and Don Nelson.

manufacturing facilities in Belgium, Brazil, China, India, Italy, Russia, Singapore, South Africa and the United States.

How did an Iowa family build a company that now reaches more than half the world's population – 3.8 billion people every day with its products and services? And how did they do it in a little over 50 years? With hard work, dedication and another very important ingredient: science.

Kemin believes the possibilities are endless with imagination and a relentless pursuit of science to uncover solutions for a better world. R.W. and Mary Nelson's eldest son—now President and CEO of Kemin—believed in this idea. That's why he put his Ph.D. in biochemistry and biophysics to use advancing Kemin's impact around the world.

When Dr. Chris Nelson joined the company, he served as research and development director at the European office in Herentals, Belgium. He emphasized the understanding of molecules, and this focus on science improved existing products and led to new innovations.

One of these breakthroughs came from an unexpected source—marigolds. Scientists at Kemin uncovered the possibilities of the flowering plant. They created an extract from marigolds to produce a natural pigmenter to keep the yolks of eggs sunny yellow without artificial coloring.

Kemin scientists knew they could uncover more possibilities in marigolds, though. The flower offers the eye more than something pleasing to look at; it contains lutein, which may help reduce the risk for and progression of age-related macular degeneration. With this discovery, Kemin created FloraGLO®, a first-of-its-kind lutein supplement that can be found in vitamins and food products.

Kemin scientists didn't stop at marigolds. They uncovered even more possibilities in rosemary, oregano, spearmint and potatoes.



R.W. and Mary Nelson, Kemin office, 1970's.



New Kemin worldwide headquarters, 2018.



Celebration of the Kemin Hope Primary School in China.



Dr. Chris Nelson, President and CEO of Kemin Industries.

Kemin puts science to use in a multitude of ways that improve the quality of life.

Kemin ingredients protect the quality of the food chain with products that improve the health and safety of livestock, poultry and their feed. Kemin helps keep bakery foods and snacks you buy at the grocery store fresher for longer and free of mold. To keep your fruits and vegetables safe to eat, Kemin helps repel pests from them. Kemin also helps make your pets happy and healthy by ensuring the food they eat is palatable and pleasing. Kemin helps keep your eyes healthy with lutein, and Kemin even gives your jeans their distressed look in an eco-friendly way, using enzymes instead of actual stonewashing.

Kemin has always worked to make innovative products using the power of science, and we're continuing the company mission to improve the quality of life around the world. To make a global impact and to help achieve the United Nations' (UN) goal of Zero Hunger, Kemin was one of the first corporate partners of the World Food Programme (WFP), the leading UN humanitarian agency fighting hunger worldwide. For more than a decade, Kemin has continued to assist WFP with complex and evolving food quality and safety strategies to help improve the quality and safety of the worldwide food supply chain.

Built on exacting science and powered by human imagination, Kemin is committed to improving the quality, safety and efficacy of feed, food and health-related products around the world, while maintaining its global headquarters in Des Moines, Iowa. Kemin scientists have been uncovering the possibilities of science for nearly six decades to reach over half the world's population, and will continue to uncover those possibilities today, tomorrow and for years to come.

"We have a responsibility to return to our community and the world a portion of what we earn from our endeavors."

Mary Nelson, Co-Founder of Kemin Industries



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Windsor Windows & Doors employs nearly 500 people in central Iowa and has been a proud community member for more than 70 years.

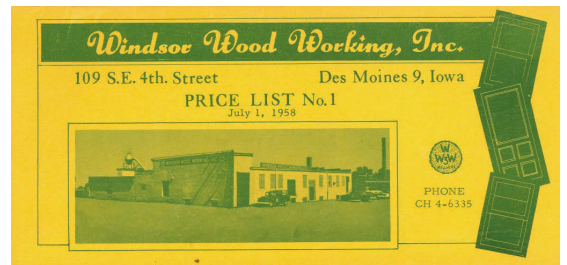
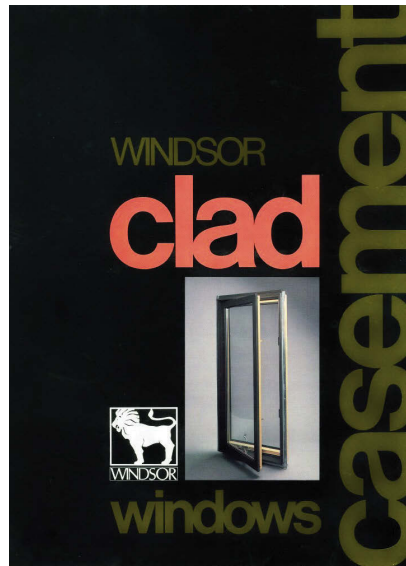
WINDSOR WINDOWS & DOORS - THEN AND NOW

From humble beginnings in 1946, Windsor Windows & Doors has enjoyed tremendous growth in conjunction with the Des Moines Community. Starting with a \$600 loan to open their first manufacturing facility in Windsor Heights, the company has seen tremendous growth over the past 72 years.

Windsor remained a regional wood window company until being purchased by Woodgrain Millwork, Inc. of Fruitland, Idaho in 1987. The Woodgrain story is remarkable within itself. This family-owned business has grown to be one of the largest millwork companies in the northern hemisphere. Since being purchased by Woodgrain, Windsor has expanded and now sells windows and patio doors utilizing 250+ distributors throughout North America.

In the mid 1970's, Windsor moved to their current location in West Des Moines and occupied a 100,000 sq. ft. production





Advertisements from the past

facility. In the mid 1990's they expanded by an additional 140,000 sq. ft. for a total of 240,000 sq ft. In 2006, the company constructed an office building on their West Des Moines campus that serves as their divisional headquarters. In 2007, a 100 sq. ft. state-of-the-art production facility was built at their West Des Moines site, and this building is now being used to produce all of the patio doors. In 2018, they expanded once again by constructing a 160 sq. ft. vinyl production facility about 10 miles south in the community of Norwalk, IA. Windsor has continued to invest in the local economic landscape of central Iowa. In addition, Windsor operates a 200,000 sq. ft. production facility in Monroe, North Carolina and that plant services much of the eastern third of the United States.

Windsor manufactures five distinct product lines: Pinnacle wood windows & patio doors, Next Dimension vinyl windows & patio doors,

Legend cellular PVC windows, and Ashworth patio and entry doors. They recently expanded into the window replacement market with Revive pocket windows. Each Windsor window and patio door is custom-built at the time it is ordered to meet the exacting specifications of your project.

Windsor Windows & Doors is committed to becoming the windows and patio doors of choice for new construction, remodeling and light commercial applications. Every product from Windsor carries a commitment to quality design, timeless beauty and skilled craftsmanship. All of their manufactured products meet exacting standards of energy efficiency and durability as well as ease of installation, operation and maintenance.

Every time a builder, architect or do-it-yourselfer purchases a Windsor product, they experience the superior customer service and responsiveness of this family owned company.

Visit Windsor's exclusive Iowa showroom at Gilcrest/Jewett Lumber in Waukee or Altoona to discover the difference Windsor can make on your next building project. Windsor and Gilcrest have a long partnership of serving Iowan's and we will be happy to help you find the best Windsor window or patio door to meet your needs.

Windsor Windows & Doors takes pride in being a member of the Central Iowa Community for more than 70 years. In the past 35 years, Windsor has experienced tremendous growth. We now employ nearly 500 people in Central Iowa and our success is attributed to the diligence and hard work of these employees. As Windsor looks to the future their goal is to be "Easy To Do Business With" and provide the best value in the industry.

Over the past seventy years, Windsor Windows & Doors has grown to meet the challenges of changing times, but we have always been committed to quality design, timeless beauty and skilled craftsmanship.



BH Corporate Headquarters, located in the Capital Square Building in downtown Des Moines.

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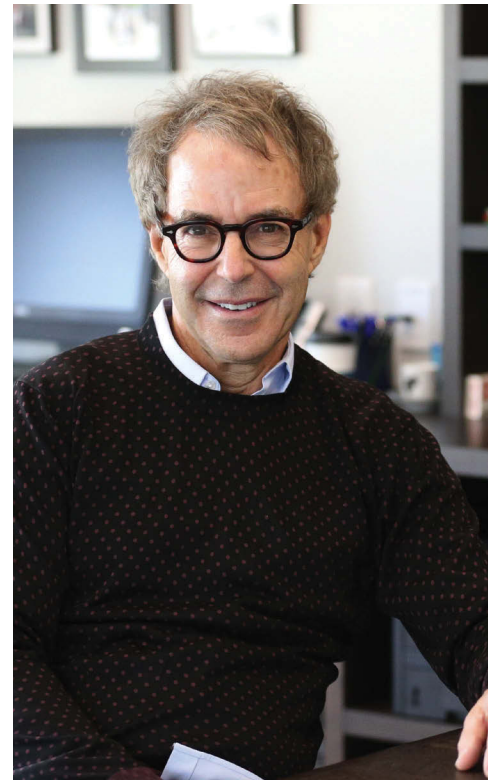
The Des Moines-based multifamily development and management company ranks among the nation's largest and most respected.



The Des Moines-based BH Companies ("BH") recently celebrated their 25th anniversary. Founded in 1992 by Harry Bookey, the BH Companies are comprised of BH Equities, a multifamily acquisition and development company, and BH Management Services, a multi-family property management company. BH specializes in acquiring existing apartment communities and increasing their value through improved management and property value-add improvements. The National Multifamily Housing Council recently named BH Management Services the 9th largest property management company and BH Equities the 17th largest multifamily owner in the US.

GETTING STARTED

Having represented several multifamily developers as a lawyer, Bookey decided to leave the law practice to go into the business on his own. The BH business story began in an 8'x10' office at 39th and Ingersoll in Des Moines. In late 1992, Bookey raised \$300,000 from investors to purchase a small apartment community in San Antonio, Texas from a bank



Harry Bookey, Founder and Chairman of the BH Companies

in foreclosure. This transaction led to the purchase of an additional four properties from the same bank. From that point forward, BH was able to grow the business and unlike many in the industry survive the recessions of 9/11 and 2008 with a strong foundation and track record for future growth.

