

**JEDO  
MEETING AGENDA**

Wednesday, October 30, 2002, 3:00 p.m.  
Board Room of Greater Topeka Chamber of Commerce

1. Approval of minutes of September 11, 2002  
2. Go Topeka 3<sup>rd</sup> Quarter Progress Report.  
3. Discussion of Economic Development priorities for 2003.  
4. Go Topeka Contract-2003 and beyond.  
5. 2003 Budget.  
6. Federal Funding Priorities for 2003-2004.

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~~Lisa/Rice~~  
VIC/Ted 7-0

JEDO BOARD  
Joint Economic Development Organization  
Wednesday, October 30, 2002  
3:00 p.m.

The JEDO Board met in the Chamber of Commerce Board Room. Those present being: Shawnee County Commissioners Vic Miller, Ted Ensley and Marice Kane. City of Topeka Council Members present: Betty Dunn, Gary Price, Harold Lane, Lisa Stubbs, and City of Topeka Mayor Butch Felker. Go Topeka Members present: Doug Kinsinger; Jo Beilman, Tony Augusto, Kris A. Robbins, Linda Ramirez Gonzalez, Eduardo Ramirez, Kathy Moellenberndt, and Dean Ferrell. Also present: Richard Forester, Brad Owen, Trinket Harding--Shawnee County Financial Administrator, Rich Eckert--Shawnee County Counselor, John Myers, Ron Jones, Glenn Bartlett with KSNT, Lauragail Locke with KSNT, Christy Caldwell with the Topeka Chamber of Commerce and Deputy County Clerk Deb Childers.

ITEM NO. 1: Approval of minutes.

A motion was made by Councilwoman Betty Dunn to **approve the JEDO Board Meeting minutes of September 11, 2002.** The motion was seconded by City of Topeka Mayor Butch Felker. Motion passed unanimously.

ITEM NO. 2: The Go Topeka Economic Development Quarterly Report for 2002 third quarter was presented by Chamber of Commerce President Doug Kinsinger. (This report is attached to this set of minutes.)

Mr. Kinsinger reported the Topeka/Lawrence area was recognized in the November 2002 issue of Site Selection as number 15 of the top 20 small metro areas.

ITEM NO. 3: The Economic Development priorities for 2003 were discussed.

Commissioner Miller read a portion of City of Topeka Resolution No. 7269A and the memorandum from Councilman Clark Duffy dated February 12, 2002. (These documents are attached to this set of minutes.)

After discussion of the economic development priorities, Councilwoman Lisa Stubbs made a motion **to put forward the document of February 2002 for all eight (8) economic development priorities.** Councilman Gary Price seconded the motion. (A copy of The Economic Development Plan for Topeka and Shawnee County February 2002 is attached to this set of minutes.)

Commissioner Miller questioned in strategy 3 on page 44 of The Economic Development Plan for Topeka and Shawnee County that one of the actions was to establish a working partnership with the International Black Student Alliance, the Human Relations Commission and other business assistance programs and agencies. Commissioner Miller reported when checking with the Secretary of State's office, he found Mr. Grays was listed as the only officer and board member of the International Black Student Alliance. He provided a copy of correspondence received from Mr. Grays. Commissioner Miller stated he did not want to foster the impression JEDO intended to enter into any relationship with them by including the International Black Student Alliance in any adopted strategy. Commissioner Miller made a substitute motion **that references to the International Black Student Alliance be stricken and otherwise adopt the goals and strategies as adopted by the Topeka City Council and the Shawnee County Board of County Commissioners last February in the Economic Development Plan for Topeka and Shawnee County.** Commissioner Miller's motion was seconded by Commissioner Ensley. The motion was approved 7-0.

ITEM NO. 4: Go Topeka Contract-2003 and beyond was discussed.

Doug Kinsinger gave a synopsis of the "GO TOPEKA 2003 Proposed Strategic Plan". (This plan is attached to this set of minutes.) He noted on the first page there was a typographical error in number 5 of the Proposed 2003 Performance Measurements. It should read "twenty (20%) of the funds to support" and not twenty (25%).

Commissioner Miller suggested they schedule the next JEDO meeting for Wednesday, November 13, 2002 in the Chamber of Commerce board room , with the expressed purpose being to adopt a contract with Go Topeka for work in the 2003 calendar year that would include as part of that contract as an addendum a strategic plan.

ITEM NO. 5: 2003 Budget was discussed.

Doug Kinsinger said there was nothing to discuss today because that budget was contingent upon the strategic plan. If JEDO was going to make changes to that plan, Go Topeka would need to modify that budget to accomplish that plan. Commissioner Miller asked to assume no changes would be made so they could discuss how a budget would work.

Brad Owen with Go Topeka presented projections for Go Topeka-JEDO for years 2003 through 2006. (Copies of those projections are attached to this set of minutes.)

ITEM NO. 6: Federal Funding Priorities for 2003-2004.

Commissioner Miller recalled last Spring priorities were set, which was a little late. The purpose of this item being on the agenda now was so they did not suffer the same difficulty of not being prepared for next year's congressional deliberations.

City of Topeka Councilman Harold Lane expressed concern about the Brown vs. the Board of Education site opening in 2004. He asked to consider improvements on Monroe Street, from 10th Street to the park to attract visitors as they come off the highway, i.e., lighting. He suggested there could be federal funding available. Mr. Kinsinger noted that had not been mandated as a priority for this year, but it could be for next year. Commissioner Miller stated they would treat that as a requested item to be considered as a priority.

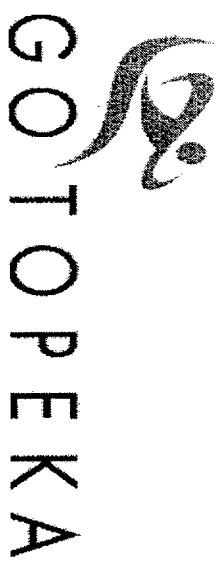
Christy Caldwell with the Topeka Chamber of Commerce advised the \$1 million to purchase land in front of the Great Overland Station for a park project and the dollars for the Topeka Boulevard Bridge would not happen this year due to the need for the re-authorization of transportation dollars at the federal level (T-21). Ms. Caldwell reported \$800,000 for the Commerce Park was approved in committee. The military construction budget ( \$14.6 million for the Army Reserve Center at Forbes Field) was the only budget approved. They were waiting on the other budgets to be approved in order to get the \$800,000.

Commissioner Miller stated this item would be reserved for final discussion and decision at the next meeting. He asked everyone to review last year's contract with Go Topeka for suggested changes.

The next meeting is scheduled for 3:00 p.m. November 13, 2002 in the Chamber of Commerce board room.

Meeting adjourned.

  
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Vic Miller, Chair



## **2003 Proposed Strategic Plan**

The 2003 Strategic Plan was developed with the Topeka/Shawnee County Comprehensive Economic Development Plan as its foundation. Goals have been cross-referenced for ease of reference.

**Mission Statement:** The purpose of GO Topeka is to develop, promote, and initiate activities that transform Topeka/Shawnee County into a world class community of choice creating prosperity for business, labor and management.

### PROPOSED 2003 PERFORMANCE MEASUREMENTS

1. Attract 275 new jobs with capital investment over \$20 million and wages at or greater than 80% of Shawnee County wage rate. This is predicated upon the national economy not worsening.
2. As part of the Business Retention and Expansion Program, conduct 170 one-on-one business visitation calls with local area businesses inclusive of the top 50 major employers.
3. Secure pledges over a five-year period for additional private sector funding.
4. Process six micro loan applications targeted to benefit racial minorities and women with loan values totaling over \$150,000.
5. Ten percent (10%) of the funds will be dedicated to economic development for racial minorities with a goal of twenty ~~five~~ <sup>(25%)</sup> <sub>(20%)</sub> of the funds to support economic development for women and racial minorities.

**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

**2003 Proposed Strategic Plan – Business Retention and Expansion**

<b>GOALS</b>	<b>STRATEGIES</b>	<b>ACTION PLAN</b>	
Create a strategic system for the retention and expansion of family sustaining jobs. ( <i>Goal 1 in long range plan</i> )	Hire a full-time business retention and expansion person. Develop an in-depth plan that will assist in the identification of companies at risk and companies that have the potential to grow.	Create a questionnaire to be used when making local business calls that identifies the strengths and weaknesses of the existing companies and their potential for growth. Identify company problems and take immediate action to resolve.	
		Make 150 visits per year including the top 50 major employers. Use ACT contact file for recording visits and data. Evaluate visits in May/June by government and business leaders. Acquire or develop a software program to utilize in maintaining a solid database which will greatly enhance the efforts of the business retention program.	
		Analyze the discovered data and research the financial strength of the industry and its potential for growth.	
		Travel to the home offices of local companies to help local managers improve their position for future growth.	
	Improve the training opportunities for growth companies.	Offer matching funds for training that improves the employee's wages to county average or better.	

**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

**2003 Proposed Strategic Plan – Business Retention and Expansion**

GOALS	STRATEGIES	ACTION PLAN	
	Improve the communication with existing industry on available incentives, training funds and any other information needed for their success.	Diplomats to help make additional visits on small business.	
	Identify recurring problems as perceived by multiple employers.	Once a year mail to update brief outline on current incentives to local area companies. <del>and any changes in the laws that might affect their business.</del> Ask for feedback on concerns they have about doing business in Topeka.	
		Track answers on problems from questionnaires and feedback from other sources. Notify proper authorities as soon as possible. <del>and track the reaction to solving the problem.</del> <i>Take pro-active approach to solving any problems. Report back to the company periodically on the progress that is being made.</i>	
		After problems are identified, highlight them and use them for action and discussion at forums.	
	Create increased awareness of local and state incentives.	Conduct informational meetings on available local and state incentives.	
	Recognize local area businesses for their contributions to the local economy. <i>Expand upon the annual small business awards recognition program.</i>	Conduct yearly recognition program.	
		Highlight accomplishments in newsletter.	



**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

**2003 Proposed Strategic Plan – New Business Recruitment**

*NOTE: Strategies which are preceded by an asterisk are indicative of longer range goals, i.e., action plans in 2003 will be dependent upon time and resources.*

GOALS	STRATEGIES	ACTION PLAN	
Increase employment base with emphasis on jobs which can sustain a household ( <i>Goals 2 and 3 in long range plan</i> )	Conduct a targeted industry study with emphasis on higher than average wage jobs identifying those companies best suited for our region's resources	Engage the services of a national site consultant firm to conduct the targeted industry study as well as a marketing strategy	
	Develop <i>Continue to refine</i> a long-range marketing plan focusing on those targeted businesses ( <i>identified from the Walley Donovan targeted industry study</i> ) targeted study) with higher than average wages in order to aggressively promote the Topeka/Shawnee County area as a premiere location for business and industry.	Implement a target marketing campaign through print media and direct mail to include general image building/awareness and target market recognition.  <i>Set up one-on-one meetings with representatives from the targeted industries (as identified by Whittaker and Assoc.) to aggressively promote Topeka/Shawnee County as a premiere location for business expansion and growth.</i>	
		<i>Establish a local publicity network to help in establishing potential story ideas about local companies. The story ideas would then be submitted to national publications in the hopes of gaining more national exposure for Topeka. Market Topeka as a great place to live.</i>	

**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

<b>2003 Proposed Strategic Plan – New Business Recruitment</b>			
<b>GOALS</b>	<b>STRATEGIES</b>	<b>ACTION PLAN</b>	
	Develop policies and procedures inclusive of performance measures for utilization of incentive funds for new and expanding businesses.	<i>Continue to do follow-up</i> research how other successful communities have developed the use of incentive funds.	
	*Capitalize on area's state of the art, world class information highway system.	Establish task force of local telecommunication experts to layout existing infrastructure and decide how best to promote.	
	Increase new prospect leads.	Conduct two or more targeted business development missions throughout the U.S. with staff, community leaders and elected officials.	
		Conduct personal one-on-one site selection visits with consultants, corporate real estate executives, developers, as well as business location prospects.	
		Participate in <i>four-three or more</i> targeted industry specific trade shows.	
		Participate with KDOCH in hosting one or more events at IDRC World Congress.	
		Host local community tours and visits including potential sites and buildings with business representatives, site consultants, developers, and brokers.	
	Increase internal capabilities to promote and sell the community and leverage opportunities in order to increase our overall effectiveness at creating higher paying jobs.	Make continuous improvements to web site for accessibility, communication of purpose, ease of navigation, links, and visual impact.	

**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

<b>2003 Proposed Strategic Plan – New Business Recruitment</b>			
<b>GOALS</b>	<b>STRATEGIES</b>	<b>ACTION PLAN</b>	
		Build a strong database (economic and demographic statistics, cost of living, etc.) to be accessed online or hard copy.	
		Strengthen ongoing relationships with area economic development allies.	
		Conduct economic development forums. (Topics such as top priorities as identified from business retention and expansion program, current issues, activity updates, business outlook, etc.)	
		Develop a format to Highlight major activities and successes of Chamber/GO Topeka.	
		<del>Enhance</del> <i>Continually look to enhance</i> capabilities for prospect presentations, custom proposal capabilities as well as the development of collateral materials.	
		Maintain data on available buildings and sites via website.	
		Complete implementation of ACF (Client Tracking System)	
		<i>When sales tax dollars are used to assist new and expanding businesses, develop signage for property that reinforces to the general public the positive impact the passage of the tax has had on the community.</i>	

**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

<b>2003 Proposed Strategic Plan – New Business Recruitment</b>			
<b>GOALS</b>	<b>STRATEGIES</b>	<b>ACTION REPORT</b>	
		<i>Prepare a semi-annual report highlighting accomplishments and progress for the year.</i>	
	Increase the availability of industrial and commercial sites to market to new and expanding businesses.	Work with MTAA to develop Forbes to its highest and best use. Coordinate efforts to develop marketing strategies to identify target businesses and sectors, which could benefit from locating on airport property.	
		Develop a proactive program in marketing existing properties such as the Kanza Business Park, Menninger's property, along with other commercial and industrial property.	
		Identify sites, which have potential for medium to large-scale development and obtain cost estimates and prepare timetables as to development.	
		Evaluate need to acquire options on key properties to hold in trust for future development opportunities.	
		<i>Assuming market conditions warrant and demand exists, work with developers on a spec building of 50,000 sq. ft. or greater.</i>	
		<i>Complete a master land use plan for the business and commerce park.</i>	

**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

2003 Proposed Strategic Plan – New Business Recruitment			
GOALS	STRATEGIES	ACTION PLAN	
		<i>Investigate possibility of obtaining an interchange at 49<sup>th</sup> and Highway 75 for ease of access.</i>	
		<i>Establish an advisory committee task force to assist in identifying ways to best develop the commerce and business park.</i>	
	<i>Increase population and improve the net migration numbers of the MSA</i>	<i>Market Topeka/Shawnee County as an area with economic opportunity and a quality of life surpassing our competitors.</i>	
		<i>Conduct marketing efforts in communities where we are having the highest percentage of in and out-migration (i.e. Kansas City, Wichita, Lawrence, etc.)</i>	
		<i>Conduct research and focus groups to understand trends for in and out – migration for key cities.</i>	
	Positively influence the Topeka/Shawnee County Comprehensive Plan.	Focus on areas of comprehensive plan as directed by Chamber leaders.	
<b>Develop enablers to economic growth</b>	<b>*Build alliance between business individuals, higher education and government dedicated to building competitive advantage for regional businesses and sparking innovation.</b>	Identify key individuals and establish an open dialogue among key industries and local and nearby universities.	

**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

**2003 Proposed Strategic Plan – New Business Recruitment**

<b>GOALS</b>	<b>STRATEGIES</b>	<b>ACTION PLAN</b>	
		Link area business entrepreneurs with local and regional resources for technical and innovation assistance such as the Manufacturing and Technology Enterprise Corp., University Centers for Excellence, KTEC, Washburn University, Chamber, GO Topeka, and others.	
		<i>Determine if the MSA can be enlarged to encompass counties such as Osage, Jefferson, and possibly others.</i>	
	Maintain high level of public/private support for economic development. Build consensus support and organizational strength.	Set up speaking engagements at civic organizations, NIA's professional groups, etc.	
<b>Create an environment for organizational excellence and opportunities for leadership development and cooperation.</b>	Establish Chamber/GO Topeka as the leading economic development organization in the Topeka/Shawnee County area. Offices will be the first stop and "GO TO" organization for new and expanding businesses	Develop a marketing brochure encouraging businesses to utilize the services of Chamber/GO Topeka.	
		Create positive image and identity for Topeka/Shawnee County (locally and nationally).	
		Establish an economic development roundtable of area plant managers and CEO's to provide a forum for exchange of ideas.	
		Participate in professional economic development organizations (i.e. IDRC, KIDA, etc. to further strategic plan.	

**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

**2003 Proposed Strategic Plan – New Business Recruitment**

<b>GOALS</b>	<b>STRATEGIES</b>	<b>ACTION PLAN</b>	
		Process industrial revenue bond and economic development exemption applications.	
		Create environment for high tech marketing presentations	
	Engage emerging leadership in the economic development process.	Encourage involvement from Leadership Greater Topeka graduates in economic development committee.	
	*Leverage intellectual capital of area and nearby educational institutions.	Encourage establishment of Information Technology Task Force, comprised of representatives from colleges/universities and information technical based companies.	
		Identify initiatives that can be presented to national media publications in an effort to recruit more information technical based companies.	
		Attend U.S. Chamber International Policy Committee meetings	
Improve area's export expertise and ability to attract foreign investment	*Identify, develop and promote international trade and investment.	Increase participation with International Trade Division of KDOCH to develop trade and investments.	
Secure federal <del>additional</del> resources to further Chamber/GO Topeka goals.	Enhance federal support for local economic development & priority community projects.	Retain Washington consulting firm to assist in acquiring federal funding.	
	<i>Further enhance local support for economic development programs</i>	<i>Retain services of firm to assist in raising additional dollars from private sector.</i>	

**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

**2003 Proposed Strategic Plan – Small, Minority and Women-Owned Business Development**

<b>GOALS</b>	<b>STRATEGIES</b>	<b>ACTION PLAN</b>	
<b>Broaden and diversify economic base. (<i>Goal IV in long range plan</i>)</b>	Support, promote, sponsor, coordinate and develop programs to improve the talent pool, available financing, business environment, and entrepreneurship spirit in order to develop new employers and grow small businesses in Topeka and Shawnee County.	Identify and evaluate existing programs which can be of assistance to small business such as new start-ups, women and minority owned businesses, entrepreneurs.	
		Establish <i>Maintain</i> a micro loan program to assist small businesses.	
		Establish– <i>Maintain</i> a one-stop clearinghouse for new and expanding small businesses.	
		<i>Develop a promotional campaign to spread the word on the availability of the micro loan program, business assistance at the one stop office, and other business assistance and counseling programs.</i>	
	<i>Promote business development with a focus on minority and women owned businesses.</i>	<i>Establish a relationship with the Kansas Women's Business Center in Kansas City and develop workshops to inform women business owners about options available in local, state and federal system.</i>	
		<i>Partner with state, city, county to present procurement and business development forums for women owned businesses.</i>	



**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

**2003 Proposed Strategic Plan – Small, Minority and Women-Owned Business Development**

<b>GOALS</b>	<b>STRATEGIES</b>	<b>ACTION PLANS</b>	
		<i>Develop environment wherein minority businesses have access to information, funding sources, procurement and business development assistance (via workshops, procurement opportunities, roundtable forums, etc.)</i>	
		<i>Conduct meetings with community leaders and organizations to educate Hispanics and African Americans about what options are available for small business development.</i>	
		<i>Develop a minority and women owned business directory. Directory to be distributed to those businesses looking for Minority Business Enterprises and Women Business Enterprises and to prospects inquiring about the diversity in Topeka/Shawnee County.</i>	
		Create networking opportunities: SBDC, Wakarusa Valley Development Corp., Topeka/Shawnee County CDC, Chamber, GO Topeka, KTEC, etc.	
		Attempt to identify sources for start up capital, seed money and/or capital for high-risk ventures	
		<i>Establish Investigate establishing a process for incubating small business.</i>	
		Investigate establishing an entrepreneurship scholarship, internship program and/or mentor program.	

**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

**2003 Proposed Strategic Plan – Small, Minority and Women-Owned Business Development**

<b>GOALS</b>	<b>STRATEGIES</b>	<b>ACTION PLAN</b>	
		Reactivate a Small Business Utilize the Small Business Entrepreneurship Committee as a vehicle to help provide direction to identify new programs which can be of assistance to small, minority, women-owned, and start-up businesses.	
		Provide assistance by providing information and referrals such as the DBE Program administered through The Kansas Department of Commerce & Housing	

**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

**2003 Proposed Strategic Plan – Workforce Development**

Identify skills needed by existing and targeted industries in Topeka/Shawnee County area annually.	Develop a survey that identifies skills needed for growth and retention and how many positions are unfilled.	Work with Kansas Department of Human Resources to survey 500 companies in Topeka/Shawnee County during the first quarter each year. List jobs with Topeka Workforce Center, NationJob and the Topeka Capital Journal (www.jobfetcher.com)	
	<i>Identify workforce availability</i>	<i>Update data on workforce availability, including data on underemployed and commuting patterns.</i>	
		Expand the Needs Assessment Group to help determine needed skills, so we have adequate input and broad based advice on needed skills.	
		<i>Establish meeting with area school district boards to encourage those not utilizing Workkeys assessments to adopt the Workkeys system wide.</i>	
Create a system that provides the needed skilled workforce to meet the needs of our targeted industries and existing industry. ( <i>Goal V in long range plan</i> )	Determine what needed skills are being produced by our K-12 education system and post secondary technical schools currently.	Assess the surrounding high schools, technical schools and Washburn University seniors utilizing Workkeys to identify the skills currently being produced.	
		Analyze the Workkeys scores from the employer survey and compare to the scores from the school assessments and determine the "skill gap."	

**DEPARTMENT: BUSINESS RETENTION**  
**2002-2007 STRATEGIC PLAN**

**2003 Proposed Strategic Plan – *Workforce Development***

		Share with the educators the findings of the research and ask for their input on how to close the "skill gap".	
Implement a Marketing plan to attract more people to technical training programs and existing skilled jobs.	Work with the area School to Careers program directors to reach parents, teachers, and students with information on the changing demand for high skilled technical training to meet the needs of today's and tomorrow's employers.		
	Get more businesses to participate in school to career education by visiting the classrooms to talk about jobs in their business and bring students and teachers into the businesses to see how what they learn in class applies in the work place.		
	<i>Develop brochure for Hispanics to be used for work preparation.</i>		
	Encourage more businesses to allow job shadowing and internships in their place of business.		
	Give a talk once a month at area high schools on the need for technical training.		

**DEPARTMENT: BUSINESS RETENTION  
2002-2007 STRATEGIC PLAN**

**2003 Proposed Strategic Plan – Workforce Development**

	Marketing plan to Northeast Kansas.	Develop an advertising campaign directed towards residents of Northeast Kansas encouraging them to contact the Topeka One-Stop Workforce Center for information on unfilled job openings in the area ( <i>with emphasis on health care and other highly needed skilled professionals.</i> )	
	Find more <i>Identify and where appropriate apply for</i> grant money for training skilled workers and buy training equipment for high skilled jobs. Create necessary facilities for training needed skills.	Coordinate activities with Heartland Works, Kaw Area Technical School, and others in <i>identifying and applying for grant money for workforce training.</i>	
		Development partnerships with employers in the area to form coalitions for raising matching funds for grants or equipment.	
		Utilize the federal workforce investment funds in a more targeted approach to meeting existing industry needs.	
		Encourage the Legislature to fund technical training in our technical schools so we have adequate funds for training equipment.	
		Z:\VEDO Reports\2003 Proposed Business Plan 10-30-02.doc	

RESOLUTION NO. 7269A

A RESOLUTION introduced by Councilmember Clark Duffy establishing the Topeka City Council's priorities for Economic Development for the Joint Economic Development Organization for 2003.

WHEREAS, Joint Economic Development Organization (JEDO) Board will meet on October 30, 2002 at 3:00 p.m. in the Chamber Boardroom for the primary purpose of discussing economic development priorities for 2003 per the Interlocal Agreement, and

WHEREAS, the Interlocal Agreement (Shawnee County Contract # C261-2001 and City of Topeka Contract # 31439) specifically states:

"On or before November 1st of each year, the City Council, the Mayor and the County Commission shall meet for the purpose of considering the economic development priorities for the coming year. Thereafter, but not later than January 1st the JEDO shall establish the economic development priorities for the next year based on the input received from the joint meeting of the City Council, the Mayor and the County Commission. If, for any reason, priorities are not established by the JEDO for the next year, the priorities as established for the previous year shall remain in effect."

and,

WHEREAS, the Interlocal Agreement specifically provides that "economic development shall be defined as the implementation of the economic development priorities established on a yearly basis by the JEDO, guided by the Topeka/Shawnee County Economic Development Plan to the extent that such a plan has been adopted by both the City and the County."

WHEREAS, the Joint Economic Development Organization Board established economic development priorities for 2002 in a manner that is not consistent with the provisions of said Interlocal Agreement, and when informed of this inconsistency by the

32 attached memorandum dated February 12, 2002 and addressed to the Members of the  
33 Joint Economic Development Organization, incorporated herein as Attachment A, did  
34 not respond.

35 NOW, THEREFORE, BE IT RESOLVED, by the Council of the City of Topeka,  
36 Kansas that, it does hereby agree as follows:

37 1. The economic development priorities of the City of Topeka for implementation  
38 of the Economic Development Plan for Topeka and Shawnee County as adopted by the  
39 Topeka City Council on February 12, 2002, and Shawnee County Board of  
40 Commissioners on February 14, 2002, are as follows:

41 Goal 1. Strategy 1, Strategy 2, Strategy 3, Strategy 4, Strategy 5.

42 Goal 2. Strategy 1, Strategy 2, Strategy 3.

43 Goal 3. Strategy 1, Strategy 2.

44 Goal 4. Strategy 2, Strategy 3, Strategy 4, Strategy 5.

45 Goal 5. Strategy 1, Strategy 2, Strategy 3, Strategy 4.

46 Goal 8. Strategy 1, Strategy 2, Strategy 3.

47 BE IT FURTHER RESOLVED, any agreement entered into by the Joint  
48 Economic Development Organization for implementation of these strategies shall be

49 consistent with the existing administrative policies of the City of Topeka.  
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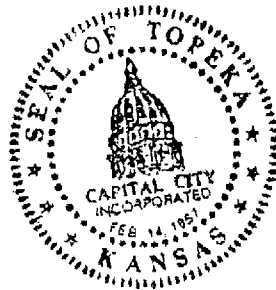
51 BE IT FURTHER RESOLVED, the voting members of the Joint Economic  
52 Development Organization Board representing the City of Topeka shall support the  
53 provisions of this resolution at the Joint Economic Development Organization Board  
54 meetings.  
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ADOPTED and APPROVED by the City Council October 22, 2002

Harry Felker  
Harry Felker, Mayor

Iris E. Walker  
Iris E. Walker, City Clerk



APPROVED AS TO FORM AND LEGALITY

DATE 10/23/02 BY [Signature]

CCRES 10/15/02  
JEDO 2003

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# CITY COUNCIL OFFICE

## Memorandum

**TO:** Members of the Joint Economic Development Organization

**FROM:** Clark Duffy, City Councilmember

**RE:** Interlocal Agreement of Shawnee County Contract No. C261-2001/City of Topeka Contract No. 31439

**DATE:** February 12, 2002

I am in receipt of an undated, signed contract between the Growth Organization of Topeka/Shawnee County, Inc. and the Joint Economic Development Organization (JEDO). Based on that document and oral reports provided by members of the JEDO during Topeka City Council meetings, I would like to bring to your attention matters in which I think actions taken by the JEDO are not consistent with the Interlocal Agreement of Shawnee County Contract No. C261-2001/City of Topeka Contract No. 31439.

The second whereas in the above-referenced Interlocal Agreement provides that "economic development shall be defined as the implementation of the economic development priorities established on a yearly basis by the JEDO, guided by the Topeka/Shawnee County Economic Development Plan to the extent that such a plan has been adopted by both the City and the County." Based on my review of the JEDO contract with GO Topeka and my discussions with JEDO board members who have spoken at Topeka City Council meetings, I questioned whether the JEDO is unaware of the existing economic development strategy of the City of Topeka/Shawnee County or if it simply chose not to utilize that guidance as required by the Interlocal Agreement.

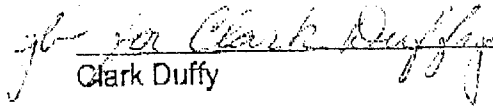
In February of 1999, Richard Caplan and Associates, Lawrence, Kansas, presented to the City of Topeka an economic development strategy for Topeka, Shawnee County, Kansas. In response to that report, the City of Topeka adopted Resolution No. 6969, which established the economic development goals of the City of Topeka. This resolution was adopted on March 23, 1999 on a vote of the Topeka City Council of 8-0. Shawnee County adopted the identical resolution as Shawnee County Resolution No. 99-64 on April 5, 1999 by a vote of 3-0. This report and subsequent

resolutions established the economic development goals and strategies of the City of Topeka and Shawnee County. As such, they provide the guidance of the JEDO. I have attached a copy of that report and resolution so that it can guide the JEDO in its future decision-making as required by Interlocal Agreement, Shawnee County Contract No. C261-2001 and City of Topeka Contract No. 31439.

It is my understanding that the JEDO has also established four economic development priorities for the coming year. Although I have received no written confirmation of this action by the JEDO and have no documentation as to what those economic development priorities might be, JEDO board members indicated at the Topeka City Council meeting that this action was taken. If this action was taken, I would refer all members to Section 2 of the Interlocal Agreement, Shawnee County Contract No. C261-2001/City of Topeka Contract No. 31439, which states in the first sentence of that section the following:

"On or before November 1 of each year, the City Council, the Mayor and the County Commission shall meet for purposes of considering the economic development priorities for the coming year."

If the JEDO has established economic development priorities at this time, I would urge the members to reconsider their previous actions so that economic development priorities for the coming year can be established by the City Council, the Mayor and the County Commission as required by Section 2 of the Interlocal Agreement.