BH TODAY

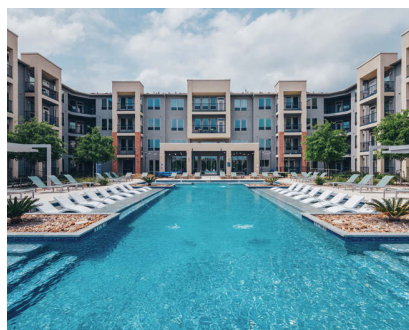
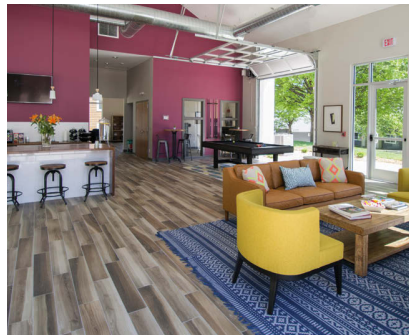
BH recently closed a \$1.3 billion acquisition of a 26 property, 8,500-unit portfolio. They currently operate 89,420 apartment units in 290 communities across 21 states that generate more than \$1 billion in annual gross revenue. Headquartered in Des Moines with regional offices in Dallas, Atlanta, Richmond, Houston, Chicago, Phoenix and Florida, BH has 2,500 employees and was recently named by Fortune Magazine as one of the Nation's Top 100 "Best Workplaces for Women" and "Best Workplaces for Millennials". The guiding principles of BH are to focus on team members, create value, do business the right way, be visionary, provide stability and promote community.

The BH Equities property acquisition division employs proprietary underwriting models, extensive market research and has preferred borrow status with agency lenders. BH investment partners include many of the industry's leading companies including Highland Capital Management, Clark Ventures, Stone Point Capital, Livcor, Blackstone, Pensam Capital and Sterling American Property. Since its founding in 1992, BH sponsored investment funds, together with institutional equity, have invested more than \$2 billion dollars in multifamily property acquisition with a track record of realized average returns of over 20%.

Under the leadership of its President, Joanna Zabriskie, BH Management Services is known for its state-of-the-art integrated management processes and programs and has received recognition for numerous initiatives, including implementation of apartment tech-

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**2018
NMHC 50**
National Multifamily Council's Top 50 list
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- 17th Owner



Clubhouse at The Flats Apartments, a BH Property located in West Des Moines, Iowa
Courtyard at The Kennedy Apartments, a BH Property located in San Antonio, Texas.

packages, concierge living programs, data analytics, business intelligence, electronic work orders, revenue management and other programs. The BH green conservation program has received special recognition by the industry for the deployment of energy saving measures including water efficient fixtures, energy saving appliances, LED lighting, solar screens and irrigation systems, and last year BH achieved an annual 28% reduction in cost and 30% reduction of energy usage per apartment community. BH has an award-winning Design and Architectural division that creates signature integrated designs for its value-add program that are implemented by BH Construction Services division.

GIVING BACK

BH strongly values social and community responsibility which is embodied in its BH Gives Back Program. Every BH employee is granted paid time volunteer hours to use at local charities and this year BH employees have donated more than 1,600 hours to helping organizations across the US. "We are very proud of our BH Gives Back program", said Kelly Weber, Vice President of Marketing & IT Systems. "As a property management company, community is very important to us."

Outside of BH, Bookey and his wife Pamela Bass-Bookey are known for using their entrepreneurial spirit to pioneer the urbanization of downtown Des Moines. The Temple of Performing Arts, which the Bookeys purchased and rehabilitated in 2002, became the cornerstone for Downtown revitalization. In addition to supporting many arts and charitable non-profit organizations, their philanthropic efforts include founding and co-funding Project ENCORE which provides free violin and cello instruction to disadvantaged elementary students, co-sponsoring a new home for the Isiserettes, co-founding the Des Moines Symphony Music Academy, and founding and co-funding the Salisbury House History Series.

"We are very proud of our BH Gives Back program. As a property management company, community is very important to us. There is no better way to instill a sense of community than by giving back."

Kelly Weber, Vice President of Marketing & IT Systems

TOP 5 Best Place for Business and Careers

— Forbes 2017



Photo: Jason Harmer

CITY OF DES MOINES

400 Robert D. Ray Drive
Des Moines, IA 50309
515.283.4500

www.dmgov.org
[@desmoinesgov](https://twitter.com/desmoinesgov)

Our strong history of collaboration with community partners helped build the Des Moines we know today and has allowed us to dream big for the future of our city.

Politico Magazine described it as, “How America’s duller city got cool.”

Over the past 35 years, Des Moines has transformed itself from a dull insurance town surrounded by corn fields where people worked from 8 a.m. to 5 p.m. and went home — to a vibrant, hip city where local arts, entertainment and entrepreneurs thrive; where more than 10,000 residents live downtown; and where activity continues around the clock.

Just look to the downtown skyline to see some of the changes. The 1983 skyline had yet to see some of the city’s most notable high-rise office buildings including the Plaza Building built in 1985, the HUB Tower built in 1986, the EMC Insurance Building built in 1997, and 801 Grand, which became Iowa’s tallest building in 1991. The city has also seen groundbreaking changes in its arts,

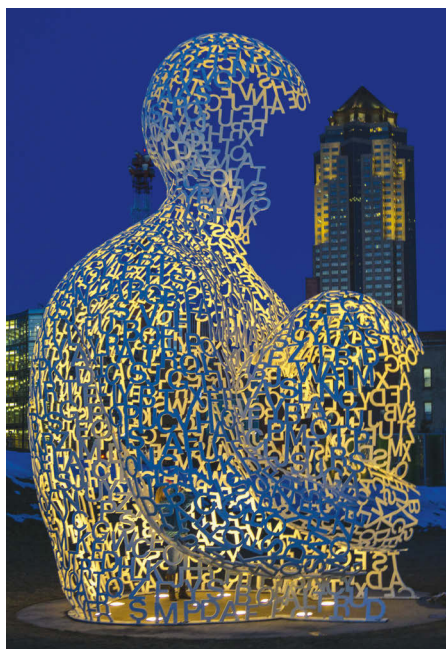


Residents and visitors pack Locust Street during the World Food & Music Festival on Saturday, Sept. 15, 2018.





Top: 1400 block of Locust Street (1999),
Bottom: Water feature outside Central Library at Western Gateway Park (2018).



"Nomade" sculpture in the John and Mary Pappajohn Sculpture Park in Western Gateway Park. Photo: Jason Harmer



Top: East Locust Street facing west (2000),
Bottom: East Locust Street facing east (2018).

entertainment and recreational offerings, thanks to public and private partnerships and investments.

Those include the \$217 million Iowa Events Center and \$62 million Science Center of Iowa that opened in 2005, the World Food Prize Hall of Laureates that opened in 2011 after \$30 million in renovations, the \$70 million Principal Riverwalk completed in 2013, the rejuvenated Cowles Commons completed in 2015 and the Des Moines Social Club, which opened in May 2014 and quickly became a hot spot for innovative arts and entertainment.

Des Moines has revitalized both ends of downtown — in the east where trendy shops and restaurants now call the East Village home, and in the west where the former Auto Row has transformed into the Western Gateway with a 4.4-acre public park that hosts

many of the city's biggest festivals. The area includes a state-of-the-art Central Library and Pappajohn Education Center that opened in 2006, and the John and Mary Pappajohn Sculpture Park that opened in 2009 featuring artwork by some of the world's most celebrated artists.

The future looks bright. Two new downtown high rises are in the works — the 33-story Blackbird Tower, and the 40-story The Fifth. Community leaders recently broke ground on the \$3.5 million, world-class Lauridsen Skatepark. Discussions are underway for adding recreation on the river with "water trails." And Gray's Station holds the potential of transforming downtown's southwest side with new residential and retail spaces.

Just to the south, \$7.8 million in improvements are underway at Water

Works Park that will include a two-way amphitheater, gardens and play areas. A tunnel will better connect Water Works with the 167-acre Gray's Lake Park, which features a pedestrian bridge, 2-mile trail and other improvements completed in 2001.

Residents across the city have come together to build a stronger community. The number of Des Moines neighborhood associations has more than doubled in the past few decades, to more than 50.

Today, Des Moines is ranked among the nation's economically strongest and best cities for young professionals and families with a population that's grown 13.9 percent from 191,003 in 1980 to an all-time high of 217,521 today. The city has become much more diverse. It's a place where businesses, entrepreneurs and people of all ages are choosing to live, work and play.

Des Moines is ranked among the nation's economically strongest and best cities for young professionals and families with a population that's grown 13.9 percent from 191,003 in 1980 to an all-time high of 217,521 today.



American Enterprise's historic and award-winning Sixth Avenue headquarters was originally designed and constructed in 1965 by the renowned architect Gordon Bunshaft and renovated in 2015. Amaldo Pomodoro's "Sphere Within Sphere," part of American Enterprise's corporate art collection, greets visitors in the company's courtyard.

AMERICAN ENTERPRISE GROUP, INC.

601 6th Avenue
Des Moines, IA 50309
515.245.2000

www.americanenterprise.com

Affectionately known as the original sculpture park for its historic building and adjacent art park, American Enterprise is proud to be part of Des Moines' past, present and future.

SECURING FINANCIAL FUTURES SINCE 1929

Founded by Watson Powell as American Republic Insurance Company, American Enterprise has been helping customers secure their financial futures since 1929.