  
Clark Duffy

CD/gb

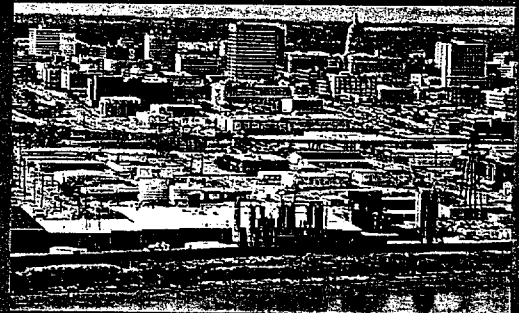
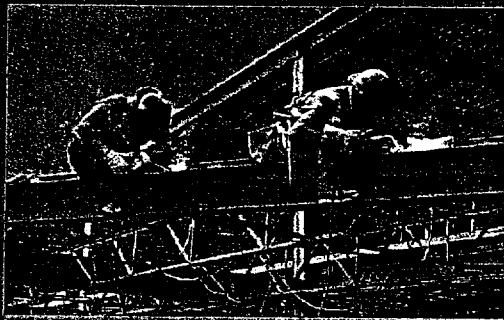
Attachments

cc: Chris Robbins, Chairperson, GO Topeka  
Doug Kinsinger, President and CEO of GO Topeka

# THE ECONOMIC DEVELOPMENT PLAN FOR TOPEKA AND SHAWNEE COUNTY

A STRATEGIC VISION FOR THE 21<sup>ST</sup> CENTURY

Topeka/Shawnee County  
Comprehensive Metropolitan Plan 2002/5



Adopted:  
Topeka City Council, February 12, 2002  
Shawnee County Board of Commissioners, February 14, 2002



SHAWNEE COUNTY RESOLUTION NO. 2002-15

CITY OF TOPEKA ORDINANCE NO. 17791

**A JOINT SHAWNEE COUNTY RESOLUTION AND CITY OF TOPEKA ORDINANCE**  
introduced by Mayor Felker pertaining to an amendment to the text and map of  
the Topeka-Shawnee County Comprehensive Metropolitan Plan.

**BE IT RESOLVED** by the Board of County Commissioners of the County of  
Shawnee, Kansas, on this 14<sup>th</sup> day of February, 2002;

**BE IT ORDAINED** by the Council of the City of Topeka, Kansas, on this 12<sup>th</sup>  
day of February, 2002;

**Section 1.** Chapter 7, Part J, of the Topeka-Shawnee County Comprehensive  
Metropolitan Plan recognizes additional planning and community development issues  
which require specific detailed plans as part of the ongoing planning process for  
improving the quality of life and standard of living within Topeka and Shawnee County.

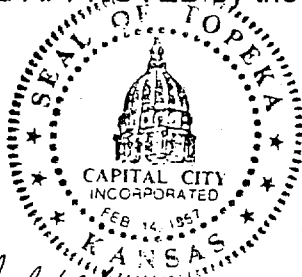
**Section 2.** The Economic Development Plan for Topeka and Shawnee  
County, attached hereto as Exhibit "A", provides long-range guidance for the future  
growth and development of the Topeka and Shawnee County Metropolitan region. The  
Plan sets forth a 25-year vision, goals, and strategies relating to strengthening the  
economic development capacity of Topeka and Shawnee County. The Plan is  
representative of the collective input provided by stakeholder organizations including the  
Greater Topeka Chamber of Commerce and Go Topeka.

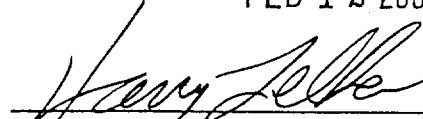
**Section 3.** The Topeka-Shawnee County Comprehensive Metropolitan Plan is  
hereby amended to include the Economic Development Plan for Topeka and Shawnee  
County as a separate Plan Element.

25 **Section 4.** This resolution/ordinance shall take effect and be in force from and  
26 after its passage, approval and publication in the official City and County newspaper.

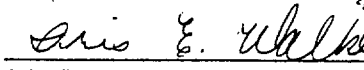
27 PASSED and APPROVED by the City Council

FEB 12 2002





28   
29 Harry Felker, Mayor

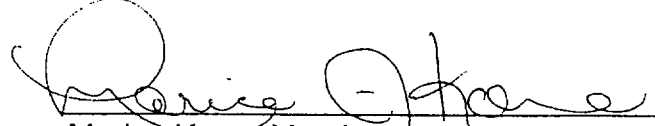
30 ATTEST:

31   
32 Iris E. Walker, City Clerk

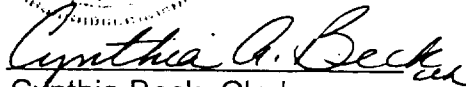
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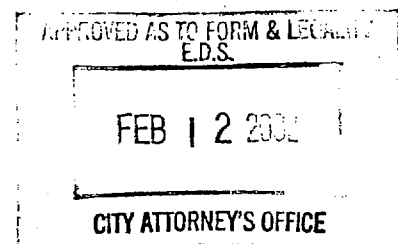
36  
37   
38 Theodore D. Ensley, Chair

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42 Vic Miller, Member

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46 Marice Kane, Member

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48  
49 ATTEST:

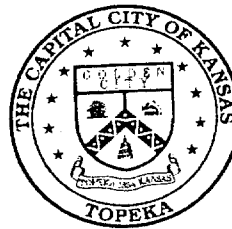
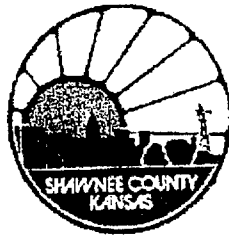
50   
51 Cynthia Beck, Clerk



# The Economic Development Plan

for

Topeka / Shawnee County, Kansas



An Element of the Topeka-Shawnee County  
Comprehensive Metropolitan Plan 2025

## A Cooperative Effort Of:

*Go Topeka!*

*Greater Topeka Chamber of Commerce*

*Shawnee County Board of Commissioners*

*Topeka City Council*

*Topeka Convention and Visitors Bureau*

*Topeka-Shawnee County Metropolitan Planning Commission*

*Topeka-Shawnee County Metropolitan Planning Department*

## Prepared By:

*Topeka-Shawnee County Metropolitan Planning Department*

## ADOPTED:

Topeka-Shawnee County Metropolitan Planning Commission, January 28, 2002

Topeka City Council, February 12, 2002

Shawnee County Board of Commissioners, February 14, 2002

Revised, \_\_\_\_\_

## **ACKNOWLEDGEMENTS**

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John Alcalá  
Clark Duffy  
Betty Dunn  
Lisa Hecht  
Vanessa Hill  
Harold Lane  
Duane Pomeroy  
Gary Price  
Lisa Stubbs

### **Shawnee County Board of Commissioners**

Theodore D. Ensley, Chair  
Vic Miller  
Marice Kane

### **City of Topeka Mayor**

Harry "Butch" Felker

### **Topeka-Shawnee County Metropolitan Planning Commission**

Kurt Young, Chairman  
Winnie Crapson, Vice-Chairman

Howard Blackmon  
Jim Caplinger, Jr.  
Rowena Horr  
Harold Houck  
Terry Hummer  
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Ned Nusbaum

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Stan Zimmerman

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Bill Fiander, AICP, Planner III (Co-Project Manager)  
Tim Paris, Planner II (Co-Project Manager)  
Anna Hernandez, Office Specialist I

### **Greater Topeka Chamber of Commerce/GO! Topeka**

Doug Kinsinger, President/CEO

### **Topeka Convention and Visitors Bureau**

Richard Forrester, President

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# Introduction

### WHY A LOCAL ECONOMY GROWS

"INNOVATING ECONOMIES EXPAND AND DEVELOP. ECONOMIES THAT DO NOT ADD NEW KINDS OF GOODS AND SERVICES, BUT CONTINUE TO REPEAT OLD WORK, DO NOT EXPAND MUCH, NOR DO THEY, BY DEFINITION DEVELOP."

JANE JACOBS, THE ECONOMY OF CITIES

## INTRODUCTION: DEFINING OUR PLACE IN THE GLOBAL ECONOMY -

In its simplest form, an economy is a system of trade – a set of interrelated production and consumption activities initiated by those who desire goods and services in exchange for something of comparable value. The establishment of a local economy typically occurs when it produces goods/services of unique export value. Economic growth of cities is directly related to **export growth** - the demand for goods/services from areas outside the local economic boundaries (Edward Blakely, *Planning local Economic Development*, pg. 62). Export work brings in outside capital that is distributed throughout the local economy. Laborers and suppliers are attracted to the export work thereby creating local demand for household items such as housing, food, clothes, cars, etc. This export-multiplier effect is enhanced when local establishments support the exporter (i.e., out-sourcing).

For the growth of a local economy to occur, **new work** must be added. Repeating over and over the production of the same goods/services stunts an economy's growth. "New work" is not necessarily created when a product is tinkered with (e.g., new and improved laundry detergent). New work is a *departure*. The 3M Company, which began as a sand and gravel business, departed from mining sand into producing sandpaper which led to work with adhesives to make better sandpaper which led to adhesive tapes which led to magnetic recording tapes, etc. Each of these departures represented new work that when added to a local economy required a whole new set of internal and external divisions of labor (financing, printing, equipment, shipping, advertising, etc.). "The greater the sheer number and varieties of divisions of labor already achieved in an economy, the greater the economy's inherent capacity for adding still more kinds of goods and services" (Jane Jacobs, *The Economy of Cities*, pg. 59).

While this process helps to form a local economy, it will not guarantee its long-term prosperity unless there is a healthy **economic reciprocating system**. A reciprocating system is exemplified best in an ecosystem: an animal eats, hence has strength to find food, hence it can eat, hence has strength to find more food. If any one part of this cycle halts, the whole system fails. Likewise, the reciprocating system of a local economy fails if the local industries serving the primary export fail to export products of their own. It also fails if new local suppliers do not arise as older ones take to exporting their work. In order to grow, a local economy must maintain a self-sustaining economic system of sufficient diversity to ensure new work is ultimately created.

The nationalized industrial economy of the 20<sup>th</sup> Century, characterized by core corporations relying on the mass manufacturing and consumption of goods, has given way to a service-based economy characterized by webs of enterprises responding to global market forces. Increased competition worldwide, removal of technological and communication barriers, and falling rates of profits have pressured businesses into transforming themselves to meet these new challenges. The primary results of this new **global economy** include:

- **Web of Enterprise** – Traditional pyramid and hierarchical organizations have repositioned themselves into high-value and flatter spider web networks producing goods/services externally instead of internally.
- **Irrelevance of Nationality** – Intellectual and financial capital can come from anywhere at anytime so that products may be designed in Sweden, financed in Canada, and assembled in Omaha using materials developed in Japan.

- **New Worker Elite** – Technicians have replaced manufacturing operatives as the worker elite. Technology has created pools of specialized functions that require more scientific and problem-solving service skills. They do not fit well in a hierarchical organization.

What does this all mean to a local economy trying to find its place in the new global economy? It means that a region's success depends more on the quality of the metropolitan labor market and industry diversification than on a regional location. It means that the wealth of a region will be tied more to the function a worker performs and less to what industry they are in. Since more people are employed in producer services – intermediaries providing legal, financial, marketing, and health services – than manufacturing functions, it means that a local economy can no longer depend on factory work to sustain its growth. And it means that a region will need to invest not only in "hard" capital infrastructure (if they have not already), but in "soft" human, technological, and quality of life infrastructure to attract, develop, and keep the new worker elite.

## **PURPOSE-**

The purpose of this economic development plan is to define Topeka and Shawnee County's place within the regional, national, and global economies, and to determine how we intend to achieve our stated goals over the next 25 years. It should be incorporated as an element of the Topeka-Shawnee County Comprehensive Plan, consistent with other elements already adopted.

This plan is intended to be a working document and should incorporate new goals, strategies, and actions as conditions warrant. A variety of public and private agencies, as well as private businesses, share in the responsibility for implementing this plan. Each party should continually track their own progress toward achieving the goals and strategies identified within the document, and participate in the on-going maintenance of our collective economic development efforts.

The Plan is organized as follows: Section I defines the character of our economy, its strengths, weaknesses, and recent performance as compared to the State of Kansas and regional counties. Section II defines key economic development issues and opportunities, focusing on opportunities afforded by the different types of business in our economy. This section recommends priority and target businesses that will have the greatest potential to improve our economy. Section III characterizes and defines the land supply and site availability for new development. Section IV states and defines economic development goals for Topeka and Shawnee County, and lays out strategies and objectives for implementation of the Plan. Finally Section V establishes a set of benchmarks to gauge our progress toward achieving the goals and objectives outlined in this Plan.

It bears stating that the business of economic development – attracting new jobs to the community, increasing wages, and improving the quality of life for our citizens – is a very competitive process. Topeka and Shawnee County are not unique in our desire to better provide for our citizens. To this end, the citizens of Topeka and Shawnee County have voted to dedicate a ¼ cent sales tax to fund economic development initiatives. The success of this plan is contingent on the continuance of this or similar source of funding. Without it, our community will lose investment dollars to other communities who have the means to attract this investment and growth.

## Section I.

# The Topeka and Shawnee County Economy

## Section I. The Topeka-Shawnee County Economy

### A. Employment Growth –

The most basic measure of our economic health is the ability of our citizens to find work. Our ability to create new jobs on a sustained basis will ultimately determine whether the standard of living of our residents will grow or decline. By examining the extent to which we have been successful in attracting jobs to our area, we can gain a more in-depth understanding over how much our local economy is expanding.

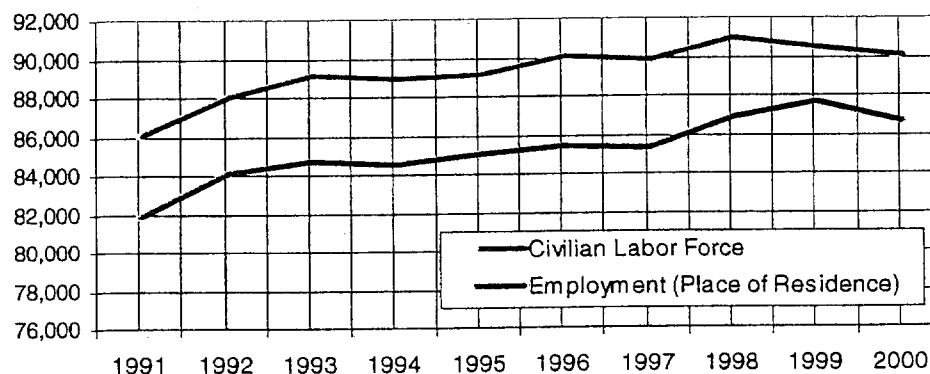
Over the past ten years, Shawnee County has experienced an overall increase in the labor force, rising from 81,814 employed residents in 1991 to 86,686 in 2000. Overall, the number of Shawnee County residents with jobs has increased 5.9% over the past decade (4,822). This compares with growth of 14.4% for the State of Kansas as a whole.

By measuring short-term employment growth (growth over a three-year period) we are able to capture recent trends which often are unnoticed when looking at only long-term employment growth. Short-term growth rates better reflect recent policy changes that may positively or negatively affect a region's economy. They are often a more accurate reflection of the current health of the region's economic environment.

Shawnee County's ability to create jobs has declined slightly over the past three years. From 1998 to 2000, the total number of Shawnee County residents employed fell by 287, or approximately -0.3%. This decline is exceeded by a reduction in the overall labor force of 1.0% during the same time period. The State of Kansas also saw a reduction in labor force (-0.6%), and a significantly smaller employment gain from 1998 to 2000, increasing by only 1.8%. **Figure 1** graphically illustrates the overall labor force and employment history for Shawnee County from 1991 to 2000.

FIGURE 1

### Topeka MSA Employment and Labor Force 1991-2000



Source: KDHR Labor Market Information Services

## B. Unemployment –

Another means of measuring the ability of persons to find work is by measuring the number of persons without work. A high percentage of the labor force without work indicates the overall economy is functioning poorly, thus negatively affecting the region's ability to provide a high quality of life and standard of living.

Conversely, the unemployment rate provides a good indication of the size of the available labor pool. This is a critical factor in determining where companies will relocate or expand. A low unemployment rate indicates a shortage of available labor, thus discouraging companies from considering that location as a possible home for their business. On the other hand, a high unemployment rate indicates a ready supply of labor should a company decide to relocate or expand.

Topeka's unemployment rate has fluctuated widely over the past decade, and finished the year 2000 at 3.8%. Topeka's unemployment rate reached the lowest point of the decade in 1999, with an unemployment rate of just 3.1%. The highest unemployment rate for the decade was in 1996 at 5.2%.

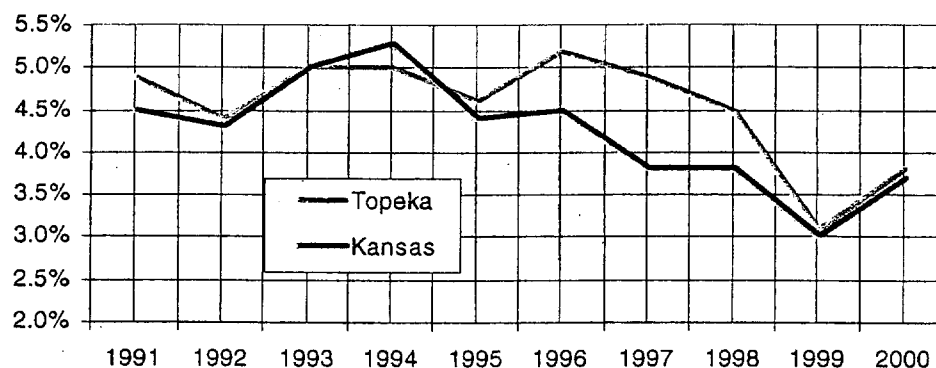
The unemployment for the Topeka MSA is only 0.1% higher than for the state as a whole. Statewide unemployment for the state of Kansas in 2000 averaged just 3.7%.

There was an average of 3,441 Shawnee County residents in 2000 that could not find work. This figure is down sharply from the decade high of 4,640 recorded in 1996.

Figure 2 provides an historical perspective on the unemployment rates for both the Topeka MSA and the State of Kansas for the last decade.

Figure 2

### Topeka MSA and Kansas Unemployment Rates, 1991-2000



Source: KDHR Labor Market Information Services

### C. Employment Composition –

It is vitally important that an economic region be substantially diversified so that negative effects of cyclical downturns in the state and national economies are minimized. Manufacturing, as a component of a diversified economy, is essential to overall economic health and vitality. Not only are manufacturing jobs typically among the highest in average wages, but the sector is also the primary source for innovation and research, creating new products, adding value to raw products and materials, and exporting products to other markets. A strong manufacturing base helps to ensure high wages and high levels of productivity.

A community that is heavily invested in manufacturing, however, may suffer periods of job losses as economic recessions force consumer spending patterns to decline. Therefore, a healthy balance and diversity of industries is key to sustaining overall economic growth.

Topeka's industry structure is largely dominated by service producing sectors. The Service sector is the single largest non-governmental component of the Topeka metro economy, employing approximately 30% of the workforce. This is a very high percentage and is a reflection on the high number of professional and health services offered in the Topeka area.

Retail employment follows services, accounting for 18.4% of total private employment, followed by Finance, Insurance and Real Estate (FIRE) with 6.6%, and Transportation, Communications & Utilities (TCU) with 6%. Wholesale Trade follows at 3.5%. Collectively, the service producing sectors account for nearly 2/3<sup>rd</sup> of all employment in the county.

The remainder of the workforce is comprised of the goods producing sectors and government. Government is the second largest individual sector of the Topeka metro economy, employing approximately 21% of the workforce. This should not be surprising since Topeka is home to several governmental entities, including Federal, State, County, and local government offices.

The goods producing sectors consist of manufacturing, construction, farming and mining. Manufacturing accounts for 9.3% of total employment, while construction accounts for 4.7%. Farming in Shawnee County accounts for less than 1%.

The goods producing sectors in the Topeka metro area lag considerably behind the statewide totals. Across Kansas, manufacturing comprises approximately 15% of statewide total employment, nearly double the percentage for Topeka. On the other hand, the service sector in Shawnee County is larger when compared to the state. Services, while nearly a third of the local workforce in Shawnee County, account for only 25% of the workforce statewide.

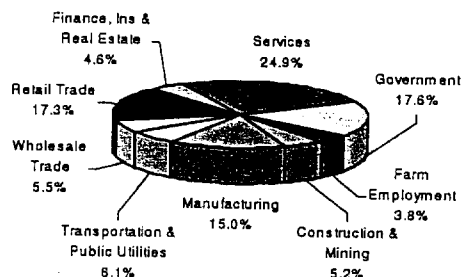
All this suggests a possible imbalance with respect to our local economy. Topeka's industry structure appears to be relatively weak in manufacturing and overly concentrated in services. The relatively small proportion of manufacturing jobs in Topeka may be a limiting factor in income and wealth generation since these jobs are among the highest in average pay.

Figure 3 compares the employment structures for both the Topeka MSA and Kansas for the most recent years of available data.

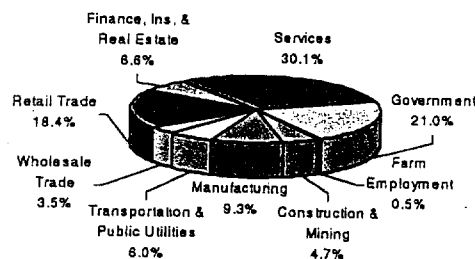


**Figure 3**

**Kansas Employment Composition, 2000**



**Topeka MSA Employment Composition, 2000**



The analysis of Topeka's labor market indicates that Topeka and Shawnee County have less than their "fair share" in several employment categories compared to the distribution of employment state-wide. Table A (Shawnee County Labor Market Comparison) shows that employment in manufacturing, construction and mining, wholesale trade, and transportation and utility sectors in Shawnee County have a lower proportion of employees than the state as a whole. Conversely, Shawnee County exceeds state average employment in the retail trade, finance, insurance and real estate, services and governmental sectors of the labor market.

**Table A  
Shawnee County Labor Market Comparison**

Sector	Average Annual Employment 2000		Percent of Annual Employment 2000		Ratio Shawnee County V. Kansas
	Kansas	Shawnee Co.	Kansas	Shawnee Co.	
Construction & Mining	72,200	4,900	5.4%	4.7%	0.9
Manufacturing	210,200	9,700	15.6%	9.4%	0.6
Transportation & Public Utilities	85,800	6,200	6.4%	6.0%	0.9
Wholesale Trade	77,600	3,600	5.8%	3.5%	0.6
Retail Trade	242,800	19,100	18.0%	18.5%	1.0
Finance, Ins & Real Estate	63,700	6,800	4.7%	6.6%	1.4
Services	348,400	31,200	25.9%	30.2%	1.2
Government	245,800	21,800	18.3%	21.1%	1.2
Farm Employment	53,200	500	4.0%	0.5%	0.1
All Industries	1,346,700	103,400	100.0%	100.0%	

Source: KDHR, Labor Market Information Services, July 2001

The higher concentrations of employment in Shawnee County in the Finance, Insurance, and Real Estate sector is a function of the number of insurance companies in Topeka. In addition, as the State Capital, the proportion of government employees also exceeds statewide averages. Employment growth in this sector is greatly influenced by the Governor and State Legislature's policies and programs.

#### **D. Sector Growth –**

Topeka's wage and salary employment (place of work) grew at a considerably slower pace than the state as a whole from 1991 to 2000. Statewide, total wage and salary employment grew by 22.9%, while employment growth for the Topeka MSA grew by only 13.1%. Topeka's growth rate can be more closely examined by analyzing the growth (or decline) of individual sectors within the economy.

Each major sector of the Topeka economy was outperformed by the Kansas economy over the past decade, with the exceptions of construction and farming. Construction employment in Shawnee County experienced a very high growth rate, increasing by more than 44% from 1991 to 2000. Much of this employment can be attributed to several highway construction projects in and around Shawnee County. Statewide, construction employment grew slightly less than for Shawnee County, increasing by 39.9%.

Farm employment actually decreased statewide, falling by 2.4%. In contrast, farm employment in Shawnee County remained steady with no change over the most recent ten-year period.

The service sector has experienced the greatest increase statewide with overall growth exceeding 40%. In contrast, the service sector within the Topeka MSA increased somewhat less, growing by 33.3%.

Employment in the Wholesale Trade, and Government sectors actually declined in the Topeka MSA during the last ten year period. Wholesale trade is the sale of products and materials to manufacturers and retailers. Wholesale Trade employment declined by 5.3%, compared to growth of 11.2% for the state as a whole. Government employment declined in Shawnee County by 2.2%, compared to growth statewide of 12.2%.

Manufacturing employment in the state of Kansas grew by 14.3% over the past decade, while the same sector in Shawnee County experienced significantly less growth (3.2%).

An even greater disparity in growth rates can be seen in the Transportation and Public Utilities Sector, where statewide employment has increased by 31.2% over the past decade. This compares to growth of only 1.6% within this sector in Shawnee County over the same time period.

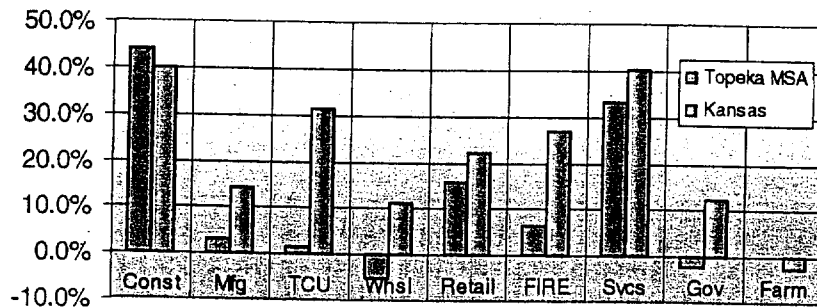
This data demonstrates that, while the Topeka metropolitan economy has been growing, it is growing at a much slower pace than for the state as a whole. Also, there has been a noticeable shift in employment concentrations across the state away from the goods producing industries (Manufacturing, Mining, Construction) and toward the service producing industries (Trade, Transportation, Communication and Utilities, Finance, Insurance and Real Estate, and Services). This shift is evidence that the Kansas economy is becoming more diversified, and should better be able to withstand cyclical downturns in the national and global economies.

In contrast, the two of the service producing sectors in the Topeka metropolitan area economy (TCU, Wholesale trade) have declined or remained nearly stagnant, while the remaining service producing sectors have shown slow growth. Since service-producing industries are the largest employment sectors in the Topeka area economy, this may suggest a long-term problem in sustaining our largest employment base. This also raises the question how much more the service sector can grow without population growth or a major expansion in the goods producing sectors.

Figure 4 illustrates the employment sector growth comparisons between the Topeka MSA and the State of Kansas for the years 1988 to 1997.

**Figure 4**

**Percentage Employment Growth by Sector,  
Topeka MSA and Kansas, 1991-2000**



Source: KDHE Labor Market Information Services

**E. Wages –**

While employment growth is welcomed in nearly every community, certain expanded or new employers can create greater economic value in the local economy through higher wages. It is important to consider industry wage levels offered by various sectors of the economy when developing a successful economic development strategy. Table B lists the average annual covered employment and wages for each economic sector.

**Table B  
Average Wages by Major Industry, Shawnee County**

	Average Annual Covered Employment 2000	Percent of Total Employment 2000	Average Wage 1999	Percent of Total Average Wages
Ag. and Ag. Svcs.	500	0.5%	\$ 16,061	56%
Mining	100	0.1%	\$ 48,411	170%
Construction	4,800	4.6%	\$ 31,901	112%
Manufacturing	9,700	9.4%	\$ 39,256	138%
Transportation & Public Utilities	6,200	6.0%	\$ 44,718	157%
Wholesale Trade	3,600	3.5%	\$ 35,633	125%
Retail Trade	19,100	18.5%	\$ 17,976	63%
Finance, Ins & Real Estate	6,800	6.6%	\$ 34,650	122%
Services	31,200	30.2%	\$ 24,420	86%
Government	21,800	21.1%	\$ 31,101	109%
Total	103,400	100.0%	\$ 28,464	100%

Source: KDHR; Labor Market Information Services, July 2001

As the table demonstrates, Those sectors which pay the highest annual wages (Mining, Transportation and Utilities, Manufacturing, and Wholesale Trade) are among the smallest sectors in terms of total employment. In contrast, Services and Retail Trade, which are among the largest employment sectors, pay wages that are significantly below the average for Shawnee County.

#### F. Projected Employment Growth –

The Kansas Department of Human Resources, Labor Market Information Services Division, has projected employment for the Northeast Kansas region (17 counties, including Shawnee) to grow 14.2% by the year 2006. This growth would equal a total of 291,960 jobs within this region. The service sector is expected to achieve the greatest total growth at 19.4%. In contrast, mining employment is expected to experience a significant decline, falling by 17.6%. Table C lists each economic sector with the corresponding expected change in employment to the year 2006.

**Table C**  
**Projected Employment Growth for Northeast Kansas to 2005**

	<b>Percent Change*</b>
Agriculture	-15.7%
Mining	-17.6%
Construction	10.7%
Manufacturing	10.8%
Transportation & Public Utilities	11.6%
Wholesale Trade	16.5%
Retail Trade	16.4%
Finance, Ins & Real Estate	13.3%
Services	19.4%
Government	15.3%
<b>Total</b>	<b>14.2%</b>

Source: KDHR, Labor Market Information Services

\* Baseline 1996

#### G. Employment by Place of Work v. Place of Residence –

As noted earlier in this report, there are more jobs today in the Topeka metropolitan area than there were ten years ago. Yet, at the same time, there the increase in the number of jobs in Shawnee County has more than doubled the increase in the number of people actually employed. How can this be?

There are two basic ways of counting employment. The first method is to count the number of people employed. The second method is to count the number of jobs that area employers actually have filled at any given time. These two methods produce vastly different numbers.