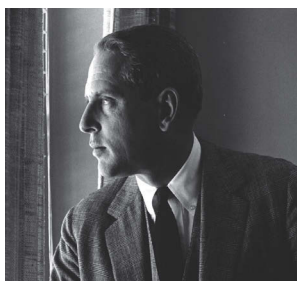
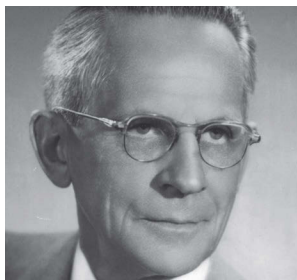
From the beginning with 200 charter policies, the company was dedicated to providing personal insurance services to individuals and families at an affordable price. Through sound fiscal responsibility, the young company survived the Great Depression, which came only six months after it was established. By 1945, the company moved beyond its Iowa borders to do business in a second state, Minnesota, rapidly followed by more states.

Today, American Enterprise's multiple insurance companies are licensed in 49 states and the District of Columbia. Through its family of companies under the American Republic, Great Western, and Medico brands, American Enterprise helps customers protect their health, happiness, and the financial future of their entire family. With more than



Tom Swank, President and CEO at American Enterprise Group, Inc.





Top: Company founder Watson Powell was a pioneer in the health and accident insurance business. Bottom: In July 1960, Watson Powell, Jr., succeeded his father as the company's Chairman of the Board and President. Left: American Enterprise's national headquarters building under construction. The building took three years to complete from conception to finished construction. Right: American Enterprise's art collection started in the 1960s and grew over the years, gradually spilling outdoors into an adjacent Art Park. With sculptures, benches, trees and landscaping, employees have enjoyed one of the first downtown green spaces in the Des Moines metro, known as Des Moines' original sculpture park.

450 employees between its Des Moines, Iowa; Omaha, Nebraska; and Ogden, Utah offices, American Enterprise continues its long history of serving customers and providing solutions to meet their individual health and life insurance needs.

"As a mutual insurance holding company, American Enterprise is inspired by the opportunity to serve our customers. We are in a people helping people business, and our entire team is dedicated to fulfilling our promise to always be here when our customers need us the most," said Tom Swank, President and CEO at American Enterprise.

The ability to fulfill its promises is based on having a strong financial foundation – and American Enterprise continues to be recognized throughout the industry as a company with excellent financial strength. In April 2018, all of its primary companies received an 'A-' (Excellent) rating by A.M. Best, the premier rating organization for the insurance industry.

A HISTORIC HEADQUARTERS AND CORPORATE ART COLLECTION

American Enterprise's historic and award-winning Sixth Avenue headquarters is eight stories tall and was originally designed and constructed in 1965 by the renowned architect Gordon Bunshaft. Upon its opening, the building was featured in LIFE magazine and deemed "the talk of the Midwest." Five decades later, the building was revitalized while maintaining its original integrity. The building has been recognized with architectural awards for both the original and renovated constructions.

From inception of the building, American Enterprise's art collection has been an integral part of the architecture. The collection started in the 1960s as a way to brighten the building's simplistic modern design and to inspire an innovative work environment. It grew over the years, gradually spilling outdoors into an adjacent Art Park. The Art Park includes green space with sculptures,

benches, trees and landscaping, and is affectionately known as Des Moines' original sculpture park.

LOOKING AHEAD

Achieving its mission to secure the financial futures of its customers requires uniting human dedication and technological innovation in the solutions it creates. American Enterprise believes the standout companies of tomorrow will be those that combine human and digital capabilities in smart, thoughtful ways.

As the company approaches its 90th Anniversary, American Enterprise looks forward to continued growth, strength and stability as it seeks new opportunities to deliver innovative product solutions and services to its customers and distribution partners.

Stable | Strong | Growing



Dan Houston, chairman, president, and CEO of Principal Financial Group, addresses a group of 250 Principal leaders from around the world during an event at the company's Des Moines headquarters in fall 2018.

Principal®

711 High St.
Des Moines, IA 50392
800-986-3343

*The last generation
has seen this financial
services company invest
in its hometown, go
public, and go global.*

A new identity and an international reach: 35 years of Principal growth

Thirty-five years in the life of a capital city
leaves its landscape utterly transformed.

Renewal is a relentless churn. Massive
craters are scooped out of the earth. Gleaming
towers of concrete, glass and steel arise to
assume their lofty perch over the prairie.

As the skyline soars upward, the city
extends its reach — both in the brick and
mortar that spread the metro's boundaries and
through its citizens and businesses traveling
the globe.

The last 35 years also have transformed
the life of this financial services company.
The scope of Principal Financial Group has
stretched far beyond what local executives
and workers might have expected in 1983
when they paged through the first issues of the
Business Record.



*801 Grand skyscraper shortly before its completion
in January 1990.*



We're proud to have grown up with you, Des Moines. We've supported each other, helping to foster a well-deserved reputation as a Midwest hub for global commerce. Des Moines and Principal now face the promise of the 21st century together.

Remember that Principal as a brand didn't even exist in 1983 when Connie Wimer revamped a humble real estate and legal trade publication into the Business Record. It wasn't until two years later, September 1985, that we refreshed our identity from the Bankers Life Company to Principal. Since then the Principal name has come to represent a steadfast commitment to helping customers around the world to earn, save, and protect for their financial futures.

We've also lent our name to the cause of being a good neighbor in downtown Des Moines. We spearheaded the Principal Riverwalk in 2002 to mark our company's 125th anniversary by helping the city celebrate public space. Two years later we added our name to Principal Park, the home of the Iowa Cubs.

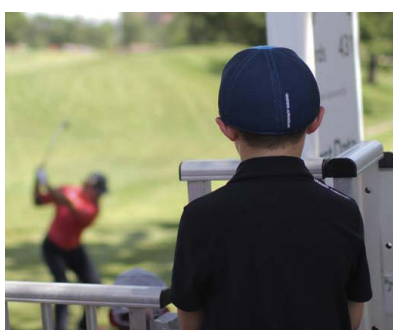
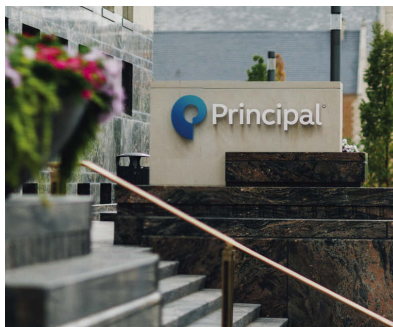
Principal's timeline of the last 35 years is a consistent narrative that demonstrates our belief in the complementary values of global ambition and local investment.

It was 1984 when a young sales representative accepted a job at the Principal office down in Dallas, Texas. That salesman today is our president and CEO, Dan Houston.

The Houston era of Principal has no shortage of highlights:

1990 – We founded Principal International to deliver sound investment and secure retirement to even more clients around the globe.

1990 – That same year we gave Iowa its tallest building with the 801 Grand skyscraper, 44 stories and 83,700 tons of concrete that were topped off in January 1990. On a clear day the upper floors command a 30-mile view of the Iowa countryside. The Principal Tower at 655 9th St. preceded it, and the “Z building” at 750 Park St. followed. Our corporate



Top: Corp 1 building at 711 High Street, Principal's corporate headquarters, was beautifully refurbished in 2017.

Bottom: The Principal Charity Classic has raised \$17 million for Iowa kids.

headquarters occupies the original 711 High St. offices, “Corporate One,” built in 1939 and beautifully refurbished in 2017. But many Iowans still see the iconic outline of 801 Grand when they hear the Principal name.

1993 – Principal International opened an office in Mexico. Four years later we debuted in Hong Kong. And we've continued to spread across continents.

1999 – The Greater Des Moines Partnership — Houston is current board president — was founded, consolidating more than two dozen allied groups to better market the metro.

2001 – Our key business milestone of the last 35 years arguably was becoming a publicly traded company.

2007 – We launched the Principal Charity Classic golf tournament that just wrapped a record year of raising \$4.35 million for Iowa kids. We've generated \$17 million to date.

As Principal has grown, we've never lost sight of who we are. We've only clarified our sense of purpose.

Similarly, Des Moines remains the epicenter of “Iowa Nice” while boosting its reputation as one of the nation's most attractive and livable cities. We enjoy plentiful jobs, a low cost of doing business, and enviable arts and culture.

Principal's next 35 years involves expanding not only our business but the scope of our philanthropy. We strive to help our neighbors here and abroad to realize lifelong financial security. The Principal Foundation is more serious than ever about promoting social responsibility. We're invested in helping people learn more, earn more, and save more from childhood through retirement. With this work we leverage the power of Principal's 15,000 engaged employees to support programs, organizations and ideas that create lasting social impact in more than 13 countries.

This wasn't something we could have outlined 35 years ago in the premiere issue of the Business Record. But it's the type of transformation that's possible when a capital city and global company work hand in hand.

“Des Moines remains the epicenter of ‘Iowa Nice’ while boosting its reputation as one of the nation's most attractive and livable cities.”



Homestead Building, 2018

GERLEMAN MANAGEMENT, INC.

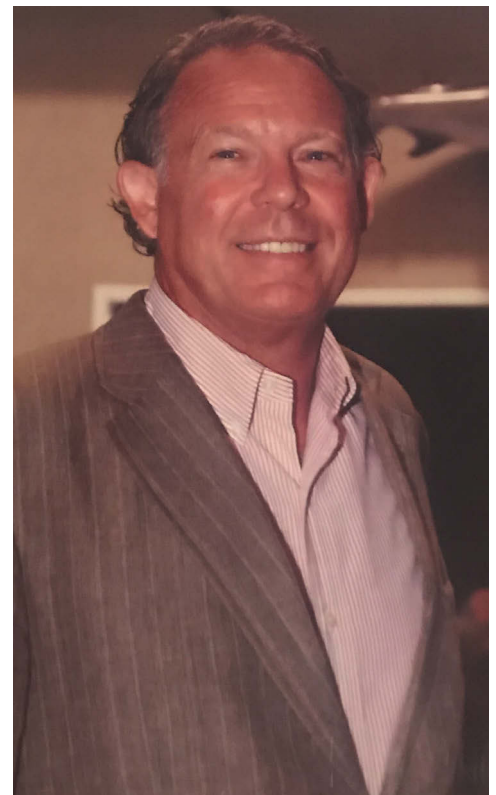
Gerleman Management, Inc.
Bruce Gerleman
303 Locust St.
Des Moines, IA 50309

Two downtown landmarks saved by a local entrepreneur, The Homestead Building, 126 years old and the Hawkeye Building, celebrating it's 150th Birthday.

Bruce W. Gerleman is an entrepreneur who has specialized in historic renovations and commercial development. Gerleman is acknowledged to be the first person to accomplish a Certified Historic Renovation of a building according the United States Department of Interior standards in the State of Iowa.

His preservation work has saved from destruction and repurposed dozens of historic landmarks around the nation. Gerleman's efforts in Des Moines have saved many of our City's historical/ architectural treasures including the following:

1. The Crawford Mansion, 2203 Grand Avenue, listed on the National Register of Historic Places 1982.
2. Governor Albert Baird Cummins Mansion, 2204 Forest Drive, listed on the National Register of Historic Places 1984.
3. The Polk Mansion, 2708 Grand Avenue. Historically renovated 1987.
4. The Homestead Building, 303 Locust, listed on the National Register of Historic Places 1985.



Bruce W. Gerleman

5. The Hawkeye Insurance Company Building, 213 4th Street, listed on the National Register of Historic Places 1986.
6. The Saddlery Building, 309 Court Avenue, listed on the National Register of Historic Places 1986.
7. The Rock Island Depot, 100 4th Street. Historically renovated 1987.
8. The Younkers Store for Homes, 312 8th Street, renovated 1987.
9. The Locust Mall, 700 Locust Street, renovated 1990.

THE HOMESTEAD BUILDING

The **Homestead Building** located at 303 Locust Street, constructed as a 4 story building in 1892 by publishers and partners James M. Pierce and Henry C. Wallace, the building was originally only 22' wide. In 1905 an additional 44' was added to accommodate the partners growing publication empire. "The Wallace Farmer" and "The Iowa Homestead" magazines were written and published in what was the largest printing plant in Iowa.

In 1916 the building was converted from a publishing house into a hotel. In the 1930's, a young man by the name of Ronald Reagan lived just 3 blocks away while working at WHO radio. In the evenings he enjoyed cocktails in the hotel bar. The hotel eventually was renamed the Martin Hotel and many state legislatures called it home during the legislative sessions. If the walls could talk they would tell a historical, hysterical story. Eventually the hotel fell into disrepair and was condemned by the City. It was scheduled to be demolished. Some of us still remember the casket that was in the front window as patrons of the Civic Center strolled by. The sign on the casket read "Dead Moines".

Bruce Gerleman along with partners including Jim Carney purchased the condemned building in 1983 and began the "Certified Historic Renovation" and restoration of the building. His work complied with the exacting standards of the United States Department of Interior. The renovation cost exceeded \$2,500,000 and when completed it enhanced downtown with the first Certified Historic Renovation our City had ever enjoyed. The historic renovation of The Homestead Building was completed in 1985 and the Building was placed on the National Register of Historic Places by the United States Department of Interior.

Today the Homestead Building is owned and managed by Bruce W. Gerleman. The building is home to the fine dining restaurant Splash Seafood Bar & Grill along with The Carney Law Firm, The Hartung & Schroeder Law Firm and Jethro's BBQ World Headquarters.

THE HAWKEYE BUILDING

The **Hawkeye Insurance Company Building**, 213 4th Street, built in 1868 by Ebenezer Ingersoll. The Hawkeye Building is the oldest surviving commercial building in Des Moines. Designed by nationally renowned Des Moines architect William Foster, the building originally housed his architectural firm along with the our city's first casualty insurance company, the Hawkeye Building was also the home to the "Des Moines Leader".

Bruce Gerleman purchased the building in 1983 and began the "Certified Historic Renovation" and restoration of the building. His work complied with the exacting standards of the United States Department of the Interior. The basement was excavated and to stabilize the structure a new foundation was poured. In the excavation process the original

bank vault was unearthed and remains fully intact today. The renovation costs exceeded \$1,500,000 and the completion brought new life to the emerging Court Avenue Entertainment District.

The Certified Historic Renovation of The Hawkeye Insurance Company Building was finished in 1985 and the Building was placed on the National Register of Historic Places by the U.S. Department of Interior.

Today the Hawkeye Insurance Company is one of Des Moines' architectural gems. The 150 year old Building links the past to our current status as the insurance capital of the Nation. The mixed use building contains apartments, professional offices and restaurants in the heart of downtown.



Hawkeye Building, 2018

"Gerleman is acknowledged to be the first person to accomplish a Certified Historic Renovation of a building according the United States Department of Interior standards in the State of Iowa."



Blackbird Partners from Left to Right: TJ Jacobs, Harry Doyle, Justin Doyle, Ryan Doyle, Hugh O'Hagan

BLACKBIRD INVESTMENTS

www.blackbirdinvest.com
info@blackbirdinvest.com

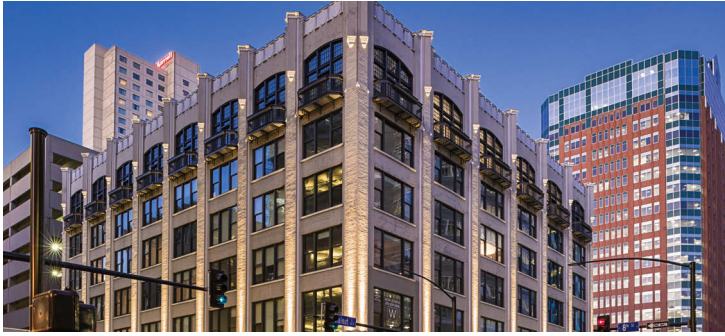
Formed through family and friendships, Blackbird Investments is a real estate development company based out of Des Moines, Iowa with just over \$1 billion in development.

Formed through family and friendships, Blackbird Investments is a real estate development company based out of Des Moines, Iowa with just over \$1 billion in development. The five partners, Justin Doyle, Harry Doyle, Ryan Doyle, Hugh O'Hagan, and TJ Jacobs all share the same belief; everyone is entitled to safe, clean, and affordable housing. The majority of projects within Blackbird's portfolio tie their mission into social benefits for the community in which it resides. The company's focus has created a philanthropic spark in Des Moines and has led to the exponential growth of over 50 employees since Blackbird formed in 2013. Justin Doyle, President of Blackbird, has attributed much of the company's success to the talent of his staff and to forming



Blackbird President, Justin Doyle

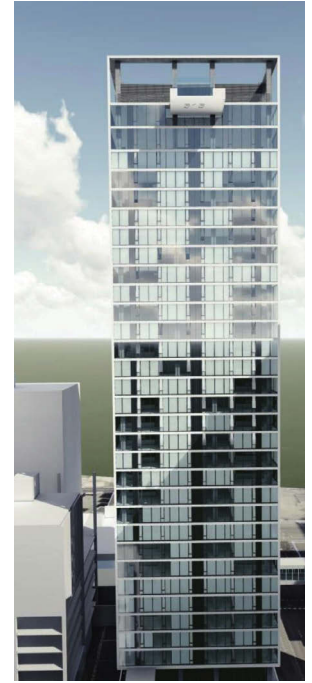




Top: The Wilkins Building
Bottom: Fort Des Moines Renovated Military Barrack



The Tea Room



The 515 Tower

good business partnerships with those who see eye-to-eye when it comes to the desire of improving communities, as well as leaving a better world for our children.

Sustainable design for all of Blackbird's projects is a top priority. Whether it is the revitalization of a historic landmark, an adaptive reuse of a century-year-old building, or a brand-new tower in Des Moines, the company takes an emphasis on building to last and leaving the smallest carbon footprint possible.

Historic military base, **Fort Des Moines**, was the company's first project and the reason Blackbird was formed. The partners fell in love with the thought of revitalizing a historic landmark that held so much significance not only for Iowa but also US military. The \$40 million project is the outcome of years of behind-the-scenes work to convert four-century-old Army barracks and two horse stables into 142 affordable apartments for low-income renters. It took four years and \$25.9 million in federal,

state, and local tax credits. The magnitude of Fort Des Moines was overwhelming to everyone who considered taking the project on, but complexity is what sets Blackbird apart from other developers.

Another fond memory of Des Moines' history is the former Youngers **Tea Room** located in the **Wilkins Building**. Initially constructed for the Wilkins' Department Store, this building was acquired by the Youngers Brothers and annexed into their newly constructed building. The east wall of the building was opened and the alley between the two buildings infilled with connecting structure. Significant for its association to the Youngers Department store, Wilkins is the only structural remains of the May 2014 "Youngers Fire". The elaborate plaster detailing and decorative work at The Tea Room, while heavily damaged, remains and has been fully restored. The Tea Room opened in August 2017 and serves as a premier event venue in downtown Des Moines available for public

and private events. The Wilkins building is the first reinforced concrete building in Des Moines and now provides a mix of 60 market-rate and affordable apartments for downtown living.

One of Blackbird's most recent and anticipated projects is the **515 Tower** which will transform the Des Moines skyline. The 33-story residential tower will offer 336 rental units with a blend of market-rate and affordable pricing options. Few affordable housing options exist in the downtown core, and market studies point to a significant demand for housing at reduced price points. Tenants will love the convenience of living downtown, while enjoying amenities such as a cantilevered pool on the top floor and unobstructed views of the State Capitol. This project continues to push the narrative of what affordable housing looks like and how it should be integrated into the standard development process.