The data for the Topeka metropolitan area indicates that we have a larger workforce and more people employed today than we did in 1991. The civilian labor force experienced a 4.7% increase between the years 1991 and 2000, rising from 86,036 to 90,077. Similarly, the number of people employed rose 5.9%, from 81,814 to 86,636 over the same time period.

Greater still is the number of new jobs the metro economy has managed to create. The Topeka metro area created 12,000 new jobs from 1991 to 2000. Sound confusing?

In 2000, there were a total of 103,400 non-farm jobs in Shawnee County. There are 16,764 more jobs in Shawnee County than the total number of people employed. This means two things are probably occurring, each to varying degrees.

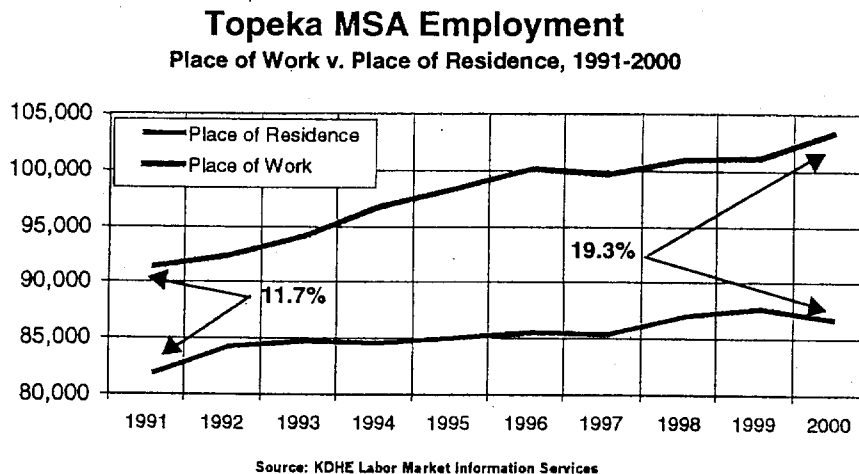
Since employment by place of work includes *all* jobs, this would thus include part-time jobs. It is possible that increasing numbers of people in Shawnee County are working more than one job. This would allow the number of people employed to remain relatively low, while accounting for a significantly greater number of jobs being counted.

The other factor is an increasingly mobile workforce, or a daily import of labor to Shawnee County from neighboring counties. In other words, more and more people are choosing to live in Douglas, Jefferson, Jackson, Osage, and other counties, and commute to work in Shawnee County.

Why is this important? As more and more people continue to work in Shawnee County and live elsewhere, the incomes earned by those employees are exported after each work-day. This significantly diminishes the consumer buying power within Shawnee County. It significantly reduces the property tax base when a growing number of employees live outside the county, and also places a heavier burden on Shawnee County residents to support city and county services through property taxes.

The gap between jobs and workers has been growing steadily over the past decade. In 1991 there was a difference of just less than 11.7% between the number of jobs and the number of people employed. In 2000, this gap had grown to 19.3%. Figure 5 graphically depicts the growing gap between employment by place of work and employment by place of residence.

Figure 5



## H. County Population Growth –

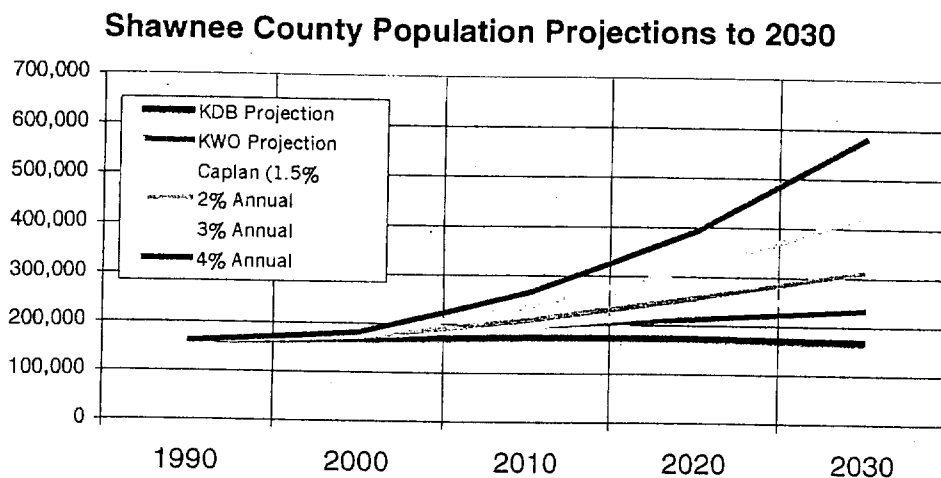
Another perspective on the character of Topeka and Shawnee County's economy can be gained through an evaluation of the area's recent population growth. According to the most recently available US Census Bureau data, Shawnee County's population increased by 8,895 residents from 160,976 in 1990 to 169,871 in 2000. This is a total increase of 5.5%, or 0.5% annually.

Projections for future growth vary widely. Natural increase in population (births minus deaths) would result in a 2030 population of about 200,000 persons. In 1992, however, the Kansas Division of Budget published "Kansas Population Projections, 1995-2030." According to these projections, the County's population in 2030 is projected to be 167,000, or fewer residents than in 2000. This declining population estimate would require that all normal natural increases in the County's population, approximately 1,000 per year, leave the county over this 30 year time period, and that no new in-migration occur. These projections were based on the population trend data from 1980 to 1990.

Recently, the Kansas Water Office has projected Shawnee County's population to reach 230,563 in the year 2030. This growth would equal approximately 60,000 new residents over the 30-year time span, or 0.98 a% increase annually.

In 1999, the Topeka City Council and Shawnee County Commission adopted an economic development strategy outlined by Richard Caplan in the Economic Development Strategy for Topeka and Shawnee County, 1999. In this document, Caplan recommends a growth target of 1.5% annual population increase. This growth rate would result in a county population of 273,000 in the year 2030, or an increment of approximately 100,000 persons. Since this document, and the population growth target established therein, has been adopted by both governing bodies, this figure should be set as a goal for all future planning efforts. Figure 6 illustrates the various population growth scenarios as published by the Kansas Water Office, the Kansas Division of Budget, Richard Caplan, and other growth projections.

Figure 6



## H. Regional Economic and Population Growth –

Topeka and Shawnee County are the center of a larger geographic, economic, and demographic region in northeastern Kansas. The six counties surrounding Shawnee County are the home of tens of thousands of people who work in Topeka and Shawnee County, shop in local retail stores, and attend local cultural and recreational events. The Topeka Performing Arts Center, Heartland Park, West Ridge Mall, Gage Park, Lake Shawnee, and the Topeka Zoo all serve a client population much larger than Topeka or Shawnee County. Table D summarizes the estimated population growth of the larger Topeka region.

Over 300,000 people live within these counties, where most of the population can reach services and jobs in Shawnee County and Topeka within a 30 minute drive. Although most all of the surrounding counties are growing at a faster rate than Shawnee County in terms of both population and job growth, Shawnee County remains the employment and population hub for this area, accounting for nearly half of the region's population, and nearly 60% of all employment. As the table illustrates, the regional economy has become less concentrated over the past decade, with Shawnee County hosting a smaller percentage of both population and employment. While Shawnee County is growing in terms of both people and jobs, we are doing so at a slower rate than the region as a whole.

**Table D**

### Percent of Total Regional Population and Employment, 1991 and 2000

	Pop 1991	% of Total 1991	Pop 2000	% of Total 2000	Employ 1991	% of Total 1991	Employ 2000*	% of Total 2000
Douglas	82,197	26.6%	99,962	29.2%	37,900	26.2%	49,100	28.2%
Jackson	11,509	3.7%	12,657	3.7%	2,425	1.7%	4,350	2.5%
Jefferson	15,939	5.2%	18,426	5.4%	2,725	1.9%	3,350	1.9%
Osage	15,268	4.9%	16,712	4.9%	3,025	2.1%	4,475	2.6%
Pottawatomie	16,150	5.2%	18,209	5.3%	5,825	4.0%	7,850	4.5%
Wabaunsee	6,575	2.1%	6,885	2.0%	1,125	0.8%	1,375	0.8%
<b>Subtotal</b>	<b>147,638</b>	<b>47.8%</b>	<b>172,851</b>	<b>50.4%</b>	<b>55,016</b>	<b>38.1%</b>	<b>70,500</b>	<b>40.5%</b>
<i>Shawnee</i>	<i>161,341</i>	<i>52.2%</i>	<i>169,871</i>	<i>49.6%</i>	<i>91,400</i>	<i>63.3%</i>	<i>103,400</i>	<i>59.5%</i>
<b>Total</b>	<b>308,979</b>	<b>100.0%</b>	<b>342,722</b>	<b>100.0%</b>	<b>144,425</b>	<b>100.0%</b>	<b>173,900</b>	<b>100.0%</b>

Employment Data: KDHR, Labor Market Information Services  
 Non-Farm Wage and Salary Employment, All Industries Annual Averages  
 All data reflect Employment by Place of Work.  
 \* Jefferson and Jackson Counties are 1999 Data

Population Data: US Census Bureau, Population Estimates, 1991-2000

## J. Education Levels

Prospective employers considering an area for relocation routinely evaluate the educational levels of the local labor force. Shawnee County offers a well-educated work force. The education attainment of the workforce in Shawnee County is higher than the statewide average. Of the four counties in Kansas with a labor force greater than 100,000, Shawnee county ranks second in the percentage of adults with at least a high school education and second in percentage of adults with a college degree.

**Table E**  
**Education Attainment in Urban Counties in Kansas**

	High School Graduates	College Graduates
Johnson County	92.9%	40.0%
<b>Shawnee County</b>	<b>84.4%</b>	<b>22.3%</b>
Sedgwick County	82.4%	22.2%
Kansas	81.3%	21.2%
Wyandotte County	69.9%	10.3%

Source: U.S. Census Bureau, 1990



## Section II.

# Topeka-Shawnee County Development Opportunities

## Section II. Topeka-Shawnee County Development Opportunities

In order to evaluate the growth potential of the economy, several key elements of the labor market and structure of the local economy have been evaluated. These elements are:

- Topeka and Shawnee County's employment history.
- Topeka and Shawnee County's current employment composition.
- A comparison of population and employment growth trends for Shawnee County, the region, and the State.
- Projected population growth, and employment growth for each major employment category through the year 2005;
- A comparison of wage rates for specific industry sectors.
- Education levels for Shawnee County workers.

These factors, taken together, will permit the identification of those businesses and industries that have the most potential for strengthening our economy.

### I. Local Industrial Employment and Wage Analysis -

The analysis in this section serves to identify specific industries that are considered fundamental to the Topeka and Shawnee County economy. To identify these industries, all industrial sectors were compared with regard to current levels of employment, growth potential, and the average wages paid. To qualify as fundamental to our economy, a given industry must represent a significant proportion of Shawnee County's current employment base. This sector should also be recognized as one having potential for future growth, and should also pay higher than average wages for the county as a whole.

According to these criteria, specific industries within the Manufacturing, Transportation, Communications and Public Utilities, Finance, Insurance and Real Estate, and Services sectors have been identified as strengths within the Topeka and Shawnee County economy.

The following analysis will serve to explain the rationale in identifying these choices.

- A. Manufacturing:** Economic development theory and practice across the U.S. has found that the manufacturing sector of the economy, the jobs and services that produce new goods and products for local consumption and export to other markets, is the primary source of production of new wealth in an economy. New jobs in this sector, and related new or additional products that are sold elsewhere import new money into the economy, and generate additional "spin-off" jobs and economic activity designed to support these basic or primary industry jobs.

Manufacturing in Shawnee County is the third largest non-governmental sector of the economy, comprising approximately 9.4% of the workforce. According to growth projections, this sector is expected to grow approximately 11% by the year 2006. Additionally, businesses in manufacturing pay an average wage 138% greater than the county as a whole. These factors collectively make this industrial sector a strength in Shawnee County.

Within the general classification of *manufacturing* are particular industries that emerge as specific strengths, and are recognized as being among the largest employers in the County. These specific industry sectors within manufacturing are Rubber and Miscellaneous Plastics (e.g. Goodyear Tire and Rubber), Printing and Publishing (e.g. Jostens), and Food and Kindred Products (e.g. Frito Lay, Reeser's, Hill's Pet Products). Table F lists the levels of

employment and average wages for each manufacturing sector in Shawnee County. Those industries identified as strengths are highlighted in bold.

**Table F**  
**Manufacturing Employment and Wages, Shawnee County, 1999**

SIC Code	Industry Description	Employment	Percent of Total Employment	Average Annual Wages	Percent of County Average Wage
<b>20</b>	<b>Food &amp; Kindred Products</b>	<b>2607</b>	<b>26%</b>	<b>\$ 45,073</b>	<b>158%</b>
21	Tobacco	0	0%	\$ -	0%
22	Textiles	0	0%	\$ -	0%
23	Apparel	D	D	D	D
24	Lumber	104	1%	\$ 20,418	72%
25	Furniture	66	1%	\$ 32,728	115%
26	Paper	D	D	D	D
<b>27</b>	<b>Printing-Publishing</b>	<b>3013</b>	<b>31%</b>	<b>\$ 30,021</b>	<b>105%</b>
28	Chemicals	9	0%	\$ 6,617	23%
29	Petro-Coal	0	0%	\$ -	0%
<b>30</b>	<b>Rubber- Misc. Plastics</b>	<b>2171*</b>	<b>22%</b>	<b>D</b>	<b>D</b>
31	Leather	0	0%	\$ -	0%
32	Stone-Clay-Glass	268	3%	\$ 32,005	112%
33	Primary Metals	330	3%	\$ 37,078	130%
34	Fabricated Metals	157	2%	\$ 33,609	118%
35	Ind Com Mach & Comptr	308	3%	\$ 32,274	113%
36	Electronic Equipment	14	0%	\$ 21,776	77%
37	Transportation Equipment	193	2%	\$ 30,091	106%
38	Instruments	201	2%	\$ 29,181	103%
39	Misc. Manufacturing	14	0%	\$ 20,895	73%
	<b>Total Manufacturing Employment</b>	<b>9867</b>	<b>100%</b>	<b>\$ 39,256</b>	<b>138%</b>

\* Based on percentage employment in Rubber and Misc. Plastics as reported in Kansas Manufacturers Directory, 1998.

D -Supressed Data

Source: KDHR, Labor Market Information Services, August 2001

**B. Transportation, Communications, and Utilities:** This sector, while not a large component of the overall employment base, is none-the-less recognized as a local strength to our economy principally because of the wages paid by this sector, and its potential for growth. Transportation, Communications, and Utilities comprise only 6% of total employment, which classifies as the fifth largest industrial sector in Shawnee County. However, growth of this sector in northeast Kansas over the next five years is expected to reach 11.6%. This sector also pays exceptionally high wages, paying 157% of the average wage for the county as a whole.

Comprising this sector in Shawnee County, specifically, are the trucking and warehousing industries, communications, and electrical, gas, and sanitary services. The strength of these industries in Shawnee County is primarily a reflection of the presence of Southwestern Bell Telephone and Western Resources. Table G lists the specific industrial sectors within this general category, along with employment and wage levels for the year 1999. Those industries identified as strengths are highlighted in bold.

**Table G**  
**Transportation, Communications, and Utilities Employment and Wages**  
**Shawnee County, 1999**

SIC Code	Industry Description	Employment	Percent of Total Employment	Average Annual Wages	Percent of County Average Wage
41	Local-Urban Transportation	D	D	D	D
42	Trucking-Warehousing	816	20%	\$ 25,721	90%
44	Water Transportation	0	0%	\$ -	0%
45	Air Transportation	261	6%	\$ 35,460	125%
46	Pipelines (ex. Natural Gas)	D	D	D	D
47	Transportation Services	119	3%	\$ 22,050	77%
48	Communications	1153	29%	\$ 43,895	154%
49	Electrical-Gas-Sanitary Services	942	23%	\$ 78,108	274%
	Total TCU Employment and Wages	4024	100%	\$ 44,718	157%

It should be noted that employment and wages for rail transportation are not reported to either the State or Federal governments, and therefore are not included in the table above. However, according to the Topeka Chamber of Commerce, the Burlington Northern Santa Fe Railroad employs approximately 2100 workers in Shawnee County. This figure would rank rail transportation as the single largest industry within the larger classification of Transportation, Communications, and Utilities. No estimate is available for average wages for this industry.

- C. Finance, Insurance, and Real Estate:** Finance, Insurance, and Real Estate (FIRE) is another sector that is not a large base of employment in Shawnee County, but one that, none-the-less, contains individual strengths based on growth potential and average annual wages. The sector as a whole comprises only 6.6% of all employment in Shawnee County, but is predicted to achieve growth of 13.3% over the next five years. This sector also pays wages on average 122% higher than the county as a whole.

Two specific industry classifications within this sector would be considered strengths based on the criteria of high employment levels, growth potential, and high wages. These industries are Insurance Carriers, and Depository Institutions. Although the Real Estate industry has a substantial employment base, the average wage for this industry is significantly lower than the county average, and therefore is not considered to be a strength of our local economy. Table H lists detailed employment and wage levels for the Finance, Insurance, and Real Estate sector for the year 1999. Those industries identified as strengths are highlighted in bold.

**Table H**  
**Finance, Insurance, and Real Estate Employment and Wages**  
**Shawnee County, 1999**

SIC Code	Industry Description	Employment	Percent of Total Employment	Average Annual Wages	Percent of County Average Wage
60	<b>Depository Institutions</b>	1421	21%	\$ 30,334	107%
61	Non-Depository Institutions	226	3%	\$ 45,447	160%
62	Securities, Commerce, and Brokerage Services	212	3%	\$ 62,815	221%
63	<b>Insurance Carriers</b>	2731	41%	\$ 37,437	132%
64	Insurance Agents-Brokers	548	8%	\$ 32,671	115%
65	Real Estate	1094	16%	\$ 10,140	36%
67	Holdings and Investments	432	6%	\$ 51,335	180%
	Total Employment and Wages	6668	100%	\$ 34,650	122%

D -Suppressed Data

Source: KDHR, Labor Market Information Services, August 2001

- D. **Services:** The Service sector covers a broad range of occupational categories, ranging from executives, managers, and technical workers to amusement workers, house cleaners, and barbers. Because of the tremendous diversity of the occupations within this sector, wages and employment levels will be varied.

Overall, services account for nearly 1/3<sup>rd</sup> of all employment in Shawnee County, and are forecast for growth of nearly 20% within the next five years. However, average wages for this sector as a whole lag behind the average wages for the county as a whole (86%).

Although the low average annual wages for this sector as a whole could be considered a weakness in our economy, the sheer breadth of employment opportunities, and the presence of several high wage occupations within this sector, classify Services as an overall strength for Shawnee County.

By far, the largest single industry within the Services classification is Health Services. Topeka is home to several regional hospitals, including Stormont-Vail, St. Francis, and the Veteran's Administration Hospital, and the Kansas Neurological Institute. Wages for this industry are also higher than average for the county as a whole, amounting to \$31,145, or 109% of the county average.

It should be noted, however, that employment in this industry has declined in recent years with the closure of the Topeka State Mental Hospital, Memorial Hospital, Parkview Hospital, and layoffs in anticipation of the closure of the Menninger Foundation. Even so, the aging of our population will place a heavier burden on health services employment, albeit in less centralized locations.

Table I lists specific employment and wage data for the Service Sector for the year 1999. Those industries considered local strengths have been highlighted in bold.

**Table I**  
**Services Employment and Wages, Shawnee County, 1999**

SIC Code	Industry Description	Employment	Percent of Total Employment	Average Annual Wages	Percent of County Average Wage
70	Hotels & Lodging	601	2%	\$ 13,399	47%
72	personal Services	1,069	4%	\$ 17,479	61%
73	Business Services	5,825	20%	\$ 19,398	68%
75	Auto Repair Services	688	2%	\$ 22,410	79%
76	Misc. Repair Services	459	2%	\$ 29,603	104%
78	Motion Pictures	228	1%	\$ 6,497	23%
79	Amusement & Rec Services	775	3%	\$ 10,044	35%
<b>80</b>	<b>Health Services</b>	<b>10,705</b>	<b>37%</b>	<b>\$ 31,145</b>	<b>109%</b>
81	Legal Services	794	3%	\$ 31,799	112%
82	Educational Services	442	2%	\$ 21,399	75%
83	Social Services	3,581	12%	\$ 15,145	53%
84	Museums, Zoos, etc.	D	D	D	D
86	Membership Organizations	1,574	5%	\$ 22,703	80%
<b>87</b>	<b>Eng, Acct, Resrch, Mgt</b>	<b>1,775</b>	<b>6%</b>	<b>\$ 35,138</b>	<b>123%</b>
88	Private Household	115	0%	\$ 10,526	37%
89	Service NEC	D	D	D	D
	Total	28,673	100%	\$ 24,420	86%

D - Supressed Data

Source: KDHR, Labor Market Information Services, August 2001

- II. **State of Kansas Target Industries:** The State of Kansas, Department of Commerce and Housing published a "Target Industry Study" in June 1998. This analysis identified seven major industry groups most appropriate for Kansas to target its recruitment and expansion efforts. Most of these industry groups are represented in Topeka and Shawnee County, and should have a high priority in new recruitment efforts. These specific industry targets are:

- Value Added Agricultural Products
- Plastics
- Trucking and Warehousing
- Administrative Service Centers
- Aircraft Parts and Equipment
- Call Centers
- Distribution

- III. **Profile of Topeka's Industrial Strengths and Opportunities:** The preceding discussion in this Chapter has focused on current employment levels, projected growth in each employment sector, average wages, and State of Kansas recruitment targets. Based on an analysis of these factors, Shawnee County's economy can be evaluated in terms of current strengths and relative value to our economy. By understanding these foundations, strategies can then be developed for targeting specific industries for recruitment or expansion.

Sifting through the preceding data, several specific industries emerge as being basic to our economy. It should be noted that State targets, such as Administrative and Distribution Centers, are not industry specific classifications, but rather are business functions relating to these classifications. For example, administration centers would include the local corporate headquarters for both Western Resources and Hill's Pet Products. However, Western Resources is specifically classified as Electrical, Gas, and Sanitary Services, while Hill's Pet Products is classified under Food and Kindred Products. Similarly, a significant portion of Payless ShoeSource is classified under Trucking and Warehousing, and not under Distribution, as reflected by the State list of targeted industries.

Therefore, while the following table does not reflect a significant number of local industries that match State targets, it should be remembered that many of the existing industries in Topeka can be considered State targets since the State targets pertain to a business function and not a specific industry classification. Table I lists these industries, and evaluates each according to the criteria preceding in this chapter.

**Table I**  
**Topeka Industry Strengths and Opportunities Profile**

Industry	State Target	Local Strength	Industry Growth	Wage Rates
Food & Kindred Products	YES	HIGH	Moderate	HIGH
Printing and Publishing	YES	HIGH	Moderate	HIGH
Rubber & Misc. Plastics	YES	HIGH	Moderate	HIGH
Trucking & Warehousing	YES	Moderate	Moderate	Low
Communications	No	HIGH	Moderate	HIGH
Electric-Gas-Sanitary Services	No	HIGH	Moderate	HIGH
Depository Institutions	No	Moderate	Moderate	Moderate
Insurance Carriers	No	HIGH	HIGH	HIGH
Health Services	No	HIGH	HIGH	Moderate
Eng, Acct, Rsrch, & Mgt	no	Moderate	moderate	HIGH

## **Section III.**

# **The Physical Framework of Economic Development**

## Section III. The Physical Framework of Economic Development

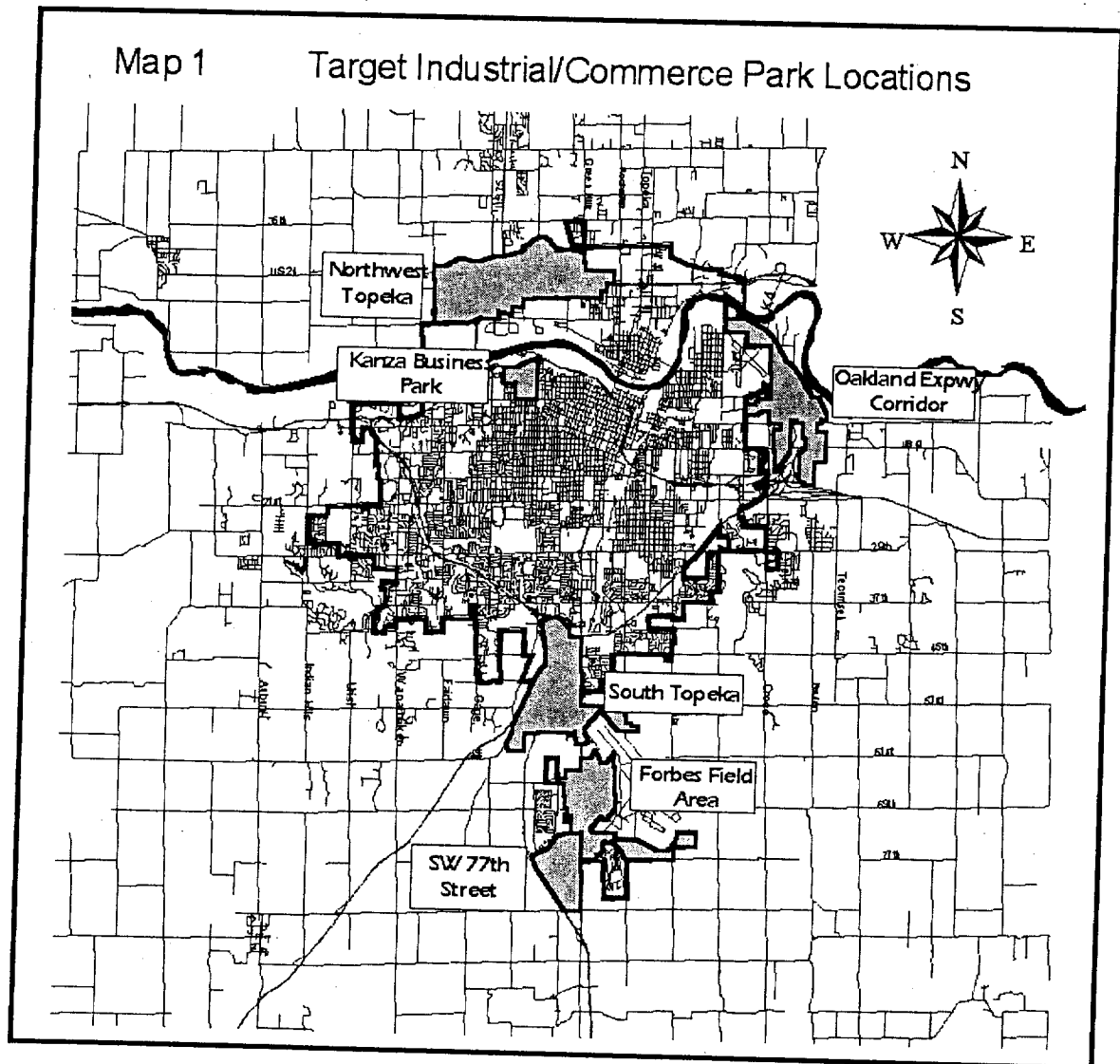
Once the structure of our economy has been examined, and the strengths, weaknesses, emerging trends, and opportunities of our local economy have been determined, the next key component in the planning process is to identify our community's physical resources to accommodate desired growth objectives. In order to recruit new businesses, or encourage existing business to expand, we must have ready and available land resources to accommodate the growth of private industry.

To this end, there are several key factors that need to be considered when choosing land for a variety of commercial, office, technology, or industrial development. These factors can be generalized as location, zoning, infrastructure, and specific land use suitability criteria. The following is a discussion of each of these factors.

1. **Location:** There is a cliché in real estate that the three most important factors in determining where to open a business are location, location, and location. Of course, the best location for any given business depends on the type of business being opened. Commercial retail businesses need visibility and ease of access for customers. Industrial businesses need flat land to accommodate expansion and access to highways and rail transportation become key factors. For other businesses, such as call centers and administrative offices, ease of access is important, not from the customer perspective, but from the workers perspective. In addition, natural land features (topography, wetlands, soils, etc.) and land assemblage requirements must be factored into the cost of new development. In summary, a variety of properties must be available for all types of businesses as a part of a successful economic development effort.
2. **Zoning:** The zoning of property plays a pivotal role in a business's location decision. Businesses looking to expand want to follow the path of least resistance in selecting their expansion or relocation site. If land is not zoned appropriately to accommodate the needs of a particular business, the business can either enter the arduous process of rezoning the property with no guarantees of success, or simply look elsewhere. For a community that wishes to grow, it is paramount that land be made available that presents few or no obstacles in the process of business relocation or expansion.
3. **Infrastructure:** If land is available in a suitable location and is zoned appropriately, it must still be determined if the physical infrastructure is adequate to meet the demands of the business or industry. Physical infrastructure can take many forms. Sewer and water service must be available and have the capacity to meet the current and future needs. Roads must be in place to connect the available land to the community and the highway system. For many businesses, air and rail transportation are also of paramount importance. And, as technology continues to develop, it is also increasingly important, particularly in the case of administrative centers and call centers, that infrastructure for telecommunications and fiber optics be in place to allow these businesses to communicate with the rest of the world.
4. **Land Use Suitability:** A major factor in determining location for many businesses is image. For many businesses, the public presence, or atmosphere for their development site is as important as the location of the site adjacent to a major highway or airport. For these businesses, assurances must be guaranteed that other inappropriate land uses will not be built next door. These businesses require a clean, upscale, corporate setting for their development that assures high quality amenities such as landscaping, pedestrian accommodations, and certain conveniences for employees and customers. Such a setting must necessarily preclude most, if not all, heavier industrial land uses which could pose a nuisance to surrounding properties.



The City of Topeka and Shawnee County currently have vast areas of land available for development with potential to meet or surpass the needs of businesses looking to expand or relocate. However, as will be discussed in this chapter, each area has limitations in at least one of the factors listed above. Most of the thousands of acres of undeveloped industrial land adjacent to the city of Topeka do not have adequate sewer or water service, nor adequate roads to support extensive commercial or industrial development. All targeted potential development areas for heavier industrial/business parks are depicted on Map 1. All other known existing and potential business/office parks are shown on Map 8.



## **A. EXISTING AND POTENTIAL COMMERCE PARK/INDUSTRIAL AREAS:**

### **1. NORTHWEST TOPEKA –**

#### **Location:**

The Northwest Area consists of approximately 2,053 acres, and includes the intersection of US Highway 75 and US Highway 24 in unincorporated Shawnee County, and land north of Lower Silver Lake Road west of US Highway 75. The northeast, northwest, and southwest quadrants of this intersection are located in unincorporated Shawnee County. Only the southeast quadrant is located within the corporate limits of the City of Topeka. There are no contiguous areas greater than 250 acres.

#### **Zoning:**

Approximately 80% of this area is zoned for industrial land uses. Approximately 44% of the area is considered vacant, although a considerable percentage of the area is currently being used for agricultural purposes. Less than half of the area (522 acres) is developed for existing industrial and commercial uses. Existing commercial and industrial businesses in the area include Goodyear Tire and Rubber, Payless Shoe Source, Payless Cashways, and Heinz Foods. However, most of the land in unincorporated Shawnee County that is zoned for industrial use is currently undeveloped, primarily due to inadequate utilities, and the relatively small size of individual parcels.

#### **Infrastructure:**

The estimated cost of upgrading the existing sewer lines to adequately serve the entire area is approximately \$4.15 million. Water line extensions would also be required for an area along 25<sup>th</sup> Street from NW Button Road to NW Menoken Road, at an estimated cost of \$1.57 million. Extension of sewer interceptor lines to service the area are estimated to cost an additional \$3.12 million. Plenty of sewer capacity exists in the North Topeka Treatment Plant which is operating at half of its 12 million gallon per day capacity. Rail service is offered in the southwest portion of this area.

#### **Land Use Suitability:**

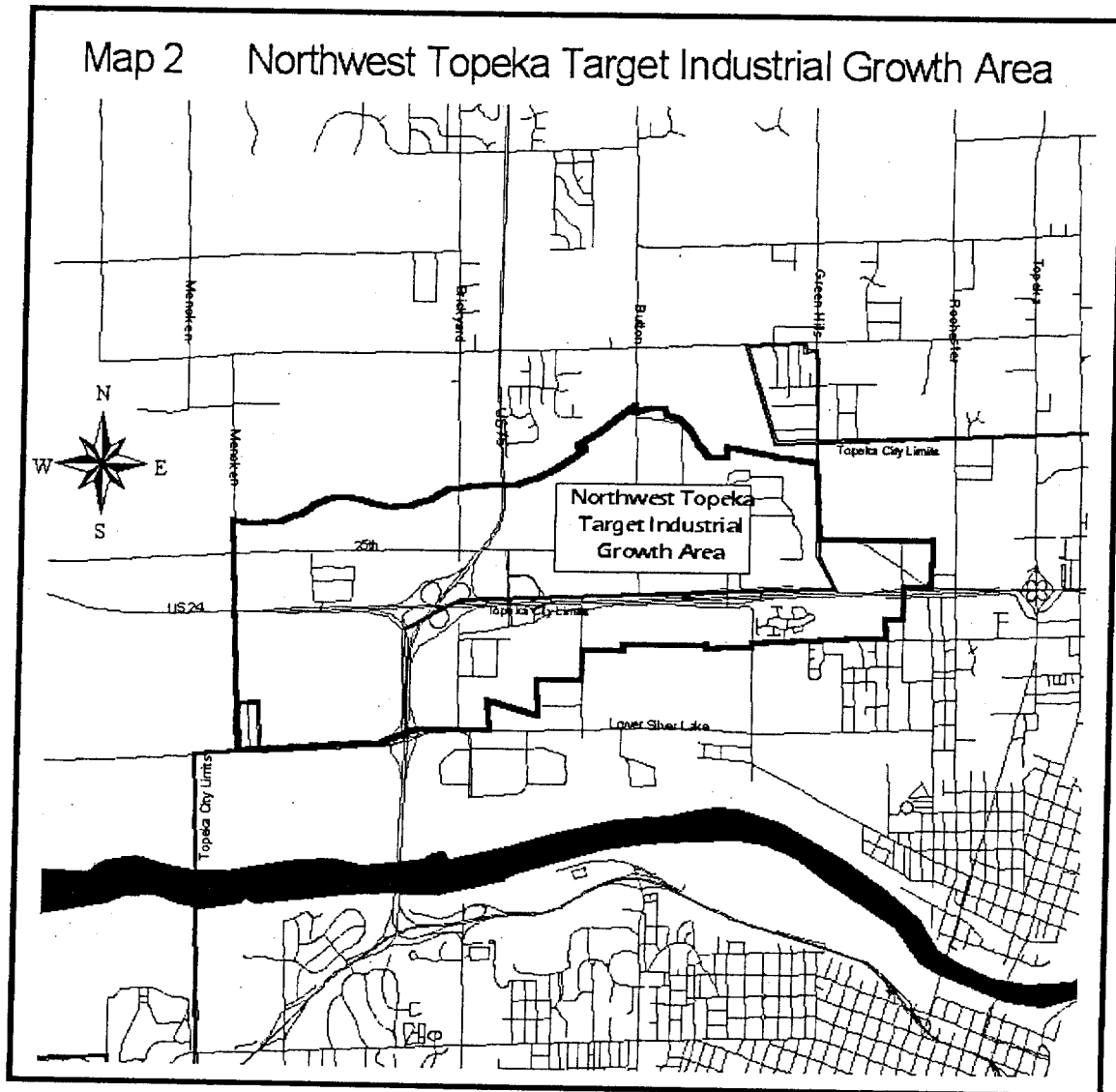
This target growth area is on the fringe of the urbanized limit of the city of Topeka. Several industrial sites within this area are presently developed. While adequate land is present for the development of a corporate office campus, the general character of existing businesses and industries in the area tends toward further development of independent manufacturing, assembly, processing, and warehousing and distribution facilities.

#### **Summary:**

While this area has great potential for development, most of the land is divided into 203 separate parcels, most of which are 30 acres or less. Larger scale industrial development will require consolidation of several parcels from several property owners, as well as the extension of sewer and water lines. In addition, only ¼ of this area is annexed into the City of Topeka, and an equal amount of land is currently un-platted. Most of the southwest portion of this area is within a 100-year floodplain and would need additional berming.

However, this area is the largest of the industrial target areas discussed in this plan, and offers tremendous potential for development due to its location along two highways, and

its ease of access to I-70. In addition, there are no topographical barriers to overcome making the physical development of this area much easier than several other areas presented in this plan.



## **2. KANZA BUSINESS AND TECHNOLOGY PARK –**

### **Location:**

The State of Kansas is developing the former State Mental Hospital grounds as a mixed use business, industrial, and recreational campus. The site is approximately 270 acres located along I-70 between SW Gage Boulevard and SW MacVicar Street.

### **Zoning:**

The zoning on the property currently allows for a master-planned mixed-use business park within the interior of the area, with light warehousing and neighborhood commercial at certain locations around the perimeter. A 501 School District sports complex is also planned for an interior section along SW 6<sup>th</sup> Street and Oakley.

### **Infrastructure:**

Full Development of the property will require reconstruction of the interior roadways and utility services at a projected cost exceeding \$1 million. Expansion of the perimeter roads will also be necessary to accommodate the anticipated traffic volume of the park at full development. The expansion of SW 6<sup>th</sup> Street is estimated to cost approximately \$4 million. Likewise, the expansion of SW MacVicar Street is also anticipated to cost approximately \$2.7 million. The site also contains several obsolete structures, the demolitions of which is expected to add an additional \$1 million to total pre-development costs. Total infrastructure and site preparation costs of the Kanza Business and Technology Park are expected to total at least \$9 million.

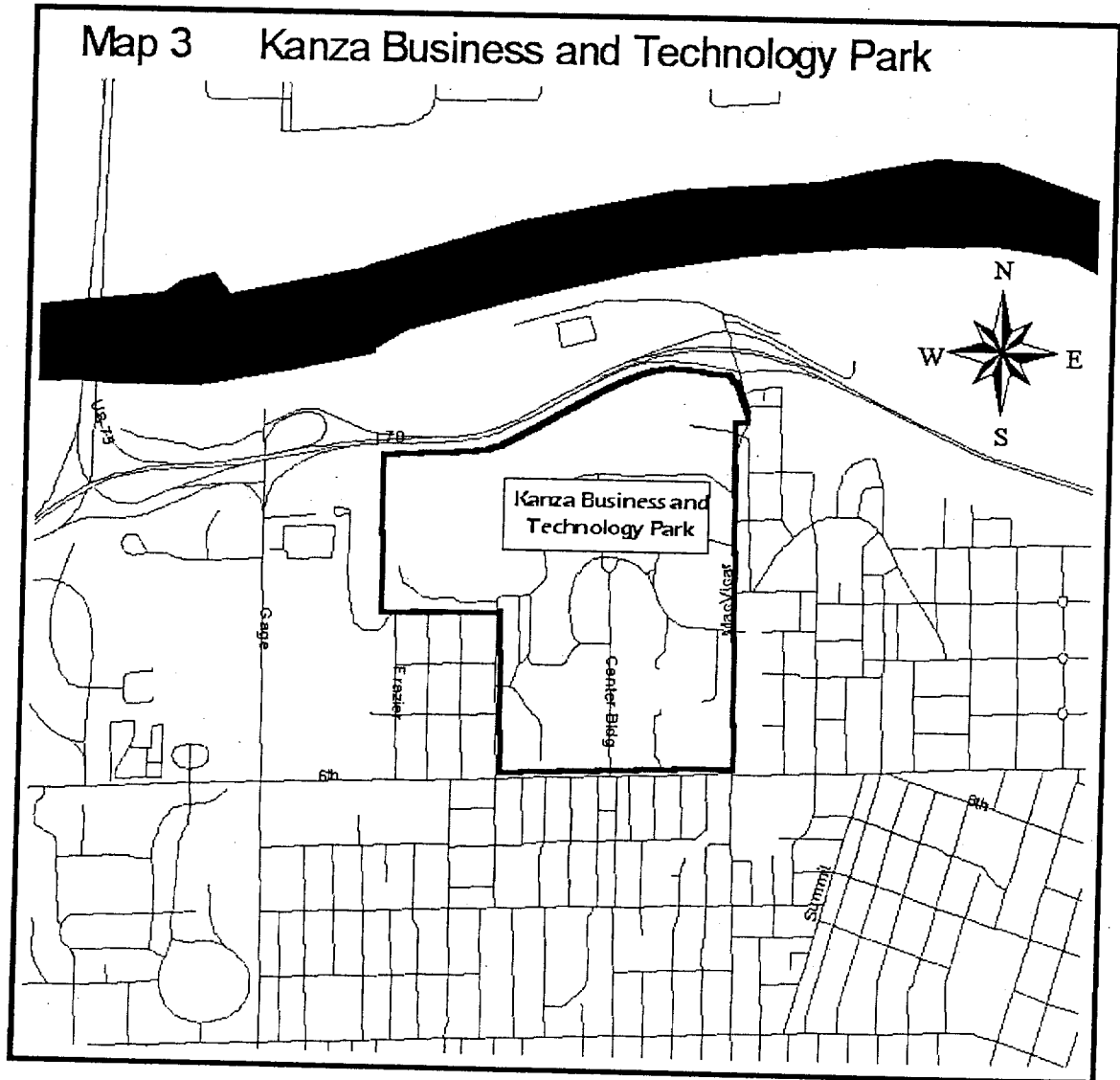
### **Land Use Suitability:**

This site is the former location of the Kansas State Mental Hospital, and is characterized by vast open spaces with spacious lawns, and mature hardwood trees. Due to the former use of this site as a campus hospital facility, the character of the site lends itself extremely well for development of corporate offices or a research campus facility

### **Summary:**

A major factor heavily favoring the development of this site over other sites in the County is the fact that the Kanza Business and Technology Park is owned by the State of Kansas and not by dozens of separate landowners. Single ownership of the property makes assemblage of land much easier than other industrial sites in the County.

The site also benefits from a central location with high visibility and easy access to I-70 and US Highway 75. The site is also heavily landscaped with mature trees and open green-spaces, and would be a favored choice for companies looking for a premier campus-type business environment.



### **3. OAKLAND EXPRESSWAY –**

#### **Location:**

The Kansas Department of Transportation has recently completed work on the Oakland Expressway along the city's eastern boundary. The Expressway connects I-70 to the south, and US Highway 24 and State Highway K-4 to the north of the Topeka corporate limits. This new corridor presents extensive longer-term opportunities for economic development. At the northern end of the Expressway lies Phillip-Billard Airport, a small full service facility serving mostly local air traffic. The Airport possesses approximately 75-100 acres of land that could be developed for commercial and industrial uses. Sewer and water lines are currently available to the site.

#### **Zoning:**

An additional 270 acres of undeveloped land, zoned for industrial purposes, lies adjacent to the east and north of the airport. There are approximately 300 acres of land zoned for industrial purposes in the vicinity of the Oakland Expressway and Seward Avenue intersection. North of the airport lies an area totaling nearly approximately 100 acres that is undeveloped and is above the Kansas River flood plain. This land, however, is not zoned for commercial or industrial land uses and is not serviced by City water or sewer connections.

A central portion of the Oakland Expressway lies south of Seward Avenue and north of the Shunganunga Creek. This area is approximately 200 acres, most of which is zoned for industrial purposes. This area is not, however, connected to the City sewer or water systems.

South of the Creek and adjacent to the US Highway 40 interchange with the Oakland Expressway lies an area that encompasses about 500 acres along both sides of the Expressway to its interchange with I-70. Most of this land is zoned for residential purposes, but could be developed for commercial or industrial uses, particularly to the east of the Expressway.

#### **Infrastructure:**

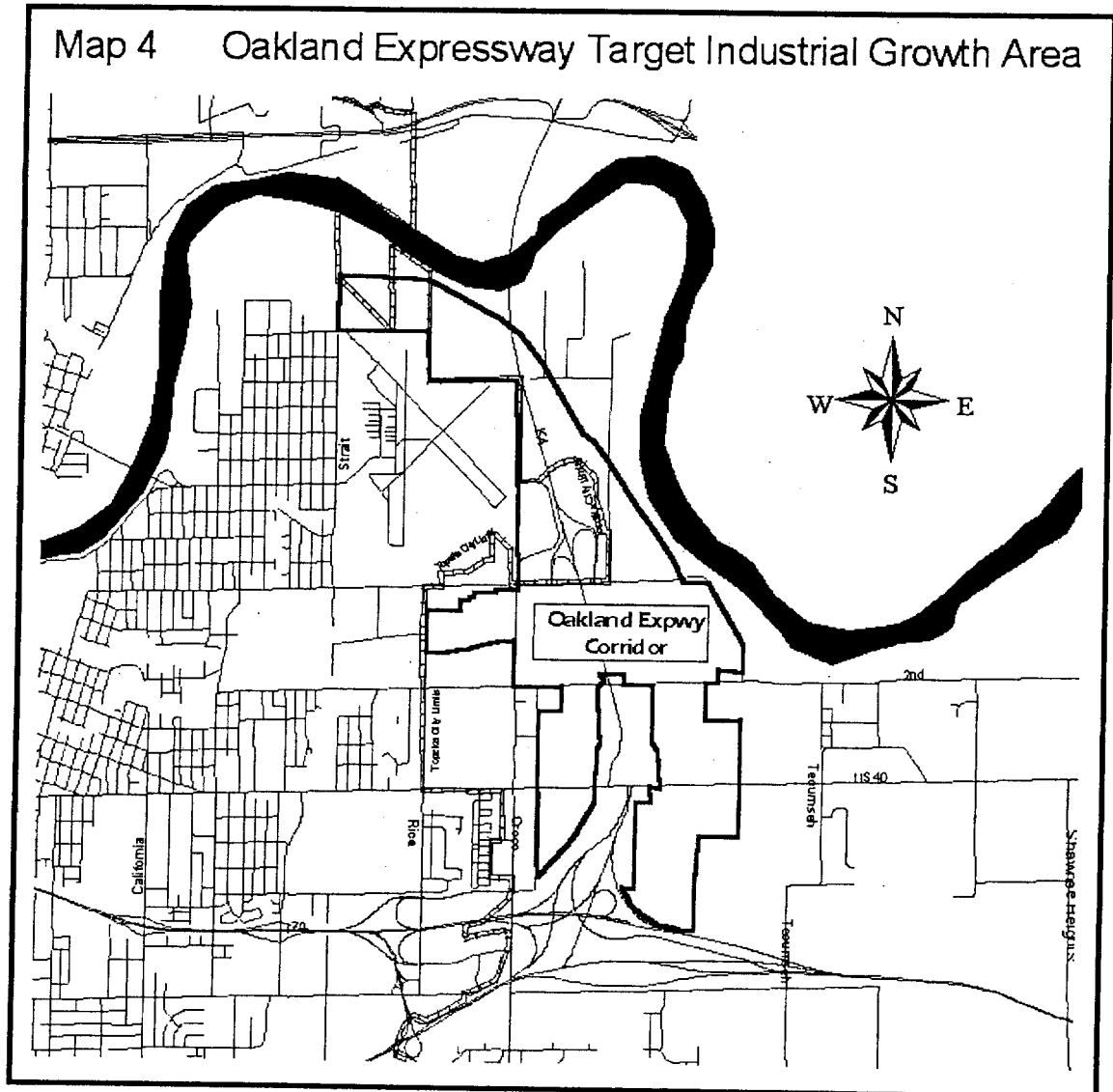
Provision of utility services to all of these areas is expected to be costly. Approximately \$7 million would be needed for a new water tower and water transmission lines, plus an additional \$4.8 million to extend water mains throughout the Oakland Expressway corridor. Sewer main extensions would also be needed, totaling \$6.6 million to service the entire area, split between two lines, both north and south of the Sunganunga Creek.

#### **Land Use Suitability:**

This site possesses many positive qualities for the development of warehousing and distribution facilities. Chief among these qualities is the area's location adjacent to a full service airport and immediate access to US Highways 40, 24, and 75, and Interstate Highway 70. Most of the land in this area is in agricultural use at the present time and could be developed for a multitude of independent industrial or other business uses.

**Summary:**

Total pre-development costs for this area is approximately \$18 million which does not even include roads. However, portions of the area could be served in a phased pattern north or south of the Shunganunga Creek. \$7 million in water improvements by the City of Topeka need to be undertaken before any services can be extended into the Oakland Expressway Corridor.



#### **4. SOUTH TOPEKA –**

##### **Location:**

This area is generally bounded by the Kansas Turnpike on the west, SW 44<sup>th</sup> Street on the north, Topeka Boulevard on the east, and SW 57<sup>th</sup> Street on the south. This area offers several advantages for the development of industrial uses over other areas in Shawnee County. Access to US Highway 75 and Interstate Highways 335 and 470 are located at the north end of the industrial area. In addition, air access is available via Forbes Field, which is located just south of the area. Rail access is also located just to the west and parallel to SW Topeka Boulevard. There are currently several industrial businesses located in the area, including Frito-Lay.

It should be noted, however, that several recent distribution and industrial prospects viewed this area negatively due to lower quality industrial and mobile home park uses located along SW Topeka Boulevard and SW 57<sup>th</sup> Street.

##### **Zoning:**

Currently, there are over 1200 acres of vacant land zoned for industrial development in this area. Less than 5% of the area has been developed with scattered industrial and warehouse uses. Major existing concentrations of industrial uses are located along SW Topeka Boulevard south of SW 49<sup>th</sup> Street.

##### **Infrastructure:**

The area is served by several sewer lines extending south along the south branch of the Shunganunga Creek and just west of SW Topeka Boulevard. Water lines are also extended between SW Burlingame Road and SW Topeka Boulevard along both SW 49<sup>th</sup> Street and SW 57<sup>th</sup> Street. Most of the land in this area is readily developable.

##### **Land Use Suitability:**

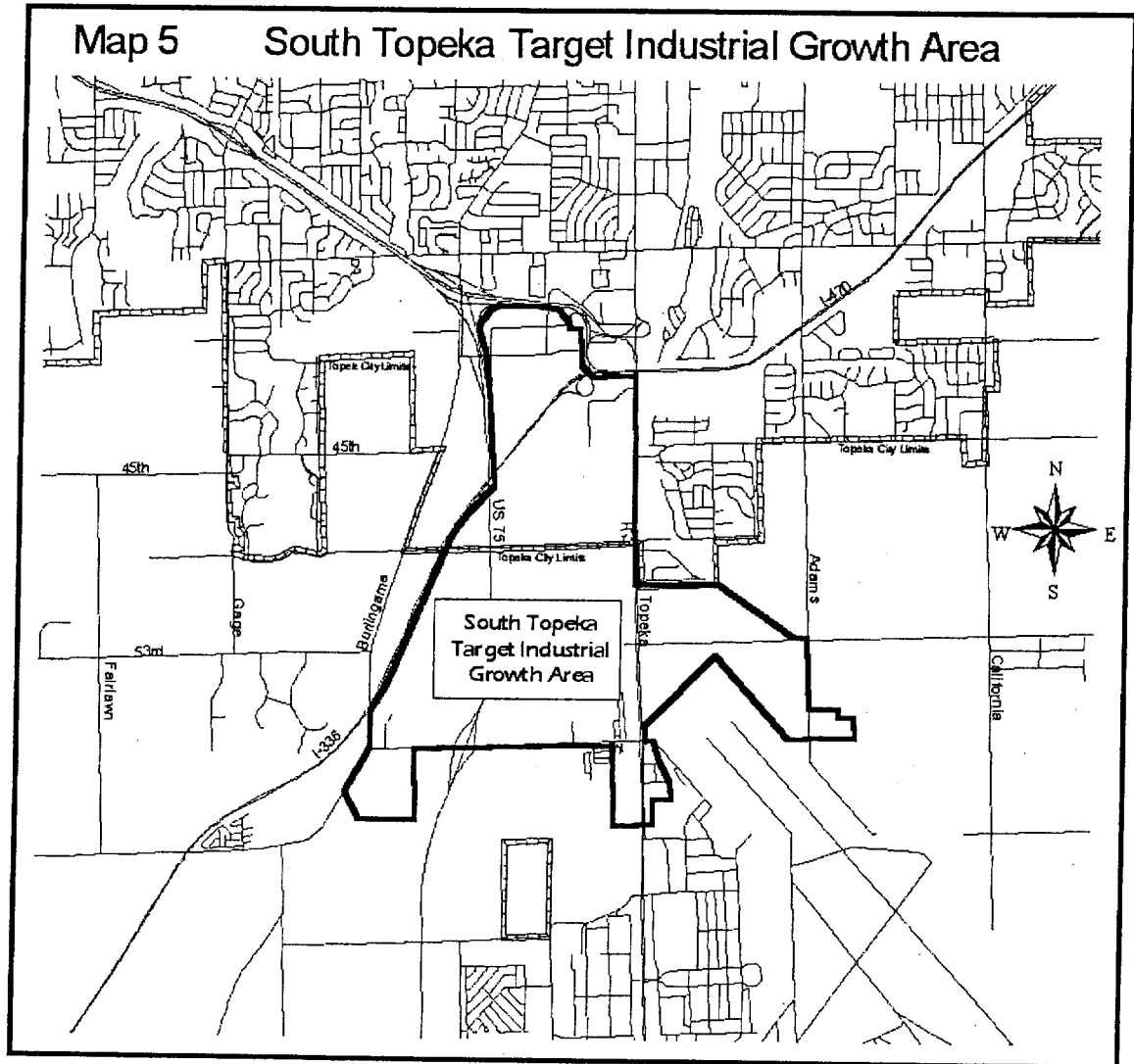
The area along Topeka Boulevard extending south from the City of Topeka contains several remnant qualities from the use of Forbes Field as a military air base. Specifically, this area is the location of several adult oriented businesses including adult book and video stores and nude dancing clubs. Several prospective businesses looking at property west of SW Topeka Boulevard and north of SW 57<sup>th</sup> Street have indicated that the presence of these businesses and several aging mobile home parks have influenced them not to locate their business in Topeka. If this area is to develop into a major industrial/commerce development area, the quality of appearance of South Topeka Boulevard will need to be addressed.

##### **Summary:**

The major obstacle to development of this area is the lack of access to available sites. Access to the area is generally available by the interchange of South US 75 Highway and SW 57<sup>th</sup> Street. SW 49<sup>th</sup> Street also connects SW Burlingame Road and SW Topeka Boulevard, but this road is not paved. There are also no roads built in a north/south alignment between SW Burlingame Road and SW Topeka Boulevard. Major stream valleys also cross the area, further restricting access.



Development of a 4-lane arterial road along SW 49<sup>th</sup> Street between SW Burlingame Road and SW Topeka Boulevard would cost approximately \$3 million. A north/south arterial connecting SW 49<sup>th</sup> Street and SW 57<sup>th</sup> Street would cost approximately \$2 million. Two significant stream valleys will impact development in the northern and southwestern portions of the area.



## **5. FORBES FIELD –**

### **Location:**

The industrial development area adjacent to Forbes Field, which is owned by the Metropolitan Topeka Airport Authority, is currently partially developed with several businesses, together employing more than 2000 workers. There are approximately 370 acres of developable land east of SW Topeka Boulevard, south of the airport runways, and north of Heartland Park raceway. This area is also equipped with both sewer and water service.

### **Zoning:**

The South Topeka target industrial growth area consists of approximately 1,016 acres. All of the property in this area is already zoned for industrial development. Approximately ½ of this area is currently vacant, and another 50% of the area is annexed to the City of Topeka.

### **Infrastructure:**

Approximately 300 acres of vacant land near sewer and water mains lie in the immediate Forbes Field industrial area. The entire Forbes Field area consists of just over 1000 acres. Full pre-development costs to extend water and sewer service to the entire area are estimated at \$1 million.

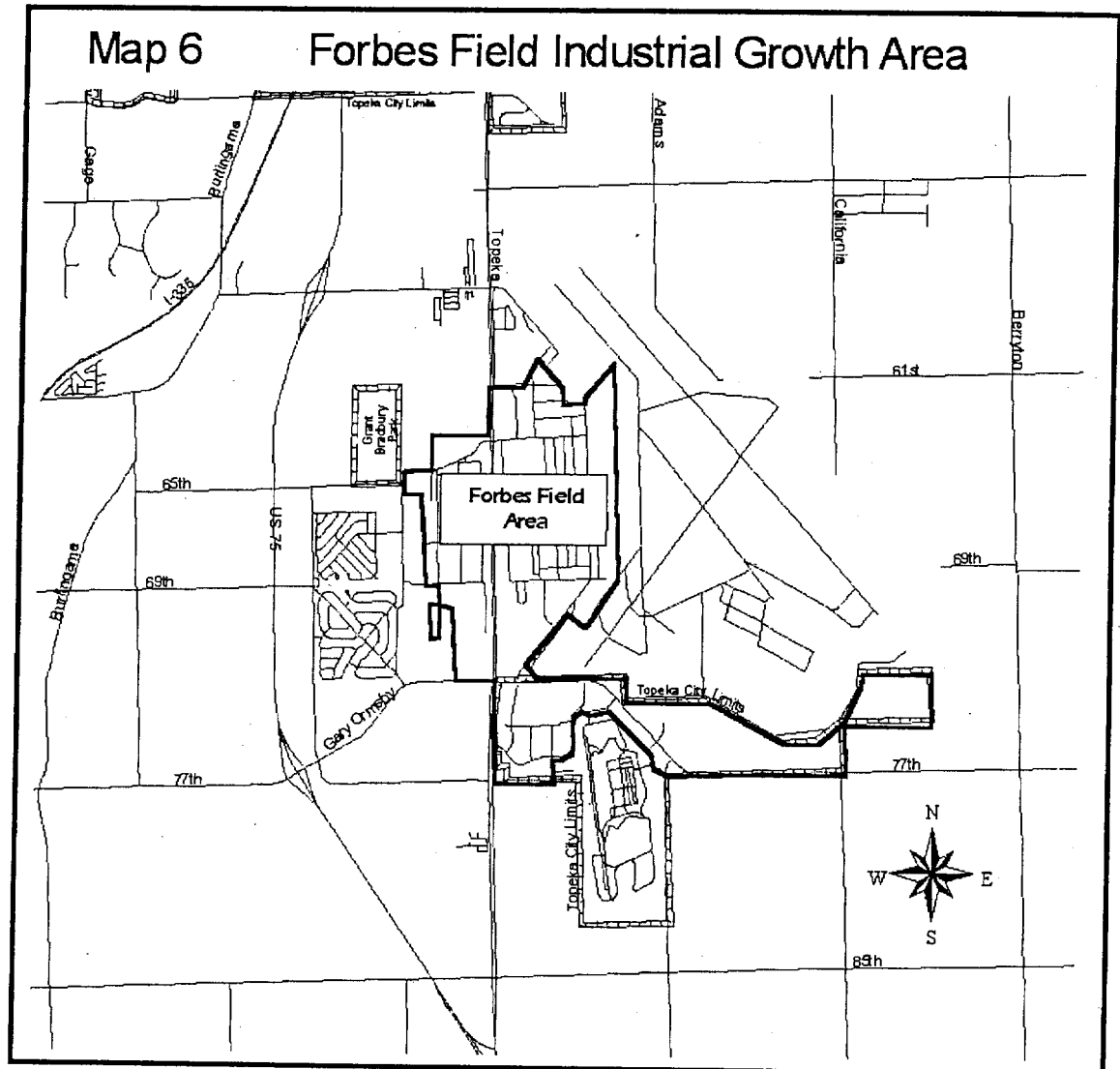
### **Land Use Suitability:**

This site is extremely well located adjacent to major highways and rail and air transportation links. The site is only partially developed and substantial acreage is still available for additional businesses. The area was initially developed as an air base and still retains much of the character and appearance of a campus/military facility. Some demolition of vacant military housing would be required in some areas to clear ground for new facilities. This site is suitable for nearly all types of businesses and industrial development, from corporate headquarters, to manufacturing facilities, to warehousing and distribution centers.