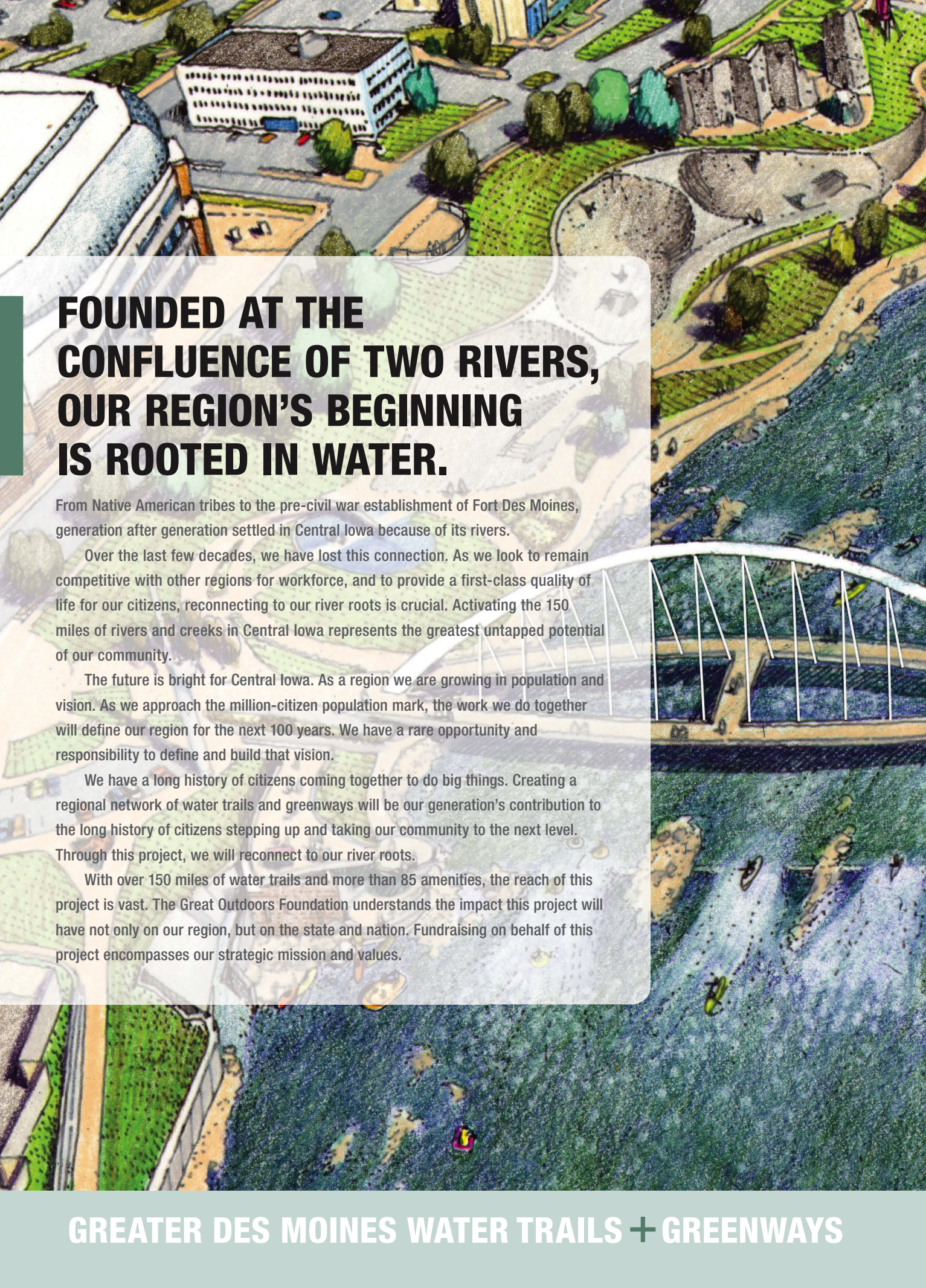
"The majority of projects within Blackbird's portfolio tie their mission into social benefits for the community in which it resides."



“
**THIS PROJECT IS
THE MOST
TRANSFORMATIONAL
QUALITY-OF-LIFE
PROJECT OF
OUR GENERATION
IN CENTRAL IOWA.**
”

JAY BYERS
GREATER DES MOINES PARTNERSHIP CEO AND CAPITAL CROSSROADS TRI-CHAIR

GREATER DES MOINES WATER TRAILS + GREENWAYS

An aerial illustration of a city landscape. In the upper left, a large, multi-story building with a brown roof sits on a green lawn. To its right, a river flows, with a bridge crossing it. The bridge has a white arch and several vertical supports. Below the bridge, the river is filled with people enjoying water trails; some are on kayaks, others are swimming. The riverbank is lined with green grass and trees. In the background, more buildings and a parking lot are visible. The overall style is a colorful, hand-drawn illustration.

FOUNDED AT THE CONFLUENCE OF TWO RIVERS, OUR REGION'S BEGINNING IS ROOTED IN WATER.

From Native American tribes to the pre-civil war establishment of Fort Des Moines, generation after generation settled in Central Iowa because of its rivers.

Over the last few decades, we have lost this connection. As we look to remain competitive with other regions for workforce, and to provide a first-class quality of life for our citizens, reconnecting to our river roots is crucial. Activating the 150 miles of rivers and creeks in Central Iowa represents the greatest untapped potential of our community.

The future is bright for Central Iowa. As a region we are growing in population and vision. As we approach the million-citizen population mark, the work we do together will define our region for the next 100 years. We have a rare opportunity and responsibility to define and build that vision.

We have a long history of citizens coming together to do big things. Creating a regional network of water trails and greenways will be our generation's contribution to the long history of citizens stepping up and taking our community to the next level. Through this project, we will reconnect to our river roots.

With over 150 miles of water trails and more than 85 amenities, the reach of this project is vast. The Great Outdoors Foundation understands the impact this project will have not only on our region, but on the state and nation. Fundraising on behalf of this project encompasses our strategic mission and values.

GREATER DES MOINES WATER TRAILS + GREENWAYS



A man is tubing down a river, smiling and splashing water. The scene is captured at sunset, with a warm, golden glow over the water and the surrounding trees. The man is wearing a dark long-sleeved shirt and shorts. The background shows a dense line of trees along the riverbank.

DID YOU KNOW?

IOWA OUTDOOR RECREATION GENERATES:

\$8.7 BILLION IN ANNUAL CONSUMER SPENDING

83,000 DIRECT JOBS

\$2.7 BILLION IN WAGES AND SALARIES

\$649 MILLION IN STATE AND LOCAL TAX REVENUE



THE GREAT OUTDOORS FOUNDATION IS CENTRAL IOWA'S PATHWAY TO SUSTAINABLE, HEALTHY ENVIRONMENTS.

We are a regional conservation leader and a catalyst for high-impact environmental projects. We convene partners with a shared vision, drive collaboration, and raise awareness and funds. Our priority initiatives expand and restore natural spaces, foster

outdoor recreation, promote conservation and build passion for nature. We connect people of **all ages and backgrounds** to nature by **collaborating** with other organizations who share a common vision of healthy environments that provide a variety of outdoor

recreation and education opportunities. **Driven by our clear purpose, we challenge ourselves** to seek and take on partner projects offering exceptional and long-term impact requiring a **regional approach** and creative funding strategies.





GOALS:

SAFETY

**ECONOMIC
DEVELOPMENT**

**ATTRACT
WORKFORCE
& TOURISM**

**WATER
QUALITY**

**OUTDOOR
RECREATION**

Water Trails Leadership Team

Jay Byers, Greater Des Moines Partnership,
Capital Crossroad Tri-Chair
Angela Connolly, Polk County,
Capital Crossroad Tri-Chair
Kristi Knous, Community Foundation of Greater Des Moines,
Capital Crossroad Tri-Chair
Rick Tollakson, Hubbell Realty Co.,
Water Trails Engineering Study, Chair
Todd Ashby, Des Moines Area MPO
Dan Cornelison, Hubbell Realty Co.
Paula Dierenfeld, City of Johnston
Greg Edwards, Catch Des Moines
Joe Gatto, City of Des Moines
Tom Hadden, City of West Des Moines
Joseph Jones, City of Windsor Heights
Kathryn Kunert, MidAmerican Energy Company
Sara Kurovski, City of Pleasant Hill
Rich Leopold, Polk County Conservation
Josh Mandelbaum, City of Des Moines
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Scott Sanders, City of Des Moines
Julie Stewart, Prairie Meadows
Russ Trimble, City of West Des Moines

Great Outdoors Foundation Board of Directors

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Kurt Mumm, NAI Optimum
Tom Newton, Wellmark Blue Cross Blue Shield
Cory Sharp, FEH Design
Steven Tyler, Whitfield & Eddy Law
Bethany Wilcoxon, McClure Engineering

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Josh Faber, Renaissance Group Inc.
Trina Flack, Catch Des Moines
Nate Hoogeveen, Iowa DNR
Hannah Inman, Great Outdoors Foundation
Kara Jones-Weber, Community Foundation of Greater Des Moines
Dylan Mullenix, Des Moines Area MPO
Gunnar Olson, Des Moines Area MPO
Kyle Oppenhuizen, Greater Des Moines Partnership
Nikki Syverson, Capital Crossroads
Tiffany Tauscheck, Greater Des Moines Partnership
Staci Williams, ISG

Feasibility Study Funders

Community Foundation of Greater Des Moines
Greater Des Moines Partnership
Greater Des Moines Committee
Catch Des Moines
Des Moines Area MPO
Hubbell Realty Co.
Angela Connolly, Chair, on behalf of the Polk County Board
of Supervisors

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Jill & Mark Oman
Emily & Fred Weitz
Catch Des Moines
Greater Des Moines Partnership
Polk County Conservation
Des Moines Area Association of Realtors
Area jurisdictions
Altoona, Ankeny, Bondurant, Carlisle, Clive, Des Moines, Grimes,
Johnston, Mitchellville, Norwalk, Pleasant Hill, Urbandale,
Waukee, West Des Moines, Windsor Heights, Polk County,
Van Meter, and Warren County





WesleyLife's newest community, Brio of Johnston

Today, WesleyLife serves as Iowa's most comprehensive provider of programming and services to help older adults remain independent, wherever they call home.