### **Summary:**

Full development of this area, has been constrained for several decades by the Airport Authority's federally required policy of only allowing ground leases for development. An initiative was recently completed, however, to rescind the sales restriction on Forbes Field property. This action should be extremely beneficial toward the further development of the Forbes Field area.

This site also requires minimal extensions of municipal services and other infrastructure improvements. Approximately half of the property is vacant, platted, and annexed. This site offers the fewest obstacles for immediate development of all potential growth areas.



## **6. SW 77<sup>th</sup> STREET AREA**

### **Location:**

This area is located west of SW Topeka Boulevard, north and south of SW 77<sup>th</sup> Street. An interchange connecting US Highway 75 and S. Topeka Boulevard has been completed, dubbed Gary Ormsby Drive. This new drive provides direct access from US Highway 75 to South Topeka Boulevard, and Forbes Field and Heartland Park.

### **Zoning:**

This area contains approximately 1700 acres, only 22 of which is zoned for industrial purposes. The remaining acreage is zoned for rural agricultural land uses. However, the entire area could be rezoned for industrial uses when sewer and water lines are extended to the area.

### **Infrastructure:**

Water service to the area would require the construction of a new water tower and feeder water mains from S. Topeka Boulevard. Total cost of extending water service to create a "south pressure zone" for the area is estimated at \$5.6 million.

Sewer service would require an interceptor extension south of Montara at an estimated cost of \$4.2 million. Total predevelopment costs for this area are expected to reach approximately \$10 million.

### **Land Use Suitability:**

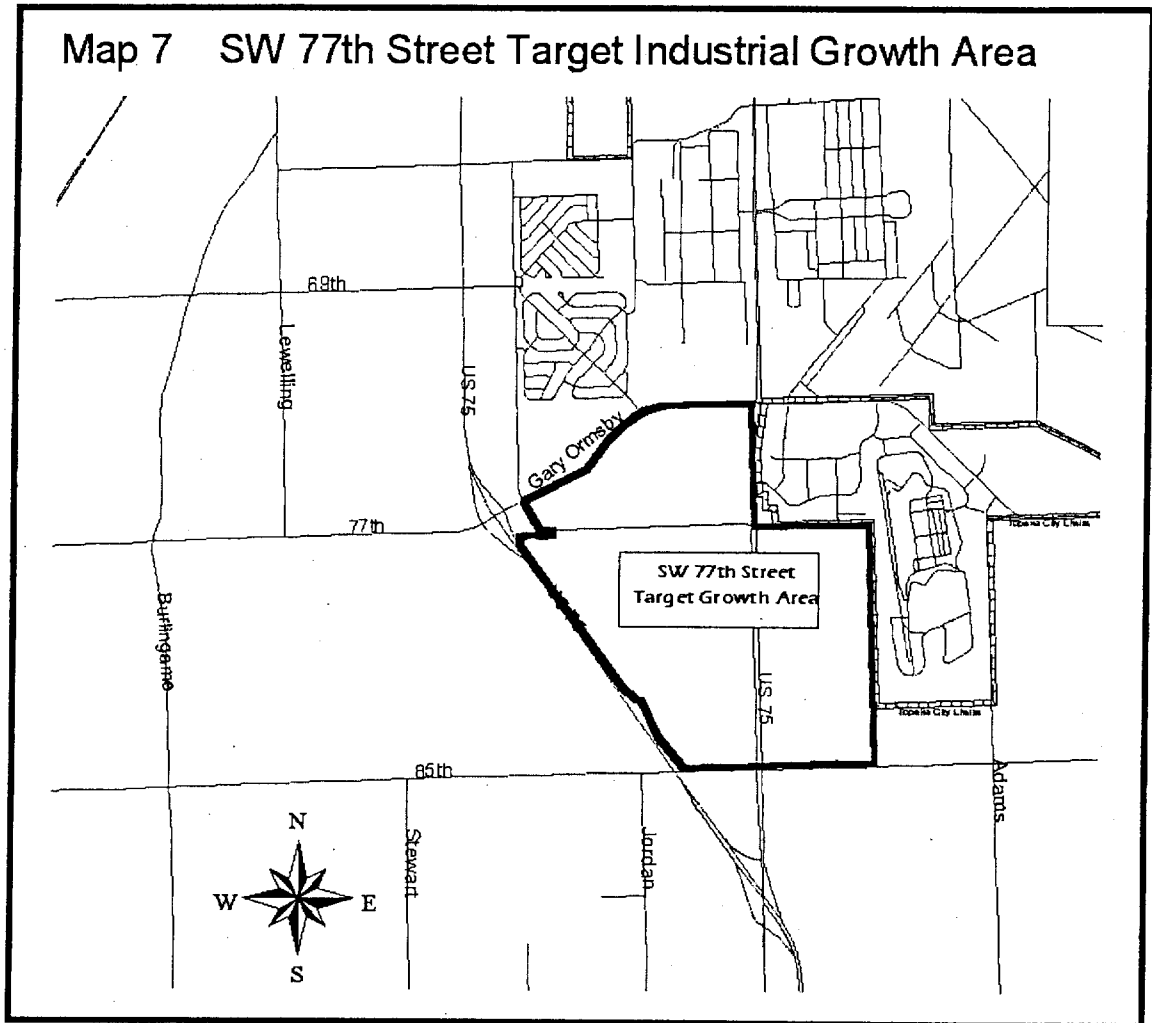
This area is almost entirely undeveloped, but could be suitable for nearly all types of business or industrial development. Direct highway access to the area is excellent, with air and rail transportation links nearby. However, very little of the land is currently platted, and none is annexed. All municipal services must also be extended to the area before development can occur.

This site is also the most distant to the current corporate limits of the City of Topeka. As such, it would demand the greatest commute for employees who live in the City of Topeka, and would exacerbate the dilution of Topeka's employment base away from the City of Topeka. While this site is available, development of the area should occur only when other target growth areas have reached capacity.

### **Summary:**

This area is suitably located with easy access from US Highway 75 and S. Topeka Boulevard. Air and rail service is also conveniently accessible at Forbes Field. Most of the land is currently vacant or used for agricultural purposes. In addition, although the area consists of more than 1700 acres, there are only 22 separate parcels of land. These parcels average 78 acres in size, making the assemblage of large tracts of land easier than several other target growth areas. It is also probably the least encumbered by surrounding development and may in fact provide the "cleanest" site of all those considered.

However, none of the property is currently platted, and only 22 acres are currently zoned for industrial development, thus causing substantial pre-development obstacles. In addition, at \$10 million, the cost of extending municipal services to develop this area is considered high.

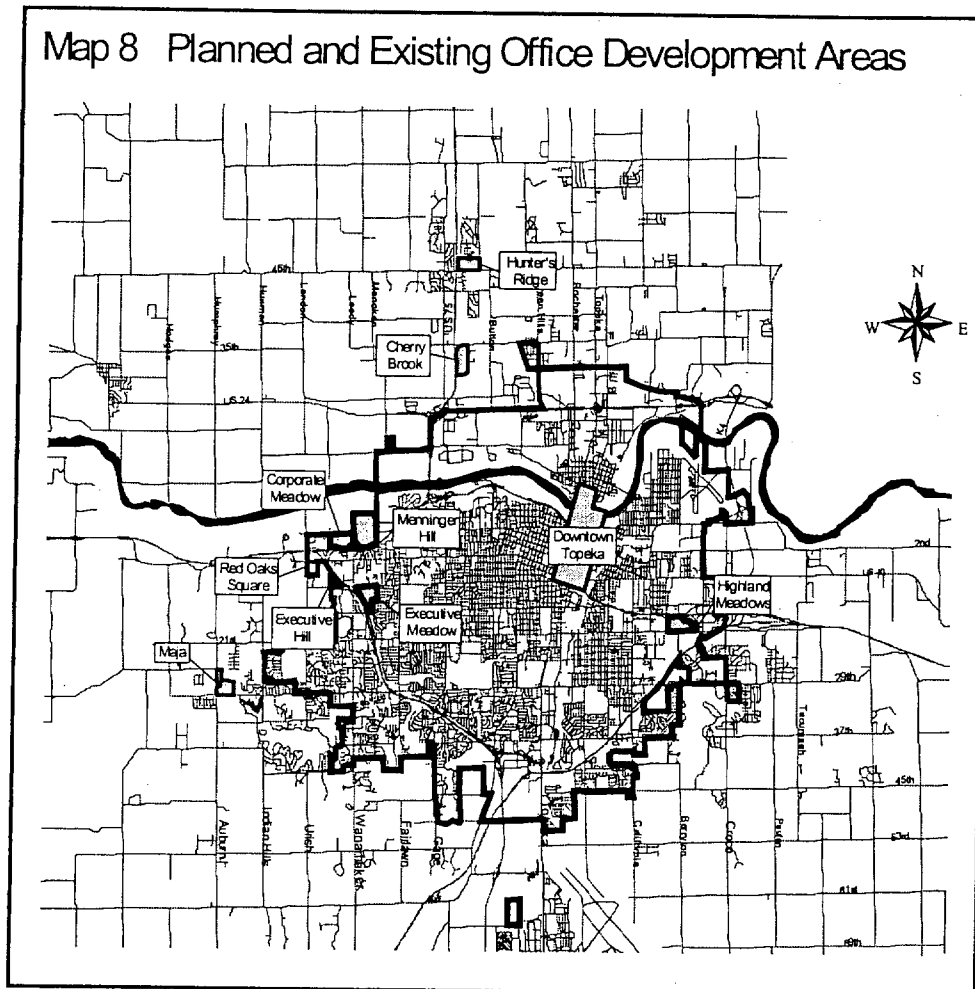


In summary, while there are many thousands of acres of land zoned for industrial use within the City of Topeka and Shawnee County, the actual amount of land readily available for development (equipped with sewer, water, and good road access) is limited to just a few sites.

The ability of investors to develop property planned and zoned for industrial development will not be realized until the access and utility service issues have been addressed to open these lands for new development.

## B. EXISTING AND POTENTIAL OFFICE DEVELOPMENT AREAS

The following map highlights those developments known to exist with ready and available land for the construction of new office space. These areas are intended to be consistent with all adopted and draft components of the Comprehensive Metropolitan Plan, including the North Topeka Revitalization Plan, the Downtown Redevelopment Plan, Historic Preservation Plan, the proposed East Topeka Revitalization Plan, and the draft Growth Management/Land Use Plan. This map is not intended to be an endorsement or recommendation of development within any of these areas, nor preclude the consideration of additional office development in areas not indicated. The purpose of this map, and following text, is to acknowledge existing conditions, such as location, zoning, and services currently available to these sites in anticipation of their development.



## **1. DOWNTOWN TOPEKA –**

Downtown Topeka is the County's dominant office sector encompassing 45% of the total market with 4.7 million square feet of office space. Substantial redevelopment opportunities for office and specialty retail, dining, and entertainment uses exist in downtown Topeka, both north and south of the Kansas River. Over 35,000 persons are currently employed in downtown Topeka, which has an appraised value of over \$330 million.

## **2. CORPORATE MEADOW –**

Corporate Meadow is a 15-lot, 72 acre business park located at the northwest corner of I-70 and SW Wanamaker Road. The Park is owned and marketed by the Menninger Foundation which is located on adjacent property to the north and east.

The property has been annexed into the City of Topeka, and is fully platted. Approximately 1/3<sup>rd</sup> of the property is zoned "C-4" Commercial District, while the remaining 2/3<sup>rd</sup> are zoned "O&I-3" Office and Institutional District.

All services are readily available to the Park, and an internal road network has already been constructed. The Park also enjoys excellent access and visibility from I-70. This business park is suitable for nearly all types of corporate office development.

## **3. EXECUTIVE HILL –**

Executive Hill is a 20-lot 25 acre subdivision located north of SW Huntoon Street, just west of I-470. This site lies at the top of a hill and enjoys excellent views of the Wanamaker Corridor. This property is annexed into the City of Topeka, and is fully platted.

Zoning for the property is not completed for business development, however, as the property is zoned a combination of "O&I-2" Office and Institutional District, and "R-1" Single Family Dwelling District classifications.

All municipal services are currently extended to the site.

## **4. CORPORATE HILL –**

Corporate Hill is a 76-acre, 31-lot corporate business park located just east of SW Wanamaker Road between SW Huntoon Street and SW 17<sup>th</sup> Street. This site is approximately 50% developed with corporate office space.

The site enjoys excellent access and visibility from I-470, and is fully annexed into the City of Topeka. All municipal services are also fully extended to the site.

A major obstacle to full development of the site is the myriad of zoning districts present within the park. The site is only partially zoned for office and commercial development, while approximately 28 acres are zoned for single-family and multi-family development.

## **5. MENNINGER HILL –**

Menninger Hill presents an opportunity for development of a first class corporate office park at the north end of the Wanamaker Corridor. The site is approximately 100 acres, with additional acreage available for expansion.

The site is the current location for the Menninger Clinic Psychiatric Hospital. The Menninger Clinic has announced their intentions to leave the City of Topeka in order to co-locate with a major university medical center. The loss of the Menninger Clinic from the city of Topeka will leave behind their campus, which is spacious with mature trees, trails, hills, and several historical buildings. Pre-eminent among these buildings is a full-scale replica of Philadelphia's Independence Hall, which has served as the main office building for the Clinic.

The Menninger Clinic has begun selling portions of their property recently for development of new office buildings. Most recently, the Security Benefit Corporation has located their corporate headquarters to a site just north and east of I-70 and SW Wanamaker Road.

The Menninger campus enjoys excellent access from I-70, although full municipal services will need to be extended throughout the site. The full campus is only partially annexed into the City of Topeka, and is only partially platted. The vast majority of the campus will also require re-zoning to accommodate development of a corporate business park.

## **6. OTHER OFFICE AREAS –**

Within Topeka, most properties zoned for office and institutional uses are scattered around the city in small parcels. According to Market Report 2001, published by KS Commercial Real Estate, Topeka has an occupancy rate of 96% of more than 10.3 million square feet of office space.

Outside of Topeka, there are just a few areas zoned for office or mixed use development that are larger than 30 acres. Since 1999, there have been three mixed-use developments planned for commercial, office, and residential uses. These areas are the Maja Subdivision, located at SW 29<sup>th</sup> Street and SW Auburn Road; Red Oaks Subdivision, located at SW 10<sup>th</sup> Street and SW Urish Road; and Cherry Brooks Subdivision, located at NW 35<sup>th</sup> Street and US Highway 75. These planned developments all lie within the City's three-mile extraterritorial jurisdiction, and are currently in various stages of development. In addition, Hunter's Ridge Subdivision is a commercial development located at the intersection of NW 45<sup>th</sup> Street and US Highway 75. This site has seven vacant parcels remaining, totaling approximately 27 acres.

An additional site along the eastern fringe of the city of Topeka is Highland Meadows. While still in the conceptual stages, this site would offer opportunities for both office and retail development in east Topeka, which has been lacking such opportunities for many decades. This site is approximately 84 acres in size, and is located at the intersection of I-70 and SE Rice Road. The site is fully annexed into the City of Topeka, although both sewer and water service would need to be extended to the site.



## Section IV.

# Economic Development Goals, Strengths, and Initiatives

## **Section IV. Economic Development Goals, Strategies, and Initiatives**

Goals represent the overall vision and desired outcome of the economic development planning process. They describe the kind of community we hope to develop in the future. The following goals both implement the overall vision for economic development and focus community resources on identified economic development issues and opportunities. They also provide the basis and direction for subsequent economic development strategies and action plans.

The economic development strategies for Topeka and Shawnee County set forth the process by which our overall goals and objectives are to be accomplished. It includes strategies designed to define priorities among potential programs and actions based on the limited resources available. The following statement of goals and strategies is based upon the foregoing evaluation of our local economy's strengths, weaknesses, and opportunities; our development assets, and actions most conducive to wealth and job creation.

- GOAL I.** Retain and Support the Expansion of Existing Businesses.
- GOAL II.** Attract New Industries That Compliment the Region's Economy and Utilize the Regions Labor Force.
- GOAL III.** Increase the Region's Supply of Ready and Available Industrial and Office Properties for Immediate Occupancy.
- GOAL IV.** Increase the Number of Jobs Created Through Entrepreneurial Start-Ups in the Region.
- GOAL V.** Enhance the Quality and Availability of the Region's Workforce to Meet the Employment Needs of a Wide Variety of Businesses.
- GOAL VI.** Revitalize Downtown Topeka as the Regions' Primary Economic Development Generator.
- GOAL VII.** Target All Economic Development Efforts to Result in a Regional Economy Capable of Sustaining Employment Growth at a Rate of 1.5% Annually Within Ten Years.
- GOAL VIII.** Maximize the Economic Impact of Tourism in Topeka and Shawnee County.

The following section details specific strategies and actions to achieve these goals. How each strategy is achieved is then explained in terms of specific actions and programs, and which agency or organization is best equipped to implement each action. In identifying "responsible organizations," a distinction should be made between those bodies who have contractual obligations to implement a particular action of this plan, namely the City of Topeka, Shawnee County, and Go Topeka, and other organizations who, because of their particular expertise or experience in a given area, are best able to contribute to the success of this plan.

**GOAL I.**

**RETAIN AND SUPPORT THE EXPANSION OF EXISTING BUSINESSES.** The existing businesses and industries in Topeka and Shawnee County are the foundation of our economy and are the source of the greatest percentage of job growth in the community. Any economic development strategy must recognize the importance of these businesses within the community and target programs and resources aimed toward enhancing and protecting the well being of these employment generators.

**STRATEGY 1:**

**Develop an early warning system to predict when a local company is in danger of relocating or closing, and provide services to address the firm's business needs and keep them in Topeka and Shawnee County.**

**ACTIONS:**

1. Conduct a bi-annual business retention and expansion survey addressing local business opinions and needs on the following:
  - a. Business climate (advantages and disadvantages of doing business in Topeka);
  - b. Labor and training needs;
  - c. Marketing and trade characteristics;
  - d. Financing needs;
  - e. Regulatory issues;
  - f. Barriers to growth;
  - g. Satisfaction with public services and facilities;
  - h. Past use and satisfaction with local business assistance programs.
2. Analyze responses and immediately identify firms at-risk of closing or relocating
3. Ensure that all firms requesting assistance are contacted and provided meaningful aid by service providers.
4. Update firms on progress in dealing with community-wide issues that impact business climate.

**Responsible Organizations:** Go Topeka, Chamber of Commerce

**STRATEGY 2: Build local capacity for business retention and expansion services.**

**ACTIONS:**

1. Organize periodic meetings of local businesses with federal, state, and private economic development organizations that aid with business retention.
2. Provide training for local economic development professionals to educate them in effective business retention strategies such as survey evaluation, negotiation skills, financial services, and alternative financing tools.
3. Develop partnership marketing programs with local utilities and educational institutions.

**Responsible Organizations:** Go Topeka, Washburn Univ., Western Resources

**STRATEGY 3:** Enhance business expansion opportunities through land-use plans and development ordinances that designate ample land for business growth and protect the quality new commercial investments.

**ACTIONS:**

1. Aid companies planning to expand in finding appropriate real estate.
2. Designate ample land for commercial and industrial use in the Metropolitan Comprehensive Land Use and Growth Management Plan.
3. Adopt site plan and landscape ordinances that will promote good site design and protect new businesses and commercial development from inappropriate development on neighboring properties.
4. Provide incentives to developers who wish to construct speculative industrial and warehousing space.
5. Develop an on-line database of vacant commercial and industrial properties.

**Responsible Organizations:** Go Topeka, Metro Planning, City of Topeka, Shawnee County

**STRATEGY 4.** Expand and refine business retention incentives, including property tax exemptions and programs for technical assistance, loan guarantees, job training, and direct financial incentives to stay and grow in Topeka.

**ACTIONS:**

1. Amend the City of Topeka Neighborhood Revitalization Program to provide the greatest property tax rebates in planned, strategic locations in downtown, intensive care neighborhoods, and other priority locations.
2. Provide educational opportunities for local businesses about US Small Business Administrations Programs, including business expansion loan guarantees for new construction, financing, and operating capital.
3. Proactively promote the City of Topeka's micro-loan program.
4. Maximize availability of Industrial Development Bonds for acquisition, construction, and renovation of major employment facilities.
5. Develop a fee-based technical assistance program providing marketing, operations management, workforce training, and business planning assistance.
6. Establish an incentive fund program designed to provide grants and loans for qualified businesses (Topeka Economic Growth Incentive Program).
7. Create an economic development position within the City of Topeka administration to coordinate regulatory and incentive requirements of new and expanding businesses.

**Responsible Organizations:** Go Topeka, Metro Planning, City of Topeka, Shawnee County

**STRATEGY 5.** Create new jobs by assisting existing businesses with local expansions.

**ACTIONS:**

1. Increase employment base with emphasis on jobs which can sustain a household.
2. Broaden and diversify our economic base.

3. Develop enablers to economic growth.
4. Create an environment for organizational excellence and opportunities for leadership development and cooperation.
5. Improve the area's export expertise and ability to attract foreign investment.
6. Secure federal resources to further economic development goals.

**Responsible Organizations:** City of Topeka, Shawnee County, Go Topeka, Chamber of Commerce

**STRATEGY 6:** **Maintain the Wanamaker Corridor as the primary retail destination for Shawnee County, and all of Northeast Kansas.**

**ACTIONS:**

1. Use the Wanamaker Corridor Traffic Study to guide improvements to access, signalization, and circulation in and around the Wanamaker area.
2. Adopt a Growth Management/Land Use Plan that designates the Wanamaker Corridor as the region's primary destination for retail activity.

**Responsible Organizations:** City of Topeka

**GOAL II.**

**ATTRACT NEW INDUSTRIES THAT COMPLIMENT THE REGION'S ECONOMY AND UTILIZE THE REGION'S LABOR FORCE.** The analysis of Topeka and Shawnee County's economy has identified several key industry groups that thrive here based on geographic, and market and labor force characteristics. Go Topeka has recently contracted with the Wadley-Donovan Group to identify a new set of target industries that will benefit from the labor-force, geographic and market characteristics that Topeka and Shawnee County have to offer. Once completed, this new target recruitment list should be incorporated within this plan to prioritize the recruitment of new industries.

**STRATEGY 1:** **"Sell" Topeka/Shawnee County in the recruitment of targeted key industries.**

**ACTIONS:**

1. Conduct an in-depth market analysis to identify strengths, weaknesses, and opportunities for targeted industry growth.
2. Develop a Topeka-Shawnee County marketing program, including development of a market theme and related promotional products.
3. Conduct aggressive regional and national marketing and recruiting campaigns to induce targeted industries to locate in the region.
4. Strategically partner with the Kansas Department of Commerce and Housing, Kansas, Inc., and the Kansas Technology Enterprise Corporation to fully utilize State economic development resources.
5. Maintain current economic and demographic data for Topeka and Shawnee County, including available industrial buildings and sites.
6. Maintain regular contact and information briefings with national economic consultants, CPA firms and others who advise potential employers on business location decisions.

**Responsible Organizations:** Go Topeka, Kansas Department of Commerce and Housing, Kansas Inc., Kansas Technology Enterprise Corporation

**STRATEGY 2:**      **Develop and fund competitive financial incentive programs and inducements for targeted businesses.**

**ACTIONS:**

1. Utilize Go Topeka's business contribution fund and dedicated sales tax revenue to fund the incentive program. Financial incentives may include:
  - a. Utility discounts;
  - b. Loan guarantees for new construction, equipment, and land;
  - c. Relocation costs;
  - d. Road and utility construction;
  - e. Industrial revenue bonds;
  - f. Property tax abatements;
  - g. State tax exemptions and tax credits.
  - h. Property tax refunds on improvements made to property within targeted areas.
  - i. Provide financial incentives based on a cost/benefit analysis to insure that an acceptable return on investment is obtained for the community. Considerations should include:
    - j. Number of jobs created;
    - k. Quality of jobs created;
    - l. Minimum investment for new firms;
    - m. "Clawback" provisions for incentives to be returned if performance agreements are not attained.

**Responsible Organizations:** Go Topeka, Chamber of Commerce

**STRATEGY 3.**      **Create new jobs by recruiting new business and industry.**

**ACTIONS:**

1. Increase employment base with emphasis on jobs which can sustain a household.
2. Broaden and diversify our economic base.
3. Develop enablers to economic growth.
4. Create an environment for organizational excellence and opportunities for leadership development and cooperation.
5. Improve the area's export expertise and ability to attract foreign investment.
6. Secure federal resources to further economic development goals.

**Responsible Organizations:** City of Topeka, Shawnee County, Go Topeka, Chamber of Commerce

**GOAL III.**      **INCREASE THE REGION'S SUPPLY OF READY AND AVAILABLE INDUSTRIAL PROPERTIES FOR IMMEDIATE OCCUPANCY.** The analysis of future employment areas in Topeka and Shawnee County found that there are hundreds of acres of vacant industrially zoned properties in the region. The analysis further revealed that most of these areas lack either utility services or road access, or both.

Properties located along the Oakland Expressway, and US 75 Highway north and south, including the Forbes Field area, all offer tremendous development opportunities if the necessary infrastructure is provided.

For purposes of this plan, the term "ready and available" properties is defined as completion of sufficient pre-development work (ownership control, zoning, platting, and extension of major infrastructure) so that the property can be marketed to potential employers. The intent of this goal is to enable a prospective business to construct a new building and begin operations of their new facility within six months of their decision to locate or expand in the Topeka and Shawnee County area. Typically, this means that the site must be in "shovel ready" condition so that the builder can simply submit plans for a building permit without waiting for the property to be properly zoned, or for roads or utilities to be extended to the site.

**STRATEGY 1: Develop properties tailored to the needs of targeted industries.**

**ACTIONS:**

1. Conduct a target business analysis to identify specific industries for recruitment to the Topeka area.
2. Identify the location requirements of each target industry and match specific properties in the Topeka area to the needs of each targeted industry.
3. Develop specific industrial parks in the Topeka area unique to the needs of target industries, with lots ready and available for development.
4. Provide incentives, as appropriate, for construction of speculative warehouse space.
5. Develop sites at strategic locations with fiber optic capabilities.

**Responsible Organizations:** Go Topeka, City of Topeka, Shawnee County, Metro Planning

**STRATEGY 2: Provide road and utility infrastructure to support targeted industrial and commercial growth in strategically located business sites.**

**ACTIONS:**

1. Identify key properties in the region for each type of targeted business. For example:
  - a. Distribution sites in excess of 50 acres along the Oakland Expressway;
  - b. Downtown administrative center sites.
  - c. Health services sites in the medical services district and downtown;
  - d. Food and related product sites along US Highway 75, US Highway 24, and Forbes Field;
  - e. Business and technology development sites in the Kanza Business and Technology Park.
2. Utilize economic development funds to acquire options on key properties to hold in trust for future development opportunities.

**Responsible Organizations:** Go Topeka, City of Topeka, Shawnee County, Metro Planning





**STRATEGY 3:** Provide zoning regulations, land-use plans, and permitting processes that protect and promote quality business development.

**ACTIONS:**

1. Adopt a Unified Development Code to combine subdivision, zoning, site plan, landscaping, traffic safety, and public safety regulations to ensure quality site design and compatibility with surrounding properties.
2. Adopt a Growth Management Plan that allocates sufficient land to accommodate projected land consumption for the next 25 years in areas designated for employment growth.
3. Develop and adopt Capital Improvements Plans and Budgets to install all necessary infrastructure improvements in areas planned for future employment growth.

**Responsible Organizations:** Metro Planning, City of Topeka, Shawnee County

**GOAL IV. INCREASE THE NUMBER OF JOBS CREATED THROUGH ENTREPRENEURIAL START-UPS IN THE REGION.** New business creation is another primary source of jobs and growth for our economy. Often, these businesses lack the financial and technical resources necessary to be successful. Government and private sector partnerships can help to provide a strong foundation for the success of new businesses.

**STRATEGY 1:** Organize creative financing programs and improve entrepreneurs' access to risk capital.

**ACTIONS:**

1. Partner with the Small Business Development Center, the Washburn University School of Business, the Washburn University School of Computer Science, the Topeka-Shawnee County Economic Development Corporation, and the Wakarusa Valley Economic Development Corporation in assisting business start-ups and expansions.
2. Provide technical assistance and loans to new businesses utilizing the Federal Small Business Administration Micro-Loan Program, and 7A and 504 programs.
3. Improve local access to regional and national venture capital, especially pension funds, and Kansas Venture Capital, Inc.

**Responsible Organizations:** Washburn University, Topeka-Shawnee County Economic Development Corporation, Wakarusa Valley Economic Development Corporation, Kansas Venture Capital, Inc.

**STRATEGY 2:** Strengthen local small business development organizations' capacity to assist the creation of new businesses that are competitive locally, nationally, and globally.

**ACTIONS:**

1. Continue to dedicate the ¼ cent sales tax, or similar funding mechanism, to fund economic development initiatives.

2. Create frequent networking opportunities between local small business assistance organizations, including KTEC, KDOC&H, SBDC, Wakarusa Valley CDC, Topeka-Shawnee County CDC, Downtown Topeka, Inc., Go Topeka, Greater Topeka Chamber of Commerce, and Metro Planning.
3. Establish a working partnership between the Chamber of Commerce, Go Topeka, KTEC, university-based Centers for Excellence, and statewide Commercialization Corporations to investigate entrepreneurial opportunities for local business start-ups utilizing newly developed technologies.

**Responsible Organizations:** KTEC, KDOC&H, SBDC, Wakarusa Valley CDC, Topeka-Shawnee County CDC, International Black Student Alliance, Downtown Topeka, Inc., Go Topeka, Greater Topeka Chamber of Commerce, and Metro Planning

**STRATEGY 3:** Enhance the competitiveness of local women and minority-owned businesses.

**ACTIONS:**

1. Reserve a portion of the dedicated 1/4 cent sales tax in support of local economic development initiatives for women and minority-owned businesses and entrepreneurs.
2. Create frequent networking opportunities between local women and minority-owned small businesses and business assistance organizations.
3. Establish a working partnership with the International Black Student Alliance, the Human Relations Commission, and other business assistance programs and agencies, to support women and minority-owned business and entrepreneurs.

**Responsible Organizations:** KTEC, KDOC&H, SBDC, Wakarusa Valley CDC, Topeka-Shawnee County CDC, Downtown Topeka, Inc., Go Topeka, Greater Topeka Chamber of Commerce, Metro Planning, Human Relations Commission, International Black Student Alliance, YWCA

**STRATEGY 4:** Promote new technology deployment programs to enhance the competitiveness of local businesses.

**ACTIONS:**

1. Link local entrepreneurs with local and regional resources for technical and innovation assistance, including the National Institute of Science Standards, Manufacturing Extension Partnerships, Manufacturing Technology Enterprise Corporation, University Centers for Excellence, and the Kansas Technology Enterprise Corporation.
2. Partner with KTEC to provide new technology deployment opportunities to local businesses.
3. Sponsor local companies' participation in international trade shows with the International Trade Division of the Kansas Department of Commerce and Housing.

**Responsible Organizations:** Go Topeka, KTEC, KDOC&H

**STRATEGY 5:** Assist local firms with permitting, licensing and environmental regulations.

**ACTIONS:**

1. Establish an ombudsman program to help guide businesses through local, state, and federal permitting processes.
2. Expand the City of Topeka's One-Stop Permitting Center to include development in Shawnee County.

**Responsible Organizations:** City of Topeka, Go Topeka, Small Business Development Center

**GOAL V.**

**ENHANCE THE QUALITY AND AVAILABILITY OF THE REGION'S WORKFORCE TO MEET THE EMPLOYMENT NEEDS OF A WIDE VARIETY OF BUSINESSES.** The inability to recruit and retain well-trained workers imposes great costs on the region's employers. Helping companies meet their workforce needs is a critically important business retention and expansion goal. A well-trained workforce, combined with effective infrastructure for providing training programs, will give Topeka and Shawnee County a real competitive advantage over other communities.

**STRATEGY 1:** Develop cooperative programs with major employers and educational institutions to provide flexible vocational/technical training opportunities to meet the changing needs of area businesses.

**ACTIONS:**

1. Support Heartland Works application for Incumbent Worker Skills Training Program to raise the skill levels of existing employees in local companies in the critical skill shortage areas of medical technology, maintenance technology, and computer technology.
2. Support local vocational training institutions in the provision of expanded job training programs in the critical local job growth categories, including manufacturing/distribution, information and communications, health care and biomedical, computer technologies, financial services, truck technicians, and aircraft/airframe and engine technicians.

**Responsible Organizations:** Go Topeka, Heartland Works, Kaw Area Technical School

**STRATEGY 2:** Increase the number of high school and college graduates that live and work in the Topeka metropolitan area.

**ACTIONS:**

1. Market employment opportunities of local firms to graduating students.
2. Conduct local job fairs and publish informational brochures about local companies looking to hire new graduates.
3. Offer school-to-career programs in area high schools as an alternative to college preparatory curriculum, matching skill needs of local businesses with course work.

**Responsible Organizations:** Go Topeka, Chamber of Commerce, all area school districts, Washburn University, Kaw Area Technical Institute

**STRATEGY 3:** Support welfare-to-work programs to involve unemployed, underemployed, and low-income persons in the economy.

**ACTIONS:**

1. Support Heartland Works, Inc. in the administration of the Workforce Investment Act program and Welfare-to-Work program.
2. Encourage the involvement of unemployed, underemployed, and low-income workers in skilled trades mentoring and apprenticeship programs.

**Responsible Organizations:** Heartland Works, Go Topeka, Labor Unions, International Black Student Alliance

**STRATEGY 4:** Assist local employers to fill all authorized positions with qualified workers.

**ACTIONS:**

1. Develop partnerships with Heartland Works, area employment agencies, area educational institutions, and local businesses to determine and address skill training needs for new, unemployed, and under-employed workers.
2. Develop a marketing program to recruit former residents of Topeka and Shawnee County, to work in local companies, matching job openings with individuals specialized skills.
3. Develop a program to provide transportation and day-care services to workers who are currently limited in their abilities to work due to these constraints.

**Responsible Organizations:** Metro Planning, Heartland Works, Go Topeka

**GOAL VI.**

**REVITALIZE DOWNTOWN TOPEKA AS THE REGION'S PRIMARY ECONOMIC DEVELOPMENT GENERATOR.** Downtown Topeka is home to over 1000 businesses, and is assessed at over \$350 million. As the primary office center in the region, it has great potential for further redevelopment as the region's primary housing, entertainment, cultural, civic, and specialty retail center. It should also become the symbol of a resurgent and confident community and economy. The Downtown Redevelopment Plan, an element of the greater Metropolitan Comprehensive Plan, details the many renewal strategies that can be implemented. These strategies are summarized below.

It bears stating that nothing within the Economic Development Plan proposes replacing the Wanamaker Corridor as the region's primary destination for retail activity. Rather, the Comprehensive Metropolitan Plan, and more specifically the Downtown Redevelopment Plan, envisions Downtown Topeka, not as our retail center, but as a vibrant mixed-use district where niche retail plays a supportive role.

**STRATEGY 1:** Provide land and zoning for expansion of the office/administrative sector to accommodate an additional 5,000 office employees.

**ACTIONS:**

1. Adopt the Downtown Redevelopment Plan and commit to its implementation.
2. Work with the State of Kansas to identify appropriate locations for state facilities downtown, and alternative sites for those activities deemed incompatible with long-term downtown development plans.
3. Develop funding mechanisms to underwrite environmental clean-up costs for properties with contamination in older industrial areas around the periphery of downtown.

**Responsible Organizations:** City of Topeka, Shawnee County, Metro Planning, Downtown Topeka, Inc., Historic Topeka, Inc.

**STRATEGY 2:** Develop a strong and unique housing market through rehabilitation of vacant upper floors in pre-1950 structures, renewal of neighborhoods adjacent to Downtown, and development of entirely new mixed-use neighborhoods south of the State Capital and along the waterfront.

**ACTIONS:**

1. Implement a façade improvement program to enhance the appearance of downtown store-fronts and encourage their use.
2. Implement a program to assist commercial property owners in adapting upper floors as residential and-or office spaces, in which obstacles to upper-floor conversions are identified and addressed.
3. Target property tax rebates on physical improvements to properties to specific areas designated for residential re-development.
4. Establish a program for re-locating exceptional buildings within neighborhoods in and around downtown.

**Responsible Organizations:** Metro Planning, Downtown Topeka, Inc., Historic Topeka, Inc.

**STRATEGY 3:** Redevelop the Kansas River Waterfront as a regional recreational, cultural, and mixed-use housing and office district.

**ACTIONS:**

1. Develop the north bank of the river, and City-owned property south of the Sardou Bridge as park space.
2. Convert existing warehouse space and vacant commercial buildings overlooking the river to condominiums and office space.
3. Open the river levee as a public walking/jogging, and bicycling trail.

**Organizations Responsible:** Parks and Recreation, Public Works, and Railroad Days.

**STRATEGY 4:** Greatly expand high quality dining and entertainment establishments to create a unique regional entertainment destination.

**ACTIONS:**

1. Implement a façade improvement program to enhance the appearance of downtown store-fronts.
2. Develop an efficient "way-finding" program of signage and hardscape elements to assist visitors in navigating around downtown.
3. Ensure adequate and convenient parking throughout the downtown area.
4. Provide micro-loan and grant funding for the restoration and adaptive re-use of downtown buildings to new businesses within the dining and entertainment industries seeking to locate in downtown Topeka.

**Responsible Organizations:** Downtown Topeka, Inc., Metro Planning

**STRATEGY 5:** Preserve historic properties and unique 19<sup>th</sup> Century architecture and support the location and expansion of museums and civic plazas.

**ACTIONS:**

1. Identify historic buildings that may be eligible for Historic Preservation Tax Credits and encourage their restoration.
2. Provide micro-loan and grant funding for small businesses to encourage museums, galleries and art studios to locate in downtown Topeka.
3. Identify and acquire specific parcels at strategic locations for the development of public parks and plazas within the downtown area.
4. Encourage civic organizations and philanthropic organizations to contribute public art to be located in and around downtown Topeka.

**Responsible Organizations:** Downtown Topeka, Inc. Metro Planning, Parks and Recreation

**GOAL VII. TARGET ALL ECONOMIC DEVELOPMENT EFFORTS TO RESULT IN A REGIONAL ECONOMY CAPABLE OF SUSTAINING EMPLOYMENT GROWTH AT A RATE OF 1.5% ANNUALLY WITHIN TEN YEARS.** In setting this goal, deliberate care was given to establish an achievable, reasonable, and realistic target growth rate. Growth should not be a goal for its own sake, but should reflect the desires of the community as a whole, to better provide for the common good. For instance, population growth, coupled with more employment opportunities in Topeka and Shawnee County will result in an expanded tax base, thus lowering property taxes. In addition, targeted growth, achieved within certain selected industries can result in raised incomes, thus increasing our standard of living. Growth can also result in a more diversified economic structure, minimizing the negative affects of cyclical economic trends.

It should be clearly understood that any number of factors can influence the success or failure in achieving this goal. For instance, as a hub of national, state, and local governments, Shawnee County's economy has historically been fairly stable compared to many other regions of the country. While this stability may serve to insulate us from the deeper effects of a national recession, such national trends will inevitably make growth in our local economy much harder to achieve.

Similarly, the loss or downsizing of any of Topeka or Shawnee County's principle employers would result in a dramatic reduction in the number of jobs otherwise created within our region.

In any case, it is imperative that a dedicated, stable source of funding remain for economic development purposes through the foreseeable future. Without funding for economic development initiatives, without the ability to actively recruit businesses to our community, and without the means to extend the infrastructure necessary to accommodate new business growth, then we are poised to continue to be vulnerable to economic stagnation, or even decline.

**STRATEGY 1:**      **Adopt a Land Use/Growth Management element of the Topeka-Shawnee County Comprehensive Metropolitan Plan that guides orderly development of new employment and population growth areas.**

**ACTIONS:**

1. Conduct a fiscal impact analysis of current land use practices to determine a more efficient and cost-effective means of growth and land use.

**Responsible Organizations:** Metro Planning, City of Topeka, Shawnee County

**STRATEGY 2:**      **Induce residents to stay in Topeka and Shawnee County by improving the quality of life in the community.**

**ACTIONS:**

1. Develop the Advantage Topeka Program through Washburn University which forgives student loans for those graduates who stay in Topeka and employed within a "need" industry.
2. Adopt the principles of Crime Prevention through Environmental Design, and incorporate these principles in the plan review process for new development.
3. Adopt new subdivision regulations and a landscape ordinance that encourages green-space amenities with new development.
4. Develop a marketing campaign targeted towards Topekans and surrounding communities, highlighting our existing recreational and cultural resources, including our parks system, Topeka Civic Theater, Topeka Civic Symphony, Jayhawk Theatre, trails, neighborhoods, historical resources, festivals, Topeka Performing Arts Center, Kansas Expocenter, Heartland Park, etc.

**Responsible Organizations:** Washburn University, Metro Planning, City of Topeka, Shawnee County, Topeka Convention and Visitors Bureau

**GOAL VIII.      MAXIMIZE THE ECONOMIC IMPACT OF TOURISM IN TOPEKA AND SHAWNEE COUNTY.** Tourism is an almost forgotten industry in Topeka and Shawnee County, but is an industry with almost limitless potential for improvement. Tourism can be understood as perhaps the purest form of economic development since the essence of tourism is the import of people and spending from areas outside your immediate market. As the State Capital, Topeka has a natural tourist draw. However, in recent decades, Topeka has made significant strides in creating

additional venues that consistently attract people and their money to our city (Heartland Park, TPAC, Combat Air Museum, etc....). Additionally, Topeka is on the verge of adding several new attractions that, collectively, will produce millions of dollars in revenues for local businesses, and in sales and bed taxes for local government (Kansas International Museum, Jayhawk Theatre, Monroe National Historic Site, etc....). Topeka and Shawnee County must embrace tourism as an integral component of an overall economic development strategy to capitalize on existing momentum, and to maximize potential gains to our overall economy.

**STRATEGY 1:**      **Increase the perception of Topeka as a travel destination – locally, regionally, nationally, and globally.**

**ACTIONS:**

1. Increase communications with local media, the hospitality industry, local, state and national governments, and the business community regarding tourism opportunities.
2. Promote a "Be a Tourist in Your Own Hometown" program to re-introduce the multitude of tourism opportunities to local citizens.
3. Leverage resources from state and national tourism development programs.
4. Coordinate marketing campaigns with other local and regional venues to maximize the exposure of local tourism attractions.

**Responsible Organizations:** Metro Planning, Topeka Convention and Visitors Bureau, Go Topeka/Chamber of Commerce, Kansas Department of Commerce and Housing

**STRATEGY 2:**      **Improve the self-image of Topeka and Shawnee County.**

**ACTIONS:**

1. Identify all organizations in Topeka and Shawnee County with involvement in, or promotion of the tourism industry.
2. Market the economic benefits of the tourism industry to state and local governments, and to the general public.

**Responsible Organizations:** Topeka Convention and Visitors Bureau, Go Topeka/Chamber of Commerce, Kansas Department of Commerce and Housing

**STRATEGY 3:**      **Create a climate for "Destination Development" in Topeka and Shawnee County.**

**ACTIONS:**

1. Establish a lead organization to coordinate and promote the tourism industry in Topeka and Shawnee County.
2. Create a synergy between regional attractions, the hospitality industry, and the business community to maximize tourism spending.
3. Identify and support public and private capital projects related to, or enhancing tourism development.



4. Perform a "Destination Resources Analysis" to identify existing and potential tourist attractions, and the resources necessary to maximize their potential.
5. Adopt a master plan for Tourism/Destination Travel Development.

**Responsible Organizations:** Topeka Convention and Visitors Bureau, Go Topeka/Chamber of Commerce, Shawnee County, City of Topeka, private tourism venues (Jayhawk Theatre, Great Overland Station, Ritchey House, etc.)

## Section V.

# Vision Benchmarks: Key Indicators of Economic Performance

## Section V. Vision Benchmarks: Key Indicators of Economic Performance

This section introduces a set of key indicators that will help measure the implementation, and ultimately the success of this economic development strategy. Many of the benchmarks are beyond the ability of local governments to control, and must be accomplished solely by private businesses. Other benchmarks are a direct reflection on the efforts of city and county government to implement this plan. Over time, trends can be identified by these benchmarks that reflect on our programs and policies established to help implement this plan. As a reflection of our success and failures, these benchmarks can serve as a valuable tool within the framework of our overall economic development efforts. These benchmarks will help to:

- **Focus effort.** By adopting a set of benchmarks, decision makers can target resources toward programs and policies that will directly influence the achievement of individual goals and strategies established through this plan.
- **Measure progress.** By maintaining a set of benchmarks and economic indicators, progress toward achieving the goals and strategies established in this plan, or lack thereof, can be easily measured.
- **Evaluate.** By focusing on outcomes, specific policies and programs can be evaluated and changes made as necessary. Specific adjustments may include revising, reducing, expanding, replacing, or eliminating a given program or policy.
- **Establish continuity.** An adopted set of indicators, approved by both city and county leaders, can help provide continuity through a changing political climate. As political leadership changes, an established set of benchmarks can help maintain a consistent focus on an overall economic development strategy.

The benchmarks established by this document are intended to measure our progress toward the attainment of this economic development strategy. The goals established in this plan identify seven major areas of attention and focus. The following benchmarks measure these fundamental goals.

### **Goal 1. Retain and support the expansion of existing businesses.**

#### **Benchmarks:**

1. Number of building permits issued for the expansion and upgrade of existing commercial and industrial businesses. (Source: Building permit data, City of Topeka and Shawnee County Public Works Departments.)
2. Total square footage of building improvements for existing commercial and industrial businesses. (Source: Building permit data, City of Topeka and Shawnee County Public Works Departments.)
3. Number of jobs gained through local business expansion. (Source: Annual survey data gather by the Greater Topeka Chamber of Commerce.)
4. Total number and amount of micro-loans issued to local entrepreneurs for business expansion and upgrades. (Source: City of Topeka, Housing and Neighborhood Development)

5. Total value of new capital investment by existing businesses based on total estimated construction costs as identified on commercial and industrial building permits.

**Goal II. Attract new industries that compliment the region's economy and utilize the region's labor force.**

**Benchmarks:**

1. Total number of new business starts matching the profile of target businesses and industries. (Source: Kansas Department of Human Resources, Labor Market Information Services Division. [KDHR, LMIS])
2. Total number of jobs created through new business starts.
3. Total value of new capital investment by new businesses based on total estimated construction costs as identified on commercial and industrial building permits.

**Goal III. Increase the region's supply of ready and available industrial properties for immediate occupancy.**

**Benchmarks:**

1. Total acreage of industrial land annexed into the City of Topeka.
2. Total miles of sewer service extended to target industrial growth areas.
3. Total miles of water service extended to target industrial growth areas.
4. Total acreage of property platted within target industrial growth areas.
5. Total acreage of land within dedicated industrial and business parks.

**Goal IV. Increase the number of jobs created through entrepreneurial start-ups in the region.**

**Benchmarks:**

1. Total number and amount of micro-loans issued to local entrepreneurs for new business start-ups. (Source: City of Topeka, Housing and Neighborhood Development)
2. Total jobs created through new business starts. (Source: KDHR, LMIS)
3. Total number of minority and women-owned business starts. (Source: Chamber of Commerce/Go Topeka, KDHR)

**Goal V. Enhance the quality and availability of the region's workforce to meet the employment needs of a wide variety of businesses.**

**Benchmarks:**

1. Total number of students placed with local businesses from area educational institutions. (Source: USD 501, 437, 321, 330, 372, 345, 450; Washburn University, Kaw Area Technical Institute.)
2. Total number of workers placed in full-time jobs through the Workforce Investment Act program. (Source: Heartland Works, Inc.)
3. Total number of workers trained through the Incumbent Worker Skills Training Program. (Heartland Works, Inc.)

**Goal VI. Revitalize Downtown Topeka as the region's primary economic development generator.**

**Benchmarks:**

1. Total acreage of land zoned for the development of office and business uses within the downtown area. (Source: Metro Planning)
2. Total number and amount of environmental clean-up funds obtained for contaminated sites. (Source: Metro Planning)
3. Total number of downtown lofts converted for residential uses. (Source: Downtown Topeka, Inc.)
4. Number of new businesses within the downtown area matching the profile of dining and entertainment establishments. (Source: Downtown Topeka, Inc.)
5. Number and amount of façade rehabilitation grants awarded for the restoration of downtown building fronts. (Source: Metro Planning.)
6. Number of new employees in the downtown area based on business expansions/relocations or new business start-ups.

**Goal VII. Target all economic development efforts to result in a regional economy capable of sustaining population and employment growth at a rate of 1.5% annually within ten years.**

**Benchmarks:**

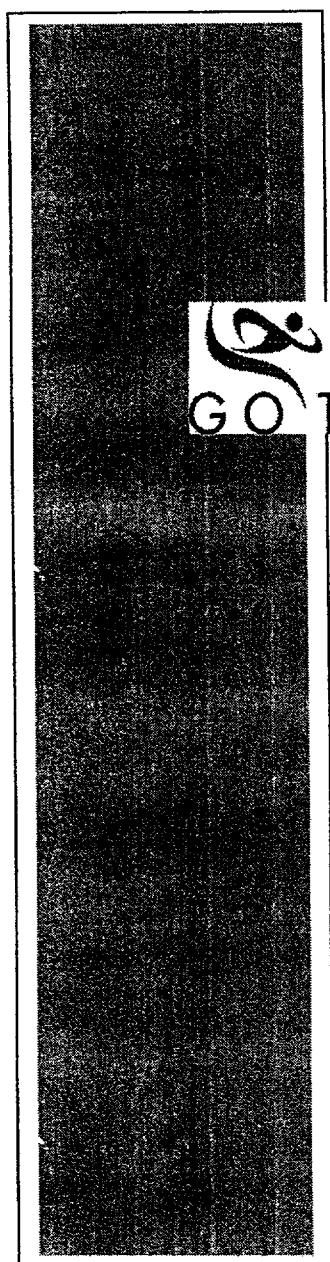
1. Total population increase. (Source: US Census Bureau)
2. Total employment increase. (Source: KDHR, LMIS)
3. Rank in annual employment gains among selected competitor cities.
4. Rank in annual population gains among selected competitor cities.
5. Increase in the total valuation of commercial and industrial properties.

6. Annual employment composition, resulting in a more diversified economic structure as identified in Section II.

**Goal VIII. Maximize the impact of tourism in Topeka and Shawnee County.**

**Benchmarks:**

1. Annual Increase in bed tax dollars received.
2. Number of conventions hosted by area hotels and conference facilities.
3. Number of group tours booked by the Convention and Visitors Bureau.
4. Average daily room rate in area hotels.
5. Average yearly occupancy rate in area hotels.



GOTOPEKA

# **Economic Development Quarterly Report**

## **2002**

## **Third Quarter**

Presented to:

**Joint Economic Development Organization**

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# GO TOPEKA

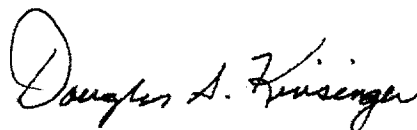
October 31, 2002

TO: JEDO Members

On behalf of the Greater Topeka Chamber of Commerce and GO Topeka, we are pleased to submit the third quarterly report outlining the economic development initiatives undertaken as part of our contractual commitment to JEDO. We are proud of the progress that has been made. As you review the accomplishments of the economic development program, it is important to understand that this long list of accomplishments is not due solely to the work of GO Topeka, but to a team of public and private leaders who understand the benefit of a cohesive community. We wish to thank the members of JEDO, our elected officials, governmental staff, and private sector volunteers for their invaluable assistance, commitment and dedication.

Upon your review, if you have any questions or would like to discuss the report in greater detail, I hope you will give me a call.

Sincerely,

A handwritten signature in black ink, reading "Douglas S. Kinsinger". The signature is written in a cursive style with a large, looped initial 'D'.

Douglas S. Kinsinger, CCE  
President and CEO



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# GO Topeka

## Performance Measurements for 2002

Performance Measures	<ul style="list-style-type: none"> <li>250 New Jobs</li> <li>\$12,000,000 Investment</li> <li>New Job Creation with Wages Equal to or Greater Than 80% of Shawnee County Wage of \$15.15</li> </ul>							
	Company	New Jobs	Job Retention	New or Expansion	Investment	Sq. Ft.	Average Hourly Wages * (New Jobs)	Average Hourly Wages (Job Retention)
First Quarter Results	Hill's	48		Expansion	\$15,000,000		\$32.00	
	Delta Design	15		Expansion	\$750,000		\$14.00	
	Annuity Masters	7		Expansion	N/A		\$14.00	
	VA Shared Services		260	Retention				\$17.40
	Heinz	10		Expansion	\$3,000,000		\$15.75	
	<b>Total for 1<sup>st</sup> Quarter</b>	<b>80</b>	<b>260</b>		<b>\$18,750,000</b>		<b>\$25.02**</b>	<b>\$17.40**</b>
Second Quarter Results	Target	650+		New	\$80,000,000+	1.3 m sq. ft.	\$13.41	
	GMD-Flemings	50		Expansion	\$7,000,000+		\$12.00	
	<b>Total for 2<sup>nd</sup> Quarter</b>	<b>700</b>			<b>\$87,000,000</b>		<b>\$13.31</b>	<b>0</b>
	<b>Year To Date 1<sup>st</sup> &amp; 2<sup>nd</sup> Qtr.</b>	<b>780</b>	<b>260</b>		<b>\$105,750,000</b>		<b>\$14.51**</b>	<b>\$17.40**</b>
Third Quarter Results	Goodyear		1,600	Retention	\$100,000,000			\$19.23
	Capitol Plaza Gift Shop	2	2		\$35,000		\$6.50	
	<b>Total for 3<sup>rd</sup> Quarter</b>	<b>2</b>	<b>1,602</b>		<b>\$100,035,000+</b>		<b>\$6.50</b>	<b>\$19.23</b>
	<b>Year to Date 1<sup>st</sup>, 2<sup>nd</sup>, &amp; 3<sup>rd</sup> Qtr.</b>	<b>782</b>	<b>1,862</b>		<b>\$205,785,000</b>		<b>\$14.49**</b>	<b>\$18.97**</b>

\* Wage data does not include benefits

\*\* Weighted Average

	Performance Measurements for 2002 – Page 2		
<b>Performance Measures</b>	◆ Conduct 150 Business Retention/Expansion Calls (Inclusive of 40 major employers)		
		<b>Total Contacts</b>	<b>Major Employer Contacts</b>
<b>Results</b>	<b>1<sup>st</sup> Quarter</b>	<b>33</b>	<b>6</b>
<b>Results</b>	<b>2<sup>nd</sup> Quarter</b>	<b>19</b>	<b>6</b>
<b>Results</b>	<b>3<sup>rd</sup> Quarter</b>	<b>56</b>	<b>13</b>
<b>Results</b>	<b>4<sup>th</sup> Quarter</b>		

	Performance Measurements for 2002 – Page 3
Performance Measures	<p>◆ Preparation of Plan for Site Acquisition/Development</p>
First Quarter Results	<p>Over the course of the past year, GO Topeka's Site Committee undertook an investigation of potential sites suitable for a mixed-use industrial park. Approximately ten locations were identified and evaluated based upon specific criteria such as transportation, infrastructure, environmental considerations, topography, flood plan, acreage, as well as other considerations.</p> <p>In December 2001, GO Topeka engaged the services of Jay Garner, President of Economic Strategy Center (ESC), to undertake an analysis to determine the best site for a mixed-use business park. As such, the park was proposed to be under control of one entity with infrastructure in place, including roads, utilities, a predefined price for subdivided parcels, protective covenants and development standards. Individual interview, focus groups, and on site visitation of properties all were part of the ESC methodology. Additionally, ESC recommended the placement of an advertisement in the Topeka newspaper soliciting sites that met specified criteria. The Chamber received eight responses-not all of which met the criteria.</p> <p>Upon further analysis, the Chamber/GO Topeka took the next step in optioning over 400 acres of land located so of the city between 49<sup>th</sup> and 57<sup>th</sup> St. Development of a master land use plan will be critical to the development of the proposed industrial property.</p>
Second Quarter Results	<p>GO Topeka exercised its option on approximately 198 acres located south of the city between 53<sup>rd</sup> and 57<sup>th</sup> Streets. One hundred forty-two acres of the one hundred ninety-eight acres were provided to Target to build a 1.3 million square foot distribution center. The remaining 56 acres will be available for future development. Directly adjacent to the 56 acres, GO Topeka has under option an additional 225 acres between 49<sup>th</sup> and 53<sup>rd</sup> Streets. Plans are underway to prepare a request for proposal to conduct a master land use plan to develop the property under option as a commerce and business park.</p>
Third Quarter Results	<p>A committee was formed to prepare an RFP to develop a master land use plan and development standards for the new business and commerce park. The proposed scope of the work will include but not be limited to: recommended industry mix within the park, conceptual design, cost estimates, and proposed phases for primary infrastructure, recommended initial land sale price per acre, estimate of capital investment at build-out, proposed covenants and restrictions, proposed methods of allocating common area maintenance costs, and options for funding infrastructure. Plans are for the RFP to be mailed in October to local area engineering firms.</p>

Performance Measurements for 2002 – Page 4	
Performance Measures	<p>◆ Seek Private Donations to Further Economic Development</p>
First Quarter Results	<p>Private sector fundraising has continued during the first quarter of 2002. We have received over \$50,000 in investments from approximately 12 companies. In addition, we received \$23,000 during the last two months of 2001. We also just received a pledge for \$83,000 from the Topeka/Shawnee County 504 Development Corporation to help fund our new Small and Minority Business Micro Loan Pool Program and One Stop Economic Development Center. The SBA has approved our request to establish a loan pool of \$250,000</p> <p>For a longer-term strategy, the Board of Directors of GO Topeka has determined that we will initiate a significant fundraising effort in the last quarter of 2002. To accomplish this, we will interview firms who can assist us in this effort during the month of June. We will conduct a feasibility analysis to help us determine an obtainable goal during August. Actual fundraising is planned to be initiated in October.</p>
Second Quarter Results	<ol style="list-style-type: none"> <li>GO Topeka is in the process of engaging the services of Capital Funding Strategies to manage and perform all aspects of a funding campaign to raise at least \$2 million of new funding for GO Topeka. The \$2 million will be collected over a five-year period ending on September 30, 2007. The fund drive is anticipated to begin October 2, 2002 and run through May 31, 2003. <ul style="list-style-type: none"> <li>Phase I – October 1, 2002 through November 30, 2003 Financial Feasibility Campaign Prep and Leadership Solicitation</li> <li>Phase II – December 1, 2002 through May 31, 2003 Funding Campaign</li> </ul> </li> <li>Based upon GO Topeka's commitment of \$37,000 to establish a loan loss reserve, the SBA has approved our initial request to establish a loan pool with GO Connection of \$250,000 for Topeka/Shawnee County. Tony Augusto of GO Topeka will work in cooperation with GO Connection to establish the micro loan program. Loans of up to \$35,000 can be made available from the funds. Loans will be reviewed by a local loan committee with final approval from GO Connection.</li> </ol>

Performance Measurements for 2002 – Page 5

Third Quarter

GO Topeka has engaged the services of Capital Funding Strategies to manage and perform all aspects of a funding campaign. The campaign is proposed to cover a five-year period. Two representatives of Capital Funding Strategies are currently engaged in a feasibility study wherein they have completed over 50 interviews with private sector leaders to determine the depth of support for the fund drive. A recommendation will be forthcoming at the GO Topeka board meeting in November. Phase II of the fund drive will begin in early December and is anticipated to continue through May 31, 2003. Phase II will involve: organization and management and campaign solicitation calls. All pledges will be confirmed in writing by a signed letter of intent.

GO Topeka received an additional \$3,787.90 from the Topeka/Shawnee County 504 Development Corporation to assist with the establishment of the One-Stop Business Development Office.