We own and operate eight Communities for Healthy Living across the state, including four in the Metro; our newest community, Brio of Johnston, opened just weeks ago! Each of our communities includes independent and assisted living, memory support, a health center for skilled-nursing services, and short-term rehabilitation for post-hospital stays.

In addition, we serve thousands of older Iowans in their homes through WesleyLife at Home – from home health and hospice to meals, transportation, and adult-day services, we are committed to enhancing life for our residents, clients, and

WESLEYLIFE

**5508 NW 88th St
Johnston, Iowa, 50131
(515) 271-6789**

<https://www.wesleylife.org>
@businessrecord

WesleyLife is 71 years old – but our story is just beginning! WesleyLife traces its beginnings to 1947, when the South Iowa Methodist Church Conference established Wesley Acres, Inc., to provide retirement living for aging ministers and their spouses.



participants, as well as their family members. We're especially proud of WesleyLife Meals on Wheels, which delivers hot, hearty meals daily to older adults who might otherwise go hungry.

As we continue to grow our mission, WesleyLife is committed to transforming attitudes toward aging, and to helping everyone we serve live out their lives with meaning and purpose. Our residents, clients, participants, and team members all help demonstrate that aging is NOT a curse – and instead can be an indicator of strength, vitality, capability, and leadership. We believe the second half of life can be the best half – and the people we serve are proof of that!

- 71: Number of years we've impacted older adults and their families in central Iowa
- 9,572: Number of Iowans we serve
- 8: Number of 55-and-older communities we own and operate
- 15: Number of Iowa counties in which we serve
- 1,500-plus: Number of Iowans we employ
- \$1.84 million: Number of philanthropic dollars we provided last year
- 20,128: Number of volunteer hours we provided to central Iowans last year through services such as WesleyLife Meals on Wheels



As these Edgewater residents demonstrate, the second half of life can be the best half!



West Bank Headquarters, 22nd Street, West Des Moines

WEST BANK

**1601 22nd Street
West Des Moines, Iowa 50266
515.222.2300**

www.westbankstrong.com

We are proud of the strong reputation West Bank has earned over the last 125 years. We will continue to focus on relationship building and community leadership – the things that make West Bank special.

Since 1893 — the same year the City of West Des Moines was founded — West Bank has built a reputation for earning our customers' trust, while continuing to be recognized as one of the best banks in America.

During our 125th anniversary year, we are grateful for the strong relationships we have built with individuals, families and businesses who value our dedication to community banking. With branches in Des Moines, Coralville, and Rochester, Minnesota, we are extremely proud of the work we do — both at the bank and in the community. Our loan portfolio is growing, and we have strong credit quality. But by far, the biggest measurement of our success is our people, who are dedicated to making meaningful contributions to the places we live and work.

We have achieved a lot in 125 years of banking, but some things have not changed: our commitment to treating every customer with dignity and respect, and our never-ending pursuit of improving the places we proudly call home. Together, we are 125 years strong.



Dave Nelson, Chairman and CEO, West Bank



Member FDIC



Iowa State University's first graduating class included six engineering students – and now 150 years later, the ISU College of Engineering is one of the largest programs in the nation educating and inspiring future engineering leaders. Today, more than 9,500 students are enrolled each year in Iowa State's largest college.

Engineering students, faculty and staff embrace the university's land-grant mission to share knowledge and expertise with people throughout the state to help educate, generate economic impact and improve the quality of life. This includes K-12 STEM outreach and training programs, working with businesses locally in Iowa counties, and partnering with industry on research initiatives and valuable projects.

Iowa State engineering graduates are always in demand because of the high quality, experiential-based education they receive.

4100 Marston Hall
533 Morrill Road
Ames, Iowa 50011
515.294.5933

www.engineering.iastate.edu
engineeringinfo@iastate.edu

Educating future engineering leaders, pursuing groundbreaking research, transforming technology to make a difference, celebrating diversity of thought and culture, and creating solutions to make Iowa and the world a better place – these are the attributes of the Iowa State University College of Engineering.

IOWA STATE UNIVERSITY COLLEGE OF ENGINEERING

With an average job placement rate of 95 percent, ISU engineers are making significant contributions throughout Iowa communities, across the country and around the world.

Engineering research plays a transformational role in determining the well-being of our planet and the prosperity of our people. ISU College of Engineering researchers are leaders in converting the results of scientific research into engineering accomplishment, creating new solutions to society's concerns and issues. A collaborative and interdisciplinary approach to research brings together the exceptional capabilities and expertise of talented faculty, staff and students.

After 150 years of educating engineers, the Iowa State College of Engineering will continue its passion of excellence for generations to come.



IOWA STATE UNIVERSITY
College of Engineering



More than 300 employees recently moved into FHLB Des Moines renovated headquarters at 909 Locust Street.

As a member-owned cooperative, Federal Home Loan Bank of Des Moines (FHLB Des Moines) provides its members the financial products and services that advance economic development and affordable housing initiatives in their communities. Proudly located in downtown Des Moines since 1932, FHLB Des Moines is comprised of nearly 1,400 community and commercial banks, credit unions, insurance companies, thrifts, and community development financial institutions in 13 states.

At the core of FHLB Des Moines is a strong commitment to giving back. Each year, the Bank contributes 10 percent of its net income to affordable housing programs. Through this ongoing effort FHLB Des Moines has awarded more than \$64 million since 1990 to help more than 16,000 Iowa families find safe and affordable housing opportunities.

**909 Locust St.
Des Moines Iowa 50309
800.544.3452**

www.fhlbdm.com

FHLB Des Moines strives to attract and retain diverse employees, advocates for increased women and minority representation in the financial services industry, supports minority-owned businesses and promotes an inclusive community spirit.



FEDERAL HOME LOAN BANK

The Bank's employees strive to make a meaningful community impact as part of the organization and on their own. These volunteer efforts include reading to children, providing financial education, building homes, and much more. Since 2005, team members have partnered with Habitat for Humanity to build more than 20 homes for area families in need.

Demonstrating a longstanding commitment to the vibrant, growing downtown Des Moines community, the Bank recently purchased and renovated 909 Locust Street for its more than 300 local employees. The Bank occupies the top floors, and commercial and retail tenants lease the remaining space.

FHLB Des Moines is one of 11 regional Banks in the Federal Home Loan System. In total, the Bank serves members in Alaska, Hawaii, Idaho, Iowa, Minnesota, Missouri, Montana, North Dakota, Oregon, South Dakota, Utah, Washington, Wyoming, the U.S. territories of American Samoa and Guam, and the Commonwealth of the Northern Mariana Islands.



FHLB Des Moines employees participated in the United Way's annual Day of Giving by reading to children, preparing financial literacy kits, or volunteering at the Habitat ReStore.



The Rowat team (L to R... Jorge, Edin, Alan, Elaine, Dan, Adis, John.
Not pictured Kirby and Ann.)

A Des Moines fixture for over 130 years, Rowat Cut Stone and Marble has provided and crafted stone for many local masonry structures. Just a few notable examples of our handiwork can be seen at the Salisbury House, Central Campus, Des Moines Police Station, the Hubble, Olla Babcock Miller and Merchant Buildings, as well as the Merle Hay Mausoleum.

Founded in 1882 by John Rowat, a Scottish immigrant, Rowat worked primarily with limestone and marble. Eventually, as its popularity grew, fabrication focused on granite and marble countertops. Residing in downtown Des Moines until August of 2017, Rowat Cut Stone and Marble has relocated to Norwalk, and is under new ownership.

Adis Halilovic, an immigrant himself, has taken over the reigns from Teresa Van Vleet Danos, who held ownership for 30 years. Halilovic has extensive experience in fabrication and installation, and has a crew of fabricators and office staff with a combined

ROWAT CUT STONE & MARBLE CO.

**369 Hakes Drive
Norwalk, Iowa 50211
515.244.8604**

www.rowatcutstoneandmarble.com
info@rowatcutstoneandmarble.com

*Servicing local contractors
and local home owners with
their natural stone needs
now and into the future.*



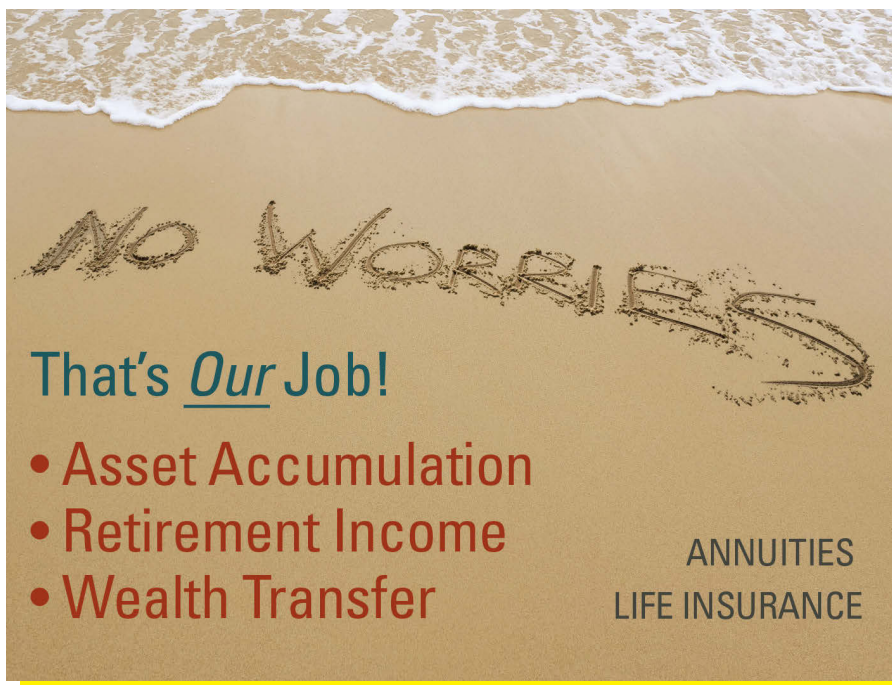
130 years of experience in the stone industry. Newer equipment and a newer production facility have eased the transition, and Rowat still provides custom fabrication in limestone, marble and now quartz. "We still do a lot of handwork, and I am always in the shop making sure that things are getting done correctly", says Halilovic.