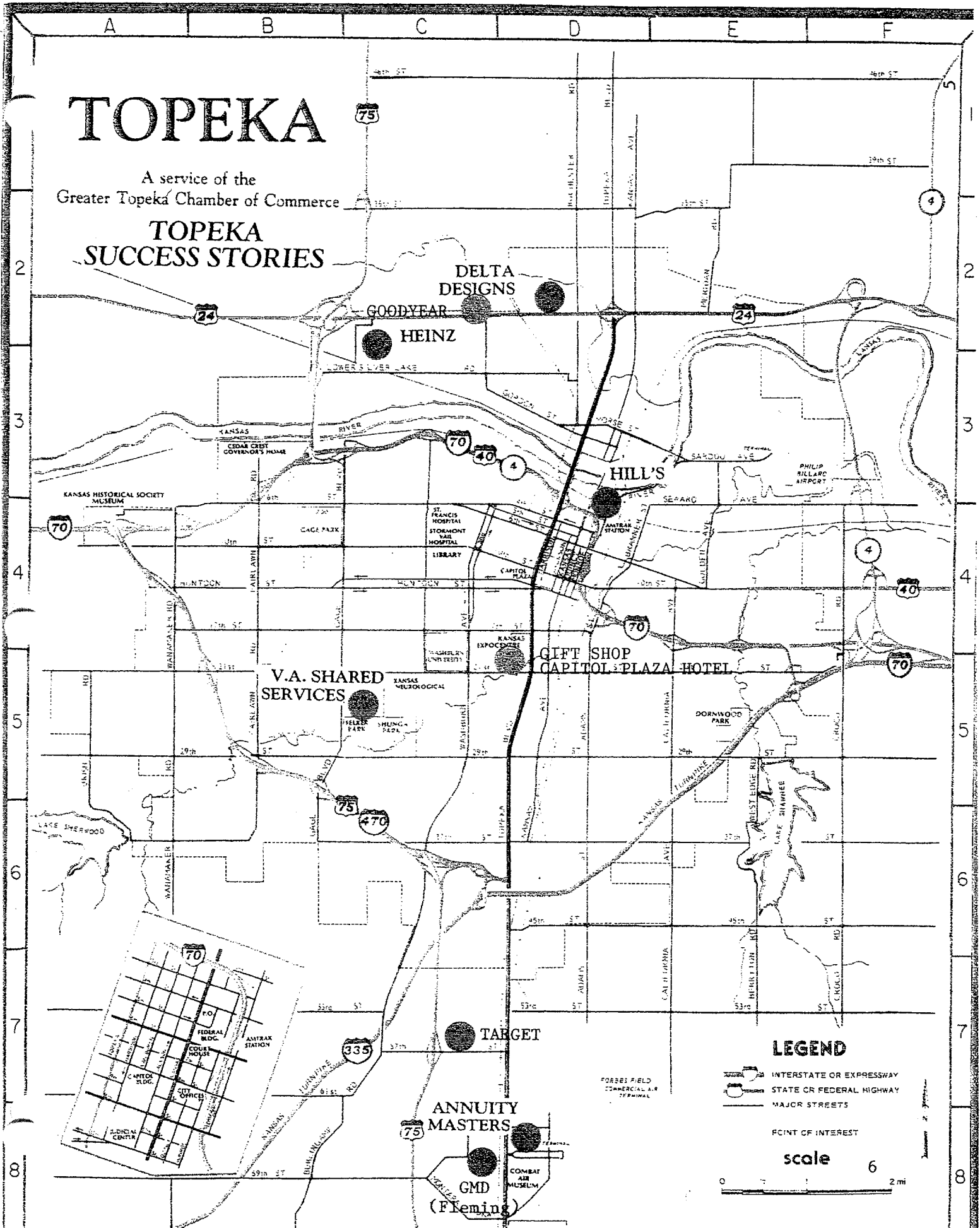
The Workforce Development Committee raised \$8,000 toward a \$10,000 goal from local area businesses to fund the high school assessment test that will provide data to identify the skill gap in our community.

Fourth Quarter

# TOPEKA

A service of the  
Greater Topeka Chamber of Commerce

## TOPEKA SUCCESS STORIES



*Growth Organization of Topeka /  
Shawnee County, Inc.*

Financial Statements & Accountants'  
Compilation Report

September 30, 2002





**Mize, Houser  
& Company**  
PROFESSIONAL ASSOCIATION  
CERTIFIED PUBLIC ACCOUNTANTS

An independent member of BKR International

Growth Organization of Topeka / Shawnee County, Inc  
120 S. E. 6<sup>th</sup>  
Topeka, Kansas 66603

We have compiled the accompanying financial statements of Growth Organization of Topeka / Shawnee County, Inc., (Go Topeka) as scheduled below, in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. The financial statements and supplemental information, have been prepared on the modified cash basis of accounting, which is a comprehensive basis of accounting other than generally accepted accounting principles. The budgeted revenue and expense information, and schedule of agreements and commitments, is presented for supplementary analysis purposes only.

Statement of Assets, Liabilities and Change in Funds - Modified Cash Basis as of September 30, 2002.

Statement of Income and Expense - Remaining Budget - Modified Cash Basis for the one month and nine month periods ended September 30, 2002.

Statement of Income and Expense - Comparison to Budget for the one month and nine month periods ended September 30, 2002.

Supplemental Schedule of Agreements and Commitments.

A compilation is limited to presenting, in the form of financial statements, information that is the representation of management. We have not audited or reviewed the accompanying financial statements and supplemental information, accordingly, do not express an opinion or any other form of assurance on them.

Management has elected to omit substantially all of the disclosures ordinarily included in financial statements prepared on the cash basis of accounting. If the omitted disclosures were included in the financial statements and supplemental information, they might influence the user's conclusions about the Company's financial position, and results of operations. Accordingly, these financial statements are not designed for those who are not informed about such matters.

We are not independent with respect to Growth Organization of Topeka / Shawnee County, Inc.

*Mize, Houser & Company*

Mize, Houser & Company  
Professional Association  
Certified Public Accountants

October 23, 2002  
BNO:mf:br  
Enclosures

GO TOPEKA  
STATEMENT OF ASSETS LIABILITIES &  
CHANGE IN FUNDS - MODIFIED CASH BASIS  
TRANSACTIONS SEPTEMBER 30, 2002

ASSETS		
CURRENT ASSETS		
QUARTER CENT SALES TAX-CHECKING		705,801.01
ECONOMIC DEVELOPMENT-CHECKING		215,663.36
COMMUNITY NATIONAL BK-CD		90,923.74
COMMERCE BANK-CD		90,543.70
ALLIANCE BANK-CD		50,595.28
PREPAID ASSETS		2,487.78
PLEDGES RECEIVABLE- CURRENT	18,250.00	
ALLOWANCE FOR BAD DEBT PLEDGES	(6,784.15)	
NET PLEDGES RECEIVABLE		11,465.85
TOTAL CURRENT ASSETS		1,167,480.72
FIXED ASSETS		
FURNITURE & FIXTURES	12,014.81	
FURNITURE & FIXTURES FY 2002	57,746.70	
LEASEHOLD IMPROVEMENT	6,320.05	
TOTAL FIXED ASSETS	76,081.56	
LESS ACCUM DEPRECIATION	(6,912.50)	
BOOK VALUE FIXED ASSETS		69,169.06
OTHER ASSETS		
LAND HELD FOR DEVELOPMENT	694,614.14	
PLEDGES RECEIVABLE-NON CURRENT	16,000.00	
TOTAL OTHER ASSETS		710,614.14
TOTAL ASSETS		1,947,263.92
LIABILITIES AND FUND BALANCES		
CURRENT LIABILITIES		
ACCOUNTS PAYABLE	75,000.00	
NOTES PAYABLE-CURRENT PORTION	860,428.99	
DEFERRED REVENUE	114,211.30	
DUE TO GTCC	36,117.49	
TOTAL CURRENT LIABILITIES		1,085,757.78
LONG TERM LIABILITIES		
NOTES PAYABLE - SHAWNEE COUNTY	1,276,591.63	
TOTAL LONG TERM LIABILITIES		1,276,591.63
TOTAL LIABILITIES		2,362,349.41
FUND BALANCES		
REST INCENTIVE OFFERINGS	40,008.58	
REST INCENTIVE OFFER COMMITTED	70,000.00	
UNDESIGNATED	140,216.25	
EXCESS/(DEFICIT)-CURRENT YEAR	(665,310.32)	
TOTAL FUND BALANCES		(415,085.49)
TOTAL LIABILITIES AND FUND BALANCES		1,947,263.92

CITY OF TOPEKA  
STATEMENT OF INCOME & EXPENSE - REMAINING BUDGET  
MODIFIED CASH BASIS  
SEPTEMBER 30, 2002

	SEPTEMBER ACTUAL	ACTUAL	YEAR TO DATE ANNUAL BUDGT	ANN BUD VAR
<b>INCOME</b>				
CITY-TOPEKA-QTR CENT SALES TAX	47,500.00	705,000.00	800,000.00	(95,000.00)
COUNTY-QTR CENT SALES TAX	114,211.30	849,479.10	1,192,113.00	(342,633.90)
ECONOMIC DEVELOPMENT FUND	.00	30,178.92	.00	30,178.92
GO CONNECTIONS - GRANT	1,691.21	1,691.21	.00	1,691.21
INTEREST INCOME	2,264.52	3,312.00	.00	3,312.00
MISCELLANEOUS INCOME	.00	9,500.00	.00	9,500.00
<b>TOTAL INCOME</b>	<b>165,667.03</b>	<b>1,599,161.23</b>	<b>1,992,113.00</b>	<b>(392,951.77)</b>
<b>ADMINISTRATIVE EXPENSES</b>				
SALARIES	25,631.35	185,425.54	380,642.00	195,216.46
PAYROLL TAXES	1,579.02	13,325.54	41,025.00	27,699.46
CONTINUATION INSURANCE	59.49	551.39	1,140.00	588.61
BLUE CROSS BLUE SHIELD	3,736.09	19,447.54	39,648.00	20,200.46
LIFE INSURANCE	86.92	731.38	1,550.00	818.62
401 K EXPENSE	1,410.15	11,686.66	18,000.00	6,313.34
<b>TOTAL PERSONNEL EXPENSES</b>	<b>32,503.02</b>	<b>231,168.05</b>	<b>482,005.00</b>	<b>250,836.95</b>
UTILITIES	.00	945.42	4,600.00	3,654.58
CONTRACT LABOR	.00	247.50	.00	(247.50)
TELEPHONE	190.66	4,991.23	11,794.00	6,802.77
OFFICE MAINTENANCE	424.50	2,472.23	9,296.00	6,823.77
MACHINE RENTAL & MAINTENANCE	860.89	6,431.43	8,560.00	2,128.57
INSURANCE & TAXES	.00	4,927.14	9,275.00	4,347.86
DEPRECIATION EXPENSE	2,663.76	4,519.47	.00	(4,519.47)
RENT	4,713.05	23,735.80	46,670.00	22,934.20
ACCOUNTING & DATA PROCESSING	.00	15,515.50	40,200.00	24,684.50
CAR & TRAVEL EXPENSES	1,818.25	16,205.77	25,692.00	9,486.23
PROF. DUES / MTG EXPENSE	537.00	3,954.85	17,420.00	13,465.15
POSTAGE	683.94	3,629.20	10,000.00	6,370.80
SUPPLIES	752.99	4,594.41	7,500.00	2,905.59
PRINTING & PRINT SUPPLIES	16.08	687.29	6,000.00	5,312.71
PROF ASSOC DUES & MEETING EXP	.00	1,174.99	.00	(1,174.99)
PROFESSIONAL SERVICES	.00	141,970.99	190,000.00	48,029.01
PROSPECT PACKETS-SERVICES	152.30	6,241.76	10,000.00	3,758.24
LEGAL EXPENSE	.00	675.00	6,000.00	5,325.00
REAL ESTATE OPTION	100.00	85,054.32	100,000.00	14,945.68
SUBSCRIPTIONS	.00	544.32	3,000.00	2,455.68
ADVERTISING EXPENSE	.00	5,159.69	125,000.00	119,840.31
MARKETING/PROMOTIONS	4,761.33	51,205.21	198,000.00	146,794.79
BROCHURES/PROMOTIONAL PIECES	.00	.00	45,000.00	45,000.00
CONTINGENCIES/OTHER EXPENSE	497.84	6,712.38	25,500.00	18,787.62
INCENTIVES - TARGET	.00	1,581,316.86	.00	(1,581,316.86)
INCENTIVES - OTHER	.00	.00	303,646.00	303,646.00
<b>TOTAL ADMINISTRATIVE EXP</b>	<b>18,172.59</b>	<b>1,972,912.76</b>	<b>1,203,153.00</b>	<b>(769,759.76)</b>
<b>BUSINESS RETENTION</b>				
TRAVEL EXPENSE	.00	251.50	5,484.00	5,232.50
EXISTING INDUSTRY RECOGNITION	.00	.00	2,000.00	2,000.00
COMPETITIVE ISSUES FORUM	.00	.00	2,000.00	2,000.00
PROFESSIONAL TRAINING	.00	.00	1,500.00	1,500.00
MEETING EXPENSE	.00	.00	1,500.00	1,500.00
BUSINESS RETENTION SURVEY EXP	.00	.00	300.00	300.00
CELLULAR PHONE EXPENSE	.00	.00	480.00	480.00
<b>TOTAL BUSINESS RETENTION</b>	<b>.00</b>	<b>251.50</b>	<b>13,264.00</b>	<b>13,012.50</b>
<b>SMALL BUS/MINORITY BUSINESS</b>				
TRAVEL EXPENSE	83.20	203.80	1,500.00	1,296.20
PROFESSIONAL TRAINING EXPENSE	355.27	672.60	750.00	77.40
COMMITTEE MEETING EXPENSE	.00	.00	800.00	800.00
PROMOTIONAL BROCHURES EXPENSE	.00	.00	3,000.00	3,000.00
CELLULAR PHONE EXPENSE	.00	.00	480.00	480.00
<b>TOTAL SMALL/MINORITY BUSINESS</b>	<b>438.47</b>	<b>876.40</b>	<b>6,530.00</b>	<b>5,653.60</b>
<b>NEW BUSINESS ATTRACTION</b>				
PROSPECT TRIP/HOSTING	2,500.00	3,345.12	73,000.00	69,654.88
MILEAGE	.00	.00	2,500.00	2,500.00
PROFESSIONAL TRAINING EXPENSE	.00	.00	1,500.00	1,500.00
FORUMS EXPENSE	.00	175.00	2,000.00	1,825.00
COMMITTEE MEETINGS EXPENSE	.00	.00	1,500.00	1,500.00
CELLULAR PHONE EXPENSE	.00	.00	600.00	600.00
<b>TOTAL NEW BUSINESS ATTRACTION</b>	<b>2,500.00</b>	<b>3,520.12</b>	<b>81,100.00</b>	<b>77,579.88</b>
<b>WORKFORCE DEVELOPMENT</b>				
SURVEY/APPLY WORKKEYS SCORES	.00	.00	6,500.00	6,500.00
ASSESS SCHOOL SKILLS-WORKKEYS	.00	.00	3,500.00	3,500.00
MARKETING PLAN-UNFILLED JOBS	.00	.00	10,000.00	10,000.00
IMPLEMENT MKT PLAN-UNFILLED	.00	.00	27,000.00	27,000.00
WORKFORCE RECOGNITION	.00	.00	800.00	800.00
TRAVEL/CONFERENCES EXPENSE	20.45	349.55	3,000.00	2,650.45
CELLULAR PHONE EXPENSE	.00	307.37	540.00	232.63
<b>TOTAL WORKFORCE DEVELOPMENT</b>	<b>20.45</b>	<b>656.92</b>	<b>51,340.00</b>	<b>50,683.08</b>
<b>GOVERNMENT RELATIONS</b>				
WASHINGTON DC CONSULTANT	2,429.66	19,587.00	50,000.00	30,413.00
WASHINGTON DC TRIPS EXPENSE	.00	937.94	5,000.00	4,062.06
<b>TOTAL GOVERNMENT RELATIONS</b>	<b>2,429.66</b>	<b>20,524.94</b>	<b>55,000.00</b>	<b>34,475.06</b>
<b>RESEARCH</b>				
RESEARCH TRAVEL	.00	.00	414.00	414.00
<b>TOTAL RESEARCH</b>	<b>.00</b>	<b>.00</b>	<b>414.00</b>	<b>414.00</b>
<b>CAPITAL EXPENDITURES</b>				
	93.79	34,560.86	107,194.00	72,633.14
<b>TOTAL EXPENSES</b>	<b>23,654.96</b>	<b>2,033,303.50</b>	<b>1,517,995.00</b>	<b>(515,308.50)</b>

SEE ACCOUNTANTS' COMPILATION REPORT

GU LOPEKA  
STATEMENT OF INCOME & EXPENSE - REMAINING BUDGET  
MODIFIED CASH BASIS  
SEPTEMBER 30, 2002

	SEPTEMBER ACTUAL	ACTUAL	YEAR TO DATE ANNUAL BUDGT	ANN BUD VAR
CURRENT YEAR EXCESS OR (DEFICIT)	109,509.05	(565,310.32)	(7,887.00)	(657,423.32)

GO TOPEKA  
STATEMENT OF INCOME & EXPENSE - COMPARISON TO BUDGET  
MODIFIED CASH BASIS  
SEPTEMBER 30, 2002

	PERIOD TO DATE			YEAR TO DATE			
	ACTUAL	BUDGET	BUDGET VAR	ACTUAL	BUDGET	BUDGET	VAR
TOTAL INCOME	165,667.03	161,711.30	3,955.73	1,599,161.23	1,506,979.10		92,182.13
ADMINISTRATIVE EXPENSES							
SALARIES	25,631.35	35,975.00	10,343.65	185,425.54	272,731.00		87,305.46
PAYROLL TAXES	1,579.02	4,125.00	2,545.98	13,325.54	28,650.00		15,324.46
CONTINUATION INSURANCE	59.49	95.00	35.51	551.39	855.00		303.61
BLUE CROSS BLUE SHIELD	3,736.09	3,853.00	116.91	19,447.54	28,087.00		8,639.46
LIFE INSURANCE	86.92	150.00	63.08	731.38	1,100.00		368.62
401 K EXPENSE	1,410.15	1,500.00	89.85	11,686.66	13,500.00		1,813.34
TOTAL PERSONNEL EXPENSES	32,503.02	45,698.00	13,194.98	231,168.05	344,923.00		113,754.95
UTILITIES	.00	440.00	440.00	945.42	3,280.00		2,334.58
CONTRACT LABOR	.00	.00	.00	247.50	.00		(247.50)
TELEPHONE	190.66	1,099.00	908.34	4,991.23	8,494.00		3,502.77
OFFICE MAINTENANCE	424.50	893.00	468.50	2,472.23	6,617.00		4,144.77
MACHINE RENTAL & MAINTENANCE	860.89	802.00	(58.89)	6,431.43	6,154.00		(277.43)
INSURANCE & TAXES	.00	.00	.00	4,927.14	8,625.00		3,697.86
DEPRECIATION EXPENSE	2,663.76	.00	(2,663.76)	4,519.47	.00		(4,519.47)
RENT	4,713.05	4,375.00	(338.05)	23,735.80	33,545.00		9,809.20
ACCOUNTING & DATA PROCESSING	.00	2,860.00	2,860.00	15,515.50	30,720.00		15,204.50
CAR & TRAVEL EXPENSES	1,818.25	2,177.00	358.75	16,205.77	19,223.00		3,017.23
PROFESSIONAL DUES/MTG EXPENSE	537.00	1,830.00	1,293.00	3,954.85	14,460.00		10,505.15
PROF ASSOC DUES & MTG EXPENSE	.00	.00	.00	1,174.99	.00		(1,174.99)
POSTAGE	683.94	1,072.00	388.06	3,629.20	6,785.00		3,155.80
SUPPLIES	752.99	708.00	(44.99)	4,594.41	5,373.00		778.59
PRINTING & PRINT SUPPLIES	16.08	500.00	483.92	687.29	4,500.00		3,812.71
PROFESSIONAL SERVICES	.00	10,000.00	10,000.00	141,970.99	180,100.00		38,129.01
REAL ESTATE OPTION	100.00	6,333.00	6,233.00	85,054.32	80,999.00		(4,055.32)
SUBSCRIPTIONS	.00	250.00	250.00	544.32	2,250.00		1,705.68
PROSPECT PACKETS-SERVICES	152.30	818.00	665.70	6,241.76	7,170.00		928.24
LEGAL SERVICES	.00	500.00	500.00	675.00	4,500.00		3,825.00
ADVERTISING EXPENSE	.00	18,833.00	18,833.00	5,159.69	68,499.00		63,339.31
MARKETING/PROMOTIONS	4,761.33	33,748.00	28,986.67	51,205.21	116,740.00		65,534.79
BROCHURES/PROMOTIONAL PIECES	.00	7,325.00	7,325.00	.00	40,425.00		40,425.00
CONTINGENCIES/OTHER EXP	497.84	2,011.00	1,513.16	6,712.38	19,976.00		13,263.62
INCENTIVES - TARGET	.00	.00	.00	1,581,316.86	.00		(1,581,316.86)
INCENTIVES - OTHER	.00	27,604.00	27,604.00	.00	220,832.00		220,832.00
TOTAL OTHER EXPENSES	18,172.59	124,178.00	106,005.41	1,972,912.76	889,267.00		(1,083,645.76)
BUSINESS RETENTION							
TRAVEL EXPENSE	.00	548.00	548.00	251.50	3,836.00		3,584.50
EXISTING INDUSTRY RECOGNITION	.00	333.00	333.00	.00	1,667.00		1,667.00
COMPETITIVE ISSUES FORUM	.00	.00	.00	.00	1,000.00		1,000.00
PROFESSIONAL TRAINING	.00	250.00	250.00	.00	750.00		750.00
MEETING EXPENSE	.00	150.00	150.00	.00	1,050.00		1,050.00
BUSINESS RETENTION SURVEY EXP	.00	.00	.00	.00	300.00		300.00
CELLULAR PHONE EXPENSE	.00	48.00	48.00	.00	336.00		336.00
TOTAL BUSINESS RETENTION	.00	1,329.00	1,329.00	251.50	8,939.00		8,687.50
SMALL BUS/MINORITY BUSINESS							
TRAVEL EXPENSE	83.20	150.00	66.80	203.80	1,050.00		846.20
PROFESSIONAL TRAINING EXPENSE	355.27	83.00	(272.27)	672.60	501.00		(171.60)
COMMITTEE MEETING EXPENSE	.00	80.00	80.00	.00	560.00		560.00
COMMITTEE MEETING EXPENSE	.00	80.00	80.00	.00	560.00		560.00
PROMOTIONAL BROCHURES EXPENSE	.00	375.00	375.00	.00	1,875.00		1,875.00
CELLULAR PHONE EXPENSE	.00	48.00	48.00	.00	336.00		336.00
TOTAL SMALL/MINORITY BUSINESS	438.47	816.00	377.53	876.40	4,882.00		4,005.60
NEW BUSINESS ATTRACTION							
MILEAGE	.00	250.00	250.00	.00	1,750.00		1,750.00
PROFESSIONAL TRAINING EXPENSE	.00	166.00	166.00	.00	996.00		996.00
FORUMS EXPENSE	.00	1,000.00	1,000.00	175.00	1,000.00		825.00
PROSPECT TRIP/HOSTING	2,500.00	6,000.00	3,500.00	3,345.12	53,000.00		49,654.88
COMMITTEE MEETINGS EXPENSE	.00	150.00	150.00	.00	1,050.00		1,050.00
CELLULAR PHONE EXPENSE	.00	60.00	60.00	.00	420.00		420.00
TOTAL NEW BUSINESS ATTRACTION	2,500.00	7,626.00	5,126.00	3,520.12	58,216.00		54,695.88
WORKFORCE DEVELOPMENT							
SURVEY/APPLY WORKKEYS SCORES	.00	.00	.00	.00	6,500.00		6,500.00
ASSESS SCHOOL SKILLS-WORKKEYS	.00	1,167.00	1,167.00	.00	2,334.00		2,334.00
MARKETING PLAN-UNFILLED JOBS	.00	.00	.00	.00	10,000.00		10,000.00
IMPLEMENT MKT PLAN-UNFILLED	.00	9,000.00	9,000.00	.00	9,000.00		9,000.00
WORKFORCE RECOGNITION	.00	800.00	800.00	.00	800.00		800.00
TRAVEL/CONFERENCES EXPENSE	20.45	250.00	229.55	349.55	2,250.00		1,900.45
CELLULAR PHONE EXPENSE	.00	45.00	45.00	307.37	405.00		97.63
TOTAL WORKFORCE DEVELOPMENT	20.45	11,262.00	11,241.55	656.92	31,289.00		30,632.08
GOVERNMENT RELATIONS							
WASHINGTON DC CONSULTANT	2,429.66	2,500.00	70.34	19,587.00	22,500.00		2,913.00
WASHINGTON DC TRIPS EXPENSE	.00	2,500.00	2,500.00	937.94	5,000.00		4,062.06
TOTAL GOVERNMENT RELATIONS	2,429.66	5,000.00	2,570.34	20,524.94	27,500.00		6,975.06
RESEARCH							
RESEARCH TRAVEL	.00	59.00	59.00	.00	237.00		237.00
TOTAL RESEARCH	.00	59.00	59.00	.00	237.00		237.00
CAPITAL EXPENDITURES	93.79	5,000.00	4,906.21	34,560.86	102,194.00		67,633.14

SEE ACCOUNTANTS' COMPILATION REPORT

STATEMENT OF INCOME & EXPENSE - COMPARISON TO BUDGET  
MODIFIED CASH BASIS  
SEPTEMBER 30, 2002

	PERIOD TO DATE			YEAR TO DATE			
	ACTUAL	BUDGET	BUDGET VAR	ACTUAL	BUDGET	BUDGET	VAR
TOTAL EXPENSES	23,654.96	155,270.00	131,615.04	2,033,303.50	1,122,524.00	(910,779.50)	
CURRENT YEAR EXCESS OR (DEFICIT)	109,509.05	(39,256.70)	148,765.75	(665,310.32)	39,532.10	(704,842.42)	

**Go Topeka**  
**Supplemental Schedule of Agreements and Commitments**  
(See Accountant's Compilation Report)

**Economic Development Contract**

Go Topeka is under contract with the Joint Economic Development Organization (JEDO) to provide economic development services to JEDO. The term of the contract is January 1, 2002 through December 31, 2002, and automatically extends for successive periods of one year unless otherwise terminated. The total amount of the contract for 2002 is \$1,992,113, and is funded through Shawnee County, Kansas and the City of Topeka, Kansas. The portion funded by the City of Topeka is under an additional supporting contract with Go Topeka. These agreements provide for expenditures based on agreed-upon budgeted amounts. Upon termination of the agreement with JEDO, any remaining cash and real property will revert to JEDO.

**Real Estate Option Agreements**

Go Topeka has entered into various option agreements to acquire real estate. The purchase price of real estate under option is \$1,256,000. The options expire at various times through 2002 and contain extension provisions.

**Borrowing Agreement for Real Estate Development**

Go Topeka has entered into an agreement with Shawnee County and JEDO whereby the County will loan \$2.2 million to Go Topeka for the development of an office park. The loan is to commence on or before September 1, 2002, and will bear interest at 3%. Repayment is to commence April 1, 2003 in monthly installments for one year. Any unpaid principal and interest is due by April 30, 2004. The loan is secured by real property. In the event of default by Go Topeka or JEDO, the real property will revert to the County unless it has been transferred to a third party. If JEDO terminates its economic development contract with Go Topeka, then JEDO will assume responsibility to repay the loan.

**Incentive Agreement with Target Corporation**

Target Corporation has committed to the construction of a 1,300,000 square foot distribution facility in Topeka. Go Topeka provided approximately 142 acres of land for the distribution facility. Target Corporation will construct and operate the proposed distribution facility in accordance with certain terms and conditions of an agreement with Go Topeka, including specified construction and operation dates and employment levels.

**Incentive Agreement with Goodyear**

Go Topeka has made an incentive offering to Goodyear to provide up to \$750,000 based on various investment and job retention levels over a three-year period. The funds would be provided in the form of a loan that would be forgiven upon attainment of certain investment and job retention levels.

**Loan Commitment**

A commitment to loan up to \$70,000 has been made by Go Topeka to Sports Car Club of America, Inc. The loan agreement provides for repayment over 60 months with interest at 8%. The agreement also provides that the loan may be forgiven based on the borrower achieving certain employment milestones. No amounts have been loaned as of September 30, 2002.

**DEPARTMENT: BUSINESS RETENTION**  
**2002-2007 STRATEGIC PLAN**  
*2002 Business Plan*

*Mission: To promote the retention and expansion of quality jobs that will support households in our community.*

GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
Create a strategic system for the retention and expansion of family sustaining jobs.	Hire a full-time business retention and expansion person. Develop an in-depth plan that will assist in the identification of companies at risk and companies that have the potential to grow.	Create a questionnaire that identifies the strengths and weaknesses of the existing companies and their potential for growth. Identify company problems and take immediate action to resolve.	On August 5-6, Jo Beilman, manager of Business Retention and Expansion (BRE), attended a class in Ohio to learn more about effective retention and expansion programs across the country and how to identify companies at risk as well as companies that may be looking to expand. Her efforts will be directed toward developing effective strategies to communicate with existing businesses not only their value to the community but to provide them access to business assistance programs as well.  During the third quarter 56 local area companies have been contacted as part of the BRE program. This represents a year to date total of 103 which include 25 major employers. Refer to Exhibit A for a listing of the contacts to date.
		Make 150 visits per year including the top 50 major employers. Use ACT contact file for recording visits and data. Evaluate visits in May/June by government and business leaders.  Analyze the discovered data and research the financial strength of the industry and its potential for growth.	
		Travel to the home offices of companies to help local managers improve their position for future growth.	Staff is investigating the possibility of conducting a visit to Minneapolis in December to call upon several headquarter companies such as Opus, Target, Ryan and others. Waiting to hear confirmation on possible dates.