Rowat has already made local and international impressions by hosting a business delegation from Norwalk's sister city Vushtrri, Kosovo. "They were impressed with us and want to do business in some way. We are trying to figure out how we could team up", says Halilovic. Rowat recently donated limestone to be used as a building's cornerstone. "The new elementary school here in Norwalk was interested in incorporating some natural stone so we were able to help out." he says.

Throughout the 20th century, Rowat has made an impact in Des Moines and surrounding communities by providing quality craftsmanship and customer service. Under new ownership, and in a new location, Rowat is prepared to offer the same attention and detail in a new century.



Adis Halilovic



That's Our Job!

- Asset Accumulation
- Retirement Income
- Wealth Transfer

ANNUITIES
LIFE INSURANCE

EquiTrust has been serving our customers and independent agents since 2003, and is among the nation's top distributors of fixed annuities. With over 200 employees, the Company's operations are split between West Des Moines and Chicago offices.

OUR COMMUNITY

EquiTrust Cares initiatives serve the Des Moines area through alliances with numerous non-profit organizations, including Habitat for Humanity, Meals from the Heartland, Foodbank of Iowa, JDRF, Youth Emergency Services and Shelter, and LifeServe Blood Center. EquiTrust encourages community outreach among employees by offering time off for volunteer opportunities.

OUR MARKET

EquiTrust annuities and life insurance products are purchased by our customers

EQUITRUST LIFE INSURANCE COMPANY®

**7100 Westown Parkway
Suite 200
West Des Moines, Iowa 50266**

www.EquiTrust.com

EquiTrust distributes competitive, client-friendly annuity and life insurance products through a national network of independent sales representatives... and supports the important needs of our community.



through a national network of over 18,000 contracted independent agents. Sales support is provided to agents by independent marketing intermediaries.

OUR PRODUCTS

Fixed annuities offer a secure, tax-deferred solution for both asset accumulation and retirement income. Index annuities provide long-term growth potential with returns linked to a market index, like the S&P 500®. When the index goes up, values increase – and when the index falls, values are unchanged. Other product lines include a single-premium immediate annuity for guaranteed lifetime or period-specific income, fixed-rate annuities, and life insurance products that offer flexible wealth-transfer solutions with index-linked growth.

OUR STRENGTH

EquiTrust has \$18.2 billion in assets under management, and is recognized among the "Top 50 Life and Health Insurance Companies" by the Ward Group which analyzes the financial performance of over 700 US-based life and health insurance companies.



EquiTrust employee-volunteer at Habitat for Humanity project



CHOOSE CENTRAL!

Top-notch faculty dedicated solely to teaching undergraduates. A strong liberal arts program that includes science, technology, engineering and math options. An average class size of 15. A close-knit, supportive academic community focused on helping each student do his or her best. Many opportunities to participate in research projects, study abroad programs, internships and service learning. An active athletics program with 19 division III sports teams. A focus on leadership development. At Central College, all of this is here for each one of our students.

Central is a private, residential, four-year college with 1,200 students founded in 1853. Located in Pella, Iowa, Central is minutes from Red Rock Lake and Des Moines.

812 University St.
Pella, IA 50219
877.462.3687

www.central.edu

Facebook: Central College
Twitter: @CentralCollege
Instagram: @centralcollege

"I love physics and engineering. It's no longer a chore to learn and study, it has become a hobby — a lifestyle."

STUDENT: Patrick Gray '19
HOMETOWN: West Des Moines
SPORT: Football
CAMPUS ACTIVITIES: Student Representative, Board of Trustees; Student Senate; Physics Club; Fellowship of Christian Athletes; supplemental instruction physics tutor
MAJOR: Engineering
INTERNSHIP: Process Engineering, Lockheed Martin
GOAL: Aerospace Engineer
COLLEGE: Central College



Central
College
— 1853 —



Since 2016, Amerigroup has been proud to serve Iowans enrolled in the state's Medicaid program. Today, we serve nearly 200,000 Iowans in all 99 counties with a mission of providing the right care in the right place at the right time to help our members live better, healthier lives. Amerigroup provides health care coordination and benefits to members enrolled in the Medicaid, Iowa Health and Wellness Plan, and Healthy and Well Kids in Iowa (hawk-i) programs. Amerigroup has a proven 30-year record of success in managed care programs across 21 states, where we serve more than 6.5 million individuals.

CREATING BETTER HEALTH, ONE IOWAN AT A TIME

Amerigroup focuses on improving health and wellness one member at a time, by doing the right thing for every member, every time. We engage and support members and their

4800 Westown Parkway
West Des Moines, Iowa 50266

www.myamerigroup.com/ia

Amerigroup is committed to enhancing the Medicaid program to deliver better health outcomes for all Iowans. Amerigroup Iowa President Jeffrey Jones brings 21 years of experience from Medicaid programs across several states. He leads a team of more than 350 Iowa-based professionals at the West Des Moines headquarters of Amerigroup.



AMERIGROUP

families to be active participants in their care and to help them make healthy, informed decisions.

WORKING EVERY DAY TO INNOVATE IN IOWA

Amerigroup seeks out new and better ways to improve our members' health, quality of life, and access to high quality health care. We are privileged to serve Iowa — to improve the health of our citizens and add innovation and efficiency to the Medicaid program. We provide ongoing community relations and outreach to encourage members to become active participants in their health care.

COMMITTED TO MAKING A POSITIVE DIFFERENCE

Each day we hear from more and more Iowans about how Amerigroup makes a positive difference in their lives. Our person-centered model helps our members access an array of comprehensive services and support. We are committed to ensuring access to care that is accountable, integrated and patient-centered. For more information about Amerigroup, please visit our website at www.myamerigroup.com/ia.



Jeffrey Jones, Amerigroup Iowa President



Many employees and agents participate & volunteer during the IMT DSM Marathon each year.

Today, our core values remain at the center of our business. The success of IMT Insurance is attributed to our culture; the heart and soul of our company deeply defined by our values.

MUTUALLY BENEFITING CULTURE

We are a Midwest regional mutual company that values our relationships with Independent Insurance Agents. 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.

We have received Top Workplace awards for Midsize Companies in Iowa for six consecutive years. This recognition illustrates the fun, flexible, and fair work environment we believe in.

IMT INSURANCE

4445 Corporate Drive
West Des Moines, IA 50266
800-274-3531

www.imtins.com
@imtinsurance

For 130+ years, the “Be Worry Free with IMT” company has been making people whole again after a loss. That is the very essence of our being, and one we believe we do well.



PARTNERS IN THE COMMUNITY

IMT Insurance lends a hand, as well as, contributes financial donations to a countless number of organizations in and around our writing states. We recognize the importance of commitment to the community; offering all employees paid time off for volunteering. In return, IMT employees are actively involved in supporting our communities by participating in various volunteer events in and around our writing states.

We’re fortunate to be in a position where we can continue to grow. Together with over 1,000 Independent Insurance Agency locations, we offer insurance products in six states: Iowa, Illinois, Minnesota, Nebraska, South Dakota, and Wisconsin. We currently employ over 300 employees throughout our writing territory. We’ve got an eye on the past and a keen sense for the future, continuing to live up to our slogan, “Be Worry Free with IMT!”



A team of employees rallied together to help with clean up after a tornado struck Marshalltown.



Pigott, Des Moines Office & Showroom

For over 75 years, Pigott has been creating inspiring places for people to do their best work. From our early days in the 1940's as a supply company, to our partnership in the 1970's with Herman Miller and most recently, DIRT, one thing has remained constant - our commitment to quality relationships that stand the test of time. We extend this commitment to our products and designs, ensuring our clients solutions that exceed their needs today and long into the future. Our strong history in the Midwest and service across the country represent our value of doing the right thing for our business partners, customers and communities.

A lot has changed since our start in 1942. The world of work is more mobile

PLACES TO INSPIRE PEOPLE

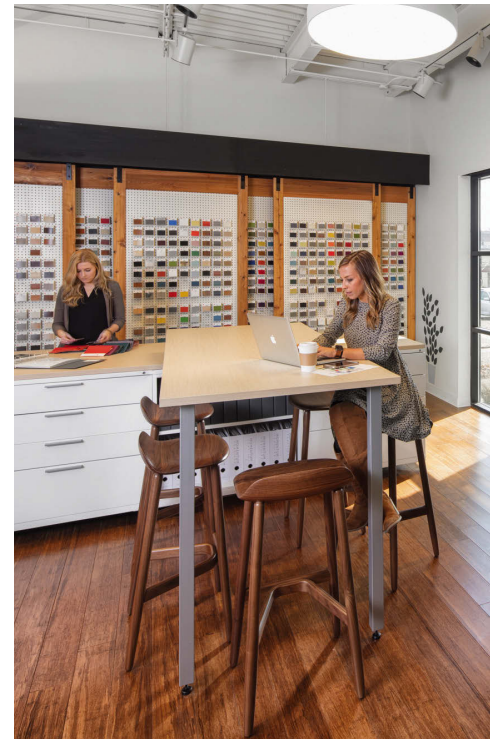
**3815 Ingersoll Avenue
Des Moines, IA 50312
515.279.8879**

www.pigottnet.com
@pigott

When people are inspired by place, anything is possible. An environment powered by human-centered design can spark potential and drive prosperity.

and collaborative than it ever has been before. The functionality of any workplace stems from the connection between people and the environment around them. At Pigott, we use a people-first approach to design that applies proven insights about the connection between people and place to enhance engagement and boost performance. A workplace is so much more than product alone, and our thoughtful design applications support our clients in doing their best work.

Partnering with Pigott and our local teams of interior designers and consultants can give you peace of mind, knowing that from the initiation of your project to the execution of implementation, we will work alongside you as a team to create an elevated space that will drive success. At the end of the day, our goal is simple - to empower people to do their best work, and help companies prosper.



Pigott, Des Moines Office & Showroom

PIGOTT



Meredith Corporation Headquarters in Des Moines, Iowa

Meredith has been headquartered in Des Moines for 116 years, starting with Successful Farming and Better Homes & Gardens, both strong and vital Meredith brands today. Additionally, Meredith owns many of the most successful and widely respected brands in the media industry, including PEOPLE, Better Homes & Gardens, InStyle, Allrecipes, REAL SIMPLE, Southern Living, Martha Stewart Living, and more. Meredith Corporation also owns and operates 17 local television stations in 12 markets across the country, reaching 11% of American households.

Meredith acquired Time Inc. in January of 2018, and is now a Top 10 digital company, reaching 80% of U.S. Millennial women. With the expansion of its digital presence, Meredith is now the largest premium content digital network for American consumers, holding the #1

MEREDITH

**1716 Locust Street
Des Moines, IA 50309
515.284.3000**

www.meredith.com
@MeredithCorp

Meredith Corporation is one of the largest media companies in the world with 175 million unduplicated American consumers and 140 monthly unique visitors to its digital sites.



position in the entertainment, food, and lifestyle categories. In addition to the 140 million monthly unique visitors to its digital sites, Meredith accumulates 9 billion annual video views and has 265 million followers on social media across its brands. In the print market, Meredith has a readership of more than 120 million and a paid circulation of more than 40 million. Since acquiring Time Inc. Meredith has been focused on integrating the two companies to create the New Meredith.

Meredith's talented and creative employees play a vital role in its success. They include inventive editorial teams, innovative sales and marketing professionals, dedicated support groups and a committed management team. Meredith's workforce is the best in the media industry, underscored by a 116-year track record of success. Meredith is proud to be a Des Moines-based company that has flourished here for over a century, and will continue to do so for many years to come.



Tom Harty, Meredith Corporation President & CEO



Iowa Finance Authority honored with two marketing awards and one asset management award by the National Council of State Housing Agencies. Cindy Harris, Chief Financial Officer; Ashley Jared, Communications Director; Tim Morlan, Underwriter

IOWA FINANCE AUTHORITY

**1963 Bell Ave., Suite 200
Des Moines, IA 50315
515.725.4900**

www.iowaFinanceAuthority.gov
@iowaFinance

The Iowa Finance Authority has helped communities and Iowans reach important milestones for more than 40 years... and we're just getting started.



**IOWA FINANCE
AUTHORITY**

In homes, friends and family congregate to celebrate special occasions. In homes, families gather to share stories and events of the day around the dinner table. In homes, families dream about the future. Homes are where memories are made. The Business Record is similar to a home in that we have shared our business success stories and events through its pages; we see this 35 year milestone as a celebration of our shared accomplishments and a time to dream for the future...around a giant dinner table in Des Moines.

The Iowa Finance Authority was created in 1975 to advance affordable housing opportunities for Iowans. Since that time, we've helped thousands of Iowans purchase their first home or find an affordable rental home in which their families can thrive. This translates to thousands of special moments, celebrations and dreams around dinner tables all over Central Iowa.

The Iowa Finance Authority has grown to provide a wealth of resources for Iowans, including low-cost water quality financing for communities, assistance for beginning farmers to establish their farming operations, homelessness assistance for Iowans in need and much more.

All of the goals met, barriers overcome and milestones reached in neighborhoods around our state in turn means more economic development, more community stability and more jobs for Iowa...something we can all celebrate.

Greater Des Moines has a lot to celebrate over the last 35 years. The Iowa Finance Authority thanks the many outstanding innovators, leaders and supporters for their commitment to making the community a better place. We look forward to working together to dream, accomplish and celebrate with Iowans and our communities over the next 35 years.



It all started with just 100 seats. In 1978, Mike Whalen opened up his first restaurant on the outskirts of Davenport and has never looked back. When the Machine Shed opened its doors, it may not have been the biggest restaurant in town, but it had one powerful commitment that helped pave the restaurant's way to success: "Dedicated to the American Farmer".

The Machine Shed worked hard to not just have a farm themed restaurant, but something that farmers could really be proud of. "Never in our wildest dreams could we have envisioned in our 100-seat Iowa Machine Shed restaurant that Heart of America would become what it is today," co-founders Mike and Kim Whalen said.

Forty years later, Heart of America Group (HOA) now employs over 1,900 people and its properties span throughout ten states. Its portfolio of award-winning owned and

Operations Support Center Moline
1501 River Drive
Moline, Illinois 61265
309.797.9300

**Operations Support Center
Des Moines**
515 E Locust Street, Suite 100
Des Moines, Iowa 50309

www.heartofamericagroup.com

"We build things with the idea that we're going to own and operate it forever," says Mike Whalen, CEO and Founder of Heart of America Group.



HEART OF AMERICA

operated restaurants, hotels and commercial developments include noteworthy brands such as Machine Shed Restaurant, Johnny's Italian Steakhouse, The Republic on Grand, Hotel Renovo, Wildwood Lodge, Thunder Bay Grille, and The J Bar.

HOA is unique in having the ability to own their projects from start to finish under one company. Their design and architecture team collaborate seamlessly to make their visions into not just buildings, but experiences. Bringing over four decades of experience to the table, the construction team manages the next steps, from planning and bidding, to developing and building. Operations is truly the "Heart" of Heart of America Group though—as they constantly work to push concepts to their full potential. HOA is committed to maintaining, operating and owning for the long term, which enhances the guest experience and gives sustainability to the communities in which they build.

Upcoming additions include Burger Shed, Hyatt Place (Altoona, IA), Revel Hotel (Urbandale, IA), Axis Hotel, Fifth Avenue Syndicate (Moline, IL), and continuing development at Prairie Crossing (Altoona, IA).



Mike and Kim Whalen



Our FuseBox One Heroes, Cole Scott (Fusion), Marcia Scott (Binary), Janelle McCreary (Nucleus), Tim Leon (Shade), Marty Grapp (Bolt).

1152 SE Gateway Dr
Grimes IA 50111

www.fuseboxone.com

The lights are on. Let's get started. Cole Scott, local entrepreneur, sparks innovation with your leading, on-demand marketing solution. Let our team of superheroes empower your team with dynamic Asset Engineering, align your brand assets with a custom Marketing Resource Center, spark your brand with Commercial Printing, suit up with professional Apparel & Swag, deliver product on time, every time with our Fulfillment facility, and create personalized strategy workflows with Marketing Automation. Electrify your business - with Fusebox One

environments and daily challenges we face everyday, we needed to spark a powerful solution – ONE that you can always count on to surge your brand forward and generate ideas to boost your business success. ONE that is always there to provide the right tools to tackle tough obstacles and jolt business growth. ONE that yields safe locations to house and protect your brand assets and identity. ONE that's truly on your side to create the fusion and business results you demand. We are FuseBox One.

Emerging as one of the premier on-demand marketing solutions companies around, our team comes with extensive experience to tackle the tough obstacles standing in your way. With focused vision for how a company can grow and position itself for the future we have nurtured many strong business relationships and provided unmatched brand protection – the level of protection out of this realm.

– FuseBox One, your on-demand marketing solution!

Whether your business is in peril due to the lack of organization or you just can't find the missing link to having the right marketing assets at your fingertips; let any of our FuseBox One Heroes help save the day and provide you the marketing power you've been missing.

At FuseBox One we pride ourselves in our ability to provide marketing solutions for companies that are looking to boost sales, streamline processes and reduce costs of operation. Our straight-forward, strategic thinking, proven execution skills and reality-based budgeting are all part of a client-focused philosophy that sets us apart from the rest.

Knowing that complex business challenges were in the future, Cole assembled a team of industry professionals to tackle all marketing obstacles that would stand in the way of success.

In the world of the ever-changing business

FUSEBOX ONE



Cole Scott, CEO/President
FuseBox One





Knapp Properties Leadership Team

As the leader in commercial real estate, Knapp Properties understands that great things can come from unlikely places. Founded by a remarkable man who was raised on an Iowa Depression-era farm, we know the value of dreams, determination, and the willingness to do what others think is impossible.

Knapp Properties was founded in 1992 by Bill Knapp, Sr, a Navy vet from Allerton, Iowa, who learned lessons in his youth that would shape his life in both industry and philanthropy; changing the face of Des Moines and the lives of its citizens over his 60-year career in real estate.

Under the current leadership of Gerry Neugent, Bill Knapp II and Chris Costa, Knapp Properties has maintained its founder's dedication to quality, progressive work, and a philanthropic spirit. As a Better Business

KNAPP PROPERTIES

Knapp Properties, LC
5000 Westown Parkway, Suite 400
West Des Moines, Iowa 50266
515.223.4000

www.knappproperties.com

For over a quarter of a century, Knapp Properties has been proudly creating places in Des Moines for people to work and live.



Bureau Iowa Integrity Award Winner, we take our responsibility to the community seriously.

What we do requires trust; a trust that we work to earn each and every day. Bill Knapp founded Knapp Properties as a way to make Des Moines a better place to live and work. We deal with dirt, concrete and steel, but more importantly, we deal with people, their families, and their passions. Managing property fairly, brokering spaces with honesty, developing land with a vision – that's when a building becomes more than just a building; it's when it becomes a space for people to pursue their dreams.



*William C. Knapp, Chairman Emeritus,
 Knapp Properties, LC*