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	Improve the training opportunities for growth companies.	Offer matching funds for training that improves the employee's wages to county average or better.	<p>A major part of the BRE program is to bring more awareness to local area companies concerning the opportunities available to them through use of the training and retraining programs. Several of the local companies which have been visited to date are following up on the KIT and KIR programs.</p> <p>Staff met with representatives from the KAW Area Technical School, representatives from KDOCH state training programs, and local area companies such as Payless, Hills, Goodyear and others as to the need for the tech school to raise additional funds (\$170,000) to further fund their maintenance tech program. Potential exists for some possible matching funds from the State if successful at raising private dollars. Proposal must be submitted by mid November.</p>
	Improve the communication with existing industry on available incentives, training funds and any other information needed for their success.	Diplomats to help make additional visits on small business.	Staff has engaged in some preliminary discussions as to how to incorporate the assistance of the Diplomats.
		Once a year mail to update on current incentives and any changes in the laws that might affect their business. Ask for feedback on concerns they have about doing business in Topeka.	Narrative on each of the available incentives is available on the Chamber website.
	Identify recurring problems as perceived by multiple employers.	Track answers on problems from questionnaires and feedback from other sources. Notify proper authorities as soon as possible and track the reaction to solving the problem. Notify the employer about action taken to solve the problem when possible.	Staff keeps a detailed log on each of the business calls for purposes of follow up with any problems or concerns as well as to assist in identifying any common threads of problems that need solutions. Staff has also included John Myers in each visit allowing a direct report to the Mayor. In the event Mr. Myers is not available and there are city issues, communication via email is made to Mr. Myers and then followed up in person.

## DEPARTMENT: BUSINESS RETENTION

### 2002-2007 STRATEGIC PLAN

#### 2002 Business Plan

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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
		After problems are identified, highlight them and use them for action and discussion at forums.	John Myers, Economic Development Specialist, City of Topeka, held a development forum in September at the Kansas Expocentre to provide area developers an opportunity to voice their concerns about the development process and provide an exchange of ideas about how we can better work together. The program seemed very well received and discussions are underway regarding conducting similar programs at least two or three times a year. Attendance at the September forum was approximately 65.
	Create increased awareness of local and state incentives.	Conduct informational meetings on available local and state incentives.	At each local business visitation, time is spent reviewing the various local and state incentives with the company representatives. Plans are also being discussed to conduct several open forums in the future with area businesses wherein available incentives are reviewed.
	Recognize local area businesses for their contributions to the local economy.	Conduct yearly recognition program.	Plans have been set in motion to honor two of our local area businesses at the 22 <sup>nd</sup> annual Small Business Recognition Program. The program will be held at the Bradbury Thompson Alumni Center at Washburn University in October. Dr. Jerry Farley, President of Washburn has kindly agreed to be the MC and Dennis Mullin of Manhattan Steel Pipe will be our guest speaker.  Four local area businesses were recognized by the State of Kansas as part of the state sponsored minority owned business recognition program" Embroidery Plus, Boss Hawg's International Business Alliance, Gwyne Harris-Birzer, attorney at law.  Two local area companies received outstanding minority business awards in September as part of the Kansas City Area Minority Enterprise Celebration: Embroidery Plus and Gwyne Harris-Birzer.  Plans are well underway for the 2003 Business Expo to be held in November. Over 80 local area companies will be exhibiting their products and services. In conjunction with the trade show, business seminars are scheduled throughout the day.

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**2002-2007 STRATEGIC PLAN**  
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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
<b>Increase employment base with emphasis on jobs which can sustain a household</b>	Conduct a targeted industry study with emphasis on higher than average wage jobs identifying those companies best suited for our region's resources	Engage the services of a national site consultant firm to conduct the targeted industry study as well as a marketing strategy. Study to encompass an analysis of labor market, transportation-logistics, sites/buildings, utilities, business support services raw material base, incentives, quality of life issues, etc.	<p>Staff has provided a number of story leads to the Topeka Capital Journal. In addition, we have celebrated celebrate success stories in chamber newsletter on companies such as Brackett, Target, Goodyear, city center parking and office complex, Great clips for Hair, Tangles Inc., Field of Dreams, Cornerstone, Bartlett and West, Kansas Building Systems, Commercial Group, Personalized Brokerage Services, Rose Auto Sales, MacFee Refinishing, Midland Hospice, Frito-Lay, Silver Lake Bank and numerous others.</p> <p>Wadley Donovan, a national site consulting firm, completed their recommendations for Topeka Shawnee County. The following three categories were recommended as the industry sector categories to key upon during the next three to four years:</p> <ol style="list-style-type: none"> <li>1. Business and Information Services</li> <li>2. Mission Critical Technologies</li> <li>3. Light Manufacturing</li> </ol> <p>Wadley Donovan has completed draft profiles for two of the three targeted industries. Among the dynamics addressed in the market profiles are: industry definition, current geographic concentrations, key industry trends, representative companies, locational criteria and requirements, succinct summary weaving together the factors that make the area distinctive as a location for the industry, and a brief statistical support underlying WD's main conclusions.</p>

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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
	Develop a long-range marketing plan focusing on those targeted businesses (identified from targeted study) with higher than average wages in order to aggressively promote the Topeka/Shawnee County area as a premiere location for business and industry.	Implement target marketing campaign through print media and direct mail to include general image building/awareness and target market recognition.	Engaged services of Whittaker Associates to assist in identifying companies that align with our locational strengths and have shown signs of growth. Whittaker has developed an effective methodology for flagging such companies. The first list of 70 such companies for one of the target industries has recently been completed.  DCI, a national public relations firm, in cooperation with Frye Allen and Callahan Creek have completed a draft report outlining a local and national marketing blueprint. Drawing from this alliance, draft reports for two of the three targeted industries have been completed: manufacturing and mission critical. When finalized, these targeted industry reports will be provided to the companies which have the greatest potential for expanding or relocating.
	Develop policies and procedures inclusive of performance measures for utilization of incentive funds for new and expanding businesses.  Identify workforce availability.	Research how other successful communities have developed the use of incentive funds.  Identify underemployed.	The Kansas Department of Human Resources (KDHR) completed data gathering and research for identifying labor availability for a seventeen county area. Based upon this research, GO Topeka entered into a contract with KDHR to compile the data for a seven county area which represents our greatest drawing power for workforce: Shawnee, Jackson, Jefferson, Douglas, Osage, Wabaunsee and Potawattomie counties. This information on workforce availability and the underemployed will be extremely helpful as we talk to potential companies. Plans are to have a brochure completed on the findings by year end.
		Analyze potential draw for workforce	
		Identify current commuting patterns.	
	Capitalize on area's state of the art, world class information highway system.	Establish task force of local telecommunication experts to layout existing infrastructure and decide how best to promote.	

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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
	Increase new prospect leads.	Conduct two or more targeted business development missions throughout the U.S. with staff, community leaders and elected officials.	<p>Awaiting completion of studies by Wadley Donovan and promotional and marketing materials before conducting targeted business development missions.</p> <p>Elected officials, Chamber and GO Topeka representatives undertook an intercity visit to Springfield, Missouri. This was not a development mission but rather a means to learn and garner information as to how other communities have been successful in their development efforts.</p> <p>Staff is in the final stages of scheduling a visit to Minneapolis in December to call upon several headquarters companies such as Opus, Target, Ryan and other prospects.</p> <p>Staff and the marketing and public relations firm have been in the design and copy writing phase for a direct mail campaign to our first list of targeted prospects from the Whittaker Company. Following this campaign, it is expected that direct visits will be made to the highest quality respondents. Phone follow up will be conducting to all of the recipients of the direct mail campaign.</p>
		Conduct personal one-on-one site selection visits with consultants, corporate real estate executives, developers, as well as business location prospects.	<p>One of the advantages of participating in IDRC events is the opportunity to meet with national site consultants and discuss any potential projects which may be under review. The next IDRC meeting is scheduled for November.</p> <p>Staff has been participating in planning and organizing effort to host site consultants, real estate executives, and prospects at a tail gate event at the Kansas City Chiefs/San Francisco 49er's football game in early November. At this time, over 60 key decision makers are scheduled to be at the event.</p> <p>Prepared four proposals for out-of-state companies representing the following: food processor, metal fabricator, pharmaceutical and manufacturing.</p>

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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
		Participate with KDOCH in hosting one or more events at IDRC World Congress.	Plans are to participate in an upcoming: IDRC event in California in November with the Kansas Department of Commerce and Housing as well as an event sponsored by KCADC in California with national site consultants. Plans are to develop long term relationships with the developers so that when a project comes before them, Topeka will hopefully get a chance to make a proposal.
		Host local community tours and visits including potential sites and buildings with business representatives, site consultants, developers, and brokers.	Staff has had the opportunity to showcase our community to several site consultants with respect to potential projects during the past few months. Two of the projects are no longer viable candidates for Topeka but others are still possible candidates.  DCI is currently making plans to set up a press tour with writers for national publications in January 2003.
	Increase internal capabilities to promote and sell the community and leverage opportunities in order to increase our overall effectiveness at creating higher paying jobs.	Make continuous improvements to web site for accessibility, communication of purpose, ease of navigation, links, and visual impact.	Web site is updated continually.
		Build a strong database (economic and demographic statistics, cost of living, etc.) to be accessed online or hard copy.	In July, staff compiled information for the American Chamber of Commerce Research Association's cost of living survey comparing the cost of living with over 300 cities across the US. Results are due mid October.

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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
		Strengthen ongoing relationships with area economic development allies.	<p>Held meeting with city representatives including John Myers, Randy Speaker, Randy Bales, Devin Sutherland of Downtown Topeka Inc, Les Streit of the SBDC, and GO Topeka staff to discuss various funding programs for business development and how we can better coordinate the efforts to ensure those requesting assistance are provided the best help and advice possible.</p> <p>Staff has met individually with the economic development staff of Lawrence and Manhattan to discuss regional marketing ideas and cooperative marketing campaigns. The Lawrence and Topeka Chambers jointly co-sponsored a special section in the Ingram's publication highlighting the outlying counties in the Kansas City region.</p>
		Conduct economic development forums. (Topics such as top priorities as identified from business retention and expansion program, current issues, activity updates, business outlook, etc.)	<p>The President and various staff have met on three different occasions with area local business as part of a program entitled 12 at 12. The program enables local companies to meet with the President and staff members to learn more about some of the programs underway and provides a forum for an exchange of ideas. Plans are to develop a more expanded program.</p>
		Develop a format to highlight major activities and successes of Chamber/GO Topeka.	<p>Worked with the newspaper in putting together a major story on <u>Invest in Topeka</u> which appeared in the September issue of the newspaper.</p> <p>Held a major groundbreaking ceremony for Target at the new Commerce Park in July. Governor Graves, Senator Brownback along with numerous local elected officials and community leaders were in attendance. Approximately 250 were in attendance.</p> <p>August 19th marked the date for the major announcement at TPAC by Goodyear to invest over \$100 million in the Topeka manufacturing operation over the next four to five years. Approximately 200 were in attendance.</p>

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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
		Enhance capabilities for prospect presentations, custom proposal capabilities as well as the development of collateral materials.	FryeAllen and Callahan Creek are evaluating how best to present marketing materials.
		Maintain data on available buildings and sites via website.	Data on buildings and sites are updated regularly as provided by local area realtors and brokers. Staff is working with KCADC as to how we might emulate their process for updating site and building data.
		Complete implementation of ACT (Client Tracking System)	
	Increase the availability of industrial and commercial sites to market to new and expanding businesses.	Work with MTAA to develop Forbes to its highest and best use. Coordinate efforts to develop marketing strategies to identify target businesses and sectors, which could benefit from locating on airport property.	Met with Dave Stremming, President of the Metropolitan Topeka Airport Authority, and representative of foreign trade zone to ascertain if any of our local area manufacturers and/or distributors could benefit from the foreign trade zone at Forbes. Several companies are analyzing the potential impact upon their operations.
		Develop a proactive program in marketing existing properties such as the Kanza Business Park, Menninger's property, along with other commercial and industrial property.	Plans are to incorporate property under control of a private developer as part of the master plan for the commerce park out south. Investigation is underway to determine if an interchange is possible at 49 <sup>th</sup> .  Discussions have been held with the representatives from the state as to their possible assistance with road improvements at the Kanza Business Park. The state's current financial status is a major concern.
		Identify sites, which have potential for medium to large scale development and obtain cost estimates and prepare timetables as to development.	A committee was established for the purpose of preparing an RFP to be mailed to local area engineering firms to request their assistance in developing a master plan for the development of the commerce park out south. The RFP has recently been finalized and plans are to mail the request in October. At the same time, we will also obtain cost estimates for soil borings and a Phase I environmental study.



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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
		Evaluate need to acquire options on key properties to hold in trust for future development opportunities.	Originally over 400 acres were optioned for purposes of developing the site into a first class business and commerce park. The Target distribution center was provided approximately 142 acres of the original 400 acres. Four options remain in effect on approximately 200 acres located between 49 <sup>th</sup> and 53 <sup>rd</sup> Streets. Three of the four options expire in February 2004 while one option expires in November. Plans are to proceed ahead and exercise the option which expires in November 2002.
		Work with developers on a spec building of 50,000 sq. ft. or greater. Focus on areas of comprehensive plan as directed by Chamber leaders.	
	Positively influence the Topeka/Shawnee County Comprehensive Plan.		Staff reviewed the 2025 long range comprehensive plan for the city to ensure GO Topeka's efforts are consistent and in line with the overall long range plan. The CIP committee met on several occasions to offer input and suggestions on the city's CIP long range plan.
<b>Broaden and diversify economic base.</b>	Support, promote, sponsor, coordinate and develop programs to improve the talent pool, available financing, business environment, and entrepreneurship spirit in order to develop new employers and grow small businesses in Topeka and Shawnee County.	Identify and evaluate existing programs which can be of assistance to small business such as new start-ups, women and minority owned businesses, entrepreneurs.	Gathering information on the programs available for women, minority and small businesses. Staff has identified agencies and has prepared a list of these agencies to give to potential entrepreneurs. Utilized the services of the SBDC, SBA, KDOCH, Downtown Topeka as well as the County and the City.
		Establish a micro loan program to assist small businesses.	The micro loan program is officially in place and up and running. Micro loans are now available ranging from \$500 to \$35,000. Staff has met with over 70 individuals from which approximately twelve may be candidates for the micro loans. The loan review committee has been established consisting of local area bankers, CPA's, local area businesses and others to review the loan applications. The first loan application was provided to the loan review committee in September and is under review.
			Staff attended some excellent training programs in Kansas City in August which were conducted by GO Connection.

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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
		Establish a one-stop clearinghouse for new and expanding small businesses.	Held grand opening ceremonies August 28, 2002 for the Chamber One-Stop Business Development Office. Major partners in the one stop office include Washburn University Small Business Development Center, SCORE, Wakarusa Valley Development Corp., and GO Connection. Major article in September Topeka Business newsletter.
		Create networking opportunities: SBDC, Wakarusa Valley Development Corp., Topeka/Shawnee County CDC, Chamber, GO Topeka, KTEC, etc.	Continual contact is made among those involved with the SBDC, Tim Metz of Wakarusa, Chamber and GO Topeka to share ideas and to update each other on the status of various projects.  Staff has referred over thirty inquiries to the Small Business Development Office wherein they will be able to access assistance with a business plan, marketing, and other business related concerns.
		Identify start up capital, seed money and/or capital for high-risk ventures	
		Establish a process for incubating small business.	Met with Devin Sutherland of Downtown Topeka and Kevin Carr of KTEC to discuss their views on the possibilities of establishing an incubator in Topeka. Additional follow up is underway.
		Investigate the establishment of an entrepreneurship scholarship, internship program and or mentor program.	
		Reactivate a Small Business Committee	Under the leadership of Ken Schmanke, the Small Business and Entrepreneurship committee continues to meet and provide support and direction to the staff.
	Promote business development with a focus on minority and women owned businesses.	Establish micro loan program specifically for minority and women owned businesses	

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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
		Provide assistance by providing information and referrals such as the DBE Program administered through the Kansas Department of Commerce & Housing.	Met with Rhonda Harris, Director of Minority and Women Business Development, and Nadira Parker, First Stop Clearinghouse, of KDOCH to discuss how we can work together to provide the maximum assistance to small businesses in the community.
<b>Develop enablers to economic growth</b>	Build alliance between business individuals, higher education and government dedicated to building competitive advantage for regional businesses and sparking innovation.	Identify key individuals and establish an open dialogue among key industries and local and nearby universities.	
		Link area business entrepreneurs with local and regional resources for technical and innovation assistance such as the Manufacturing and Technology Enterprise Corp., University Centers for Excellence, KTEC, Washburn University, Chamber, and others.	
	Maintain high level of public/private support for economic development. Build consensus support and organizational strength.	Set up speaking engagements at civic organizations, NIA's professional groups, etc.	Staff has spoken at various business development, NIA groups, numerous civic organizations, as well as other groups. In addition, staff has conducted several training programs for new business start ups at Washburn University in conjunction with the SBDC.
<b>Create an environment for organizational excellence and opportunities for leadership development and cooperation.</b>	Establish Chamber/GO Topeka as the leading economic development organization in the Topeka/Shawnee County area. Offices will be the first stop and "GO TO" organization for new and expanding businesses	Develop a marketing brochure encouraging businesses to utilize the services of Chamber/GO Topeka.	Advertising agency has begun developing concept and design for marketing materials for GO Topeka.  Introduced new branding images for GO Topeka via logo and advertisements in area publications i.e. Topeka Capital Journal and Ingram's Magazine.

**DEPARTMENT: BUSINESS RETENTION**  
**2002-2007 STRATEGIC PLAN**  
*2002 Business Plan*

*Mission: To promote the retention and expansion of quality jobs that will support households in our community.*

GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
		Create positive image and identity for Topeka/Shawnee County (locally and nationally).	Introduced concept of Topeka publicity network to board and investors. This information will enable us to respond quickly to inquiries from media that are very time sensitive. Working with national public relations firm (DCI) to generate leads and responses. Requests average three per week.  As a result of some of the recent successes, particularly Target and Goodyear, the community has gained some national exposure in various national publications. Refer to Exhibit B for a sample listing of publications as well as a copy for a newly created ad.
		Establish an economic development roundtable of area plant managers and CEO's.	Established a procurement roundtable comprised of representatives from local area companies who have the responsibility for purchasing for their respective companies. Plans are to develop programs whereby the small and minority businesses can gain better access to some of the larger corporations with the hopes of doing business. First meeting was held August 29 <sup>th</sup> and everyone seemed very receptive to continue along this approach. Companies represented on the roundtable include: Westar, City, County, US Post Office, Payless, Stormont Vail, St. Francis, Topeka Transit Authority, Hill's, etc.
		Participate in profession economic development organizations (i.e. IDRC, KIDA, etc.) to further strategic plan.	Several staff members participated in the KIDA conference in Wichita in September. In addition, two staff members attended the International Economic Development Council meeting in Oakland, California in September.
		Process industrial revenue bond and economic development exemption applications.	Completed processing the EDX application for the Heinz expansion and Delta Design. Both were approved by the Council in October.
		Create environment for high tech marketing presentations	Completed the board room renovations with state of the art technology.
	Engage emerging leadership in the economic development process.	Encourage involvement from Leadership Greater Topeka graduates in economic development committee.	

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**2002-2007 STRATEGIC PLAN**  
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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
	Leverage intellectual capital of area and nearby educational institutions.	Encourage establishment of Information Technology Task Force, comprised of representatives from colleges/universities and information tech based companies.  Identify initiatives that can be presented to national media publications in an effort to recruit more information technical based companies.	Staff representative attended an IT Symposium in September to develop contacts with those involved in the high tech industry. Staff has been invited to attend monthly meetings for local companies to discuss IT issues.
Improve area's export expertise and ability to attract foreign investment	Identify, develop and promote international trade and investment.	Attend U.S. Chamber International Policy Committee meetings	
		Increase participation with International Trade Division of KDOCH to develop trade and investments.  Retain Washington consulting firm to assist in acquiring federal funding.	
Secure federal resources to further chamber goals.	Enhance federal support for local economic development & priority community projects.		Paul Hirsch (consultant) and staff have made numerous contacts with congressional representatives concerning the four community requests. A Senate Committee approved the inclusion of \$800,000 for infrastructure for the business/industrial park in South Topeka. It will still need to be approved by the House Committee and a Conference Committee; however, we are confident that it will be approved. We are still awaiting notification on the inclusion of \$3.7 million for Taxiway C at Forbes Field. Congressman Ryun's staff is working to assure its inclusion in a House Committee budget request. We feel this project will very likely be included. Preliminary contact on the funding for the Topeka Boulevard bridge and the Great Overland Station Riverfront Park has been made. These two projects will not be considered until the federal transportation program is under consideration next year.

**DEPARTMENT: BUSINESS RETENTION**  
**2002-2007 STRATEGIC PLAN**  
*2002 Business Plan*

*Mission: To promote the retention and expansion of quality jobs that will support households in our community.*

GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY

## DEPARTMENT: WORKFORCE DEVELOPMENT

### 2002-2007 STRATEGIC PLAN

#### 2002 Business Plan

*Mission: To maintain and support existing industries with a trained skilled workforce, attract new industries with capability for expanding our skilled workforce and provide training designed to meet the needs of companies in existing and targeted industries.*

GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
Identify skills needed by existing and targeted industries in Topeka/Shawnee County area annually.	Develop a survey that identifies skills needed for growth and retention and how many positions are unfilled.	Work with Kansas Department of Human Resources to survey 500 companies in Topeka/Shawnee County during the first quarter each year. List jobs with Topeka Workforce Center, NationJob and the Topeka Capital Journal (www.jobfetcher.com)	The 2002 skill and job survey was completed last quarter. Between 500 to 600 jobs paying \$12.00 or more per hour were found to be unfilled. The majority of the jobs, 60%, were in the health care and construction categories requiring skilled training. Although there were only 600 unfilled jobs compared to 1,000 last year, the same skills are still in demand. A total of 61 companies have used NationJob this year and 52 are still using the service to find employees. In this quarter 18 new companies are using the service.
			WorkKeys scores have been applied to the jobs identified and we know what skills are in demand by our employers.
		Expand the Needs Assessment Group to help determine needed skills, so we have adequate input and broad based advice on needed skills.	The Needs Assessment Group combined with Education/Training and the Marketing Group reviewed the survey and designed a mail piece to bring attention to the need for technical training. Refer to Exhibit C.
Create a system that provides the needed skilled workforce to meet the needs of our targeted industries and existing industry.	Determine what needed skills are being produced by our K-12 education system and post secondary Tech Schools currently.	Assess the surrounding High Schools, Tech Schools and Washburn University seniors utilizing WorkKeys to identify the skills currently being produced.	Neil Fisher, Dr. Robert McFrazier, Col. Adam King and Jack Porteous have held five meetings and raised \$8,000 towards a \$10,000 goal to fund the high school assessment test that will give us the data to identify the skill gap in our community.
		Analyze the WorkKeys scores from the employer survey and compare to the scores from the school assessments and determine the "skill gap."	
		Share with the educators the findings of the research and ask for their input on how to close the "skill gap" identified.	Dr. Robert McFrazier is arranging an opportunity for our committee to meet with the school superintendent in October about setting the time schedule to do the assessments.

## DEPARTMENT: WORKFORCE DEVELOPMENT

### 2002-2007 STRATEGIC PLAN

#### 2002 Business Plan

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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
	Implement a Marketing plan to attract more people to technical training programs and existing skilled jobs.	Work with the area School to Careers program directors to reach parents, teachers, and students with information on the changing demand for high skilled technical training to meet the needs of today's and tomorrow's employers.	Eight speeches have been given at Shawnee County high schools about the growing demand for technically trained people to fill the jobs that are in demand in our community. A mail piece designed to bring attention to this demand has been distributed through Shawnee County school districts to students and parents. More than 30,000 fliers were distributed in September 2002.
		Get more businesses to participate in school to career education by visiting the classrooms to talk about jobs in their business and bring students and teachers into the businesses to see how what they learn in class applies in the work place.	Two local high schools, Highland Park and Topeka West are having Career Fairs and are getting excellent participation from the business community. Each fair will have 40 or more businesses represented.
		Encourage more businesses to allow job shadowing and internships in their place of business.	Kathryn Stroeble of USD #501 said the business community has been very supportive of their efforts to get businesses in the class rooms with more participation each semester.
		Give a talk once a month at area high schools on the need for technical training.	Eight talks have been given at Topeka High, Topeka West, Shawnee Heights and Highland Park. Talks are scheduled at Perry-Lecompton and Seaman High Schools.
	Marketing plan to Northeast Kansas	Develop an advertising campaign directed towards residents of Northeast Kansas to encourage them to contact the Topeka One-Stop Workforce Center for information on unfilled job openings in the area.	Since September 22, 2001, the demand by employers has slowed down and our campaign was put on hold until normal demand returns.
	Find more grant money for training skilled workers and buy training equipment for high skilled jobs. Create necessary facilities for training needed skills.	Apply with Heartland Works and Kaw Area Tech School for Department of Labor grant money for training incumbent and dislocated workers.	On September 5, 2002 our proposal for a \$3,000,000 H 1-B grant was submitted to the US Department of Labor to train incumbent and dislocated workers.
		Development partnerships with employers in the area to form coalitions for raising matching funds for grants or equipment.	Staff is assisting Kaw Area Technical School with an outreach fund raising program to raise enough money to finish equipping the Maintenance Technician Certification Program at Kaw Area Technical School.



**DEPARTMENT: WORKFORCE DEVELOPMENT**  
**2002-2007 STRATEGIC PLAN**  
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GOALS	STRATEGIES	ACTION PLAN	2002 THIRD QUARTER ACTIVITY
		Utilize the Federal Workforce Investment funds in a more targeted approach to meeting existing industry needs.	Staff continues to work with the local WIA board to better utilize federal funds to meet local employers' demand for skilled workers.
		Encourage the Legislature to fund technical training in our tech schools so we have adequate funds for training equipment.	Staff has made many contacts to legislators to encourage the reallocation of education funds for more technical training capability. This is an ongoing effort by GO Topeka and the Greater Topeka Chamber of Commerce.
		Z:\2002 Third Quarter JEDO Update-9-25-02.doc	

**LOCAL BUSINESS CALL SUMMARY**  
2002

Staff	Date	Company	Contact	Comments
1 Jo, John	08/15/02	Jostens	Robert "Rob" Spayd	Training issues. Basically it is high school training that has fallen short. Computer skills, reading, and writing skills needed. Would like to have a partnership with area Vo-tec.
2 Jo, Jack	08/17/02	Capital City Pallets	Linda Inman	Needs information on recycling grants.
3 Jo, John	08/19/02	Hallmark	Tony Pahaska	They are in the 150 yr flood plain. Also, for any other future expansions currently they are in a land-lock situation.
4 Jo, John	08/20/02	Blue Cross/Blue Shield	John Knack	Anthem acquisition should be complete after 1/1/03. Delay in Anthem acquisition approval is creating missed opportunities to create new jobs in Topeka.
5 Jo, John	08/20/02	CJS Industries, Inc.	Jeff Berke	Jeff has used and knows the resources available from the state for any possible expansions in the future.
6 Jo	08/21/02	B & B Sign Company	Chris Knoebber	Didn't have anything to talk with me about in person. Ended talking to him for 30 minutes on the phone.
7 Jo, John	08/21/02	Bullhide Liners of Topeka	Craig Brungardt	He needs information about area trade shows.
8 Jo	08/21/02	Kansas Gas Service	Dave Arnold	They are currently trying to separate the gas side of the business from the electric.
9 Jo, John	08/22/02	Midwest Health	Jim Klausmann	Agency has grown over 50% in the last two years.
10 Jo, John	08/22/02	Central OK Printing	Bill Ogle	
11 Jo	08/22/02	Capstan AG System	Laura Daly	
12 Jo, John	08/23/02	Adams Business Forms/Cardinal Brands	Craig Snyder	This company has tripled in sales since the merger.
13 Jo, John	08/26/02	Brackett, Inc.	Mike Murray	Mike Murray and his wife just purchased the company.
14 Jo, John	08/26/02	Creative Signs	Mike Wienbrecht	Prior two years of business were really tough. This year has been better.
15 Jo	08/26/02	Creative Cabinetry	Sharon Colubius	Cabinet production. Family owned.
16 Jo, John	08/27/02	UCB Cello	Mike O'Brien	Mike would be a great person to serve on the GO Topeka Board. He has had many years of being involved in the communities he has run cello plants in. He also wants to become involved.

17	Jo, John	08/27/02	SWB	Randy Tomlin	Randy is very interested in our community supporting agencies like United Way. He believes agencies such as UW will help all of our not so fortunate families recover from their time of need.	
18	Jo	08/27/02	Southwest Publishing	Shane Hillmer	Recently completed an expansion.	
19	Jo	08/28/02	Arrow Dynamics	Glen Thurber	Wouldn't talk in person. Said he didn't have anything to talk about, but kept me on the phone for 20 minutes.	
20	Jo	09/03/02	Capital Concrete Products	Jim Browning	They are three weeks away from completing an expansion that will double their production. This expansion will create two net new jobs.	
21	Jo, John	09/04/02	Dillon Custom Kitchens	Jane Dillon	They have been in business for over 27 years. Has noticed business has been very cyclical this year.	
22	Jo, John	09/04/02	Cope Plastics	Terry Fleming	This distribution center provides all of the material needed for Kansas territory.	
23	Jo, John	09/05/02	HME	Jon and Jenny Haas	Business has been in existence since 1996. Has experienced phenomenal growth.	
24	Jo, John	09/05/02	Custom Neon & Vinyl Graphics	James Davis	Has outgrown his facility. Business has stayed pretty flat.	
25	Jo	09/05/02	Cabinetry & Millwork Concepts	John Campbell	This business is doing fairly well. Expects to stay level with last year. Expects next year to be another growth year.	
26	Jo, John	09/10/02	Con-nect-it Frame	Bob Victor	He helped develop a water application process to applying finish to wood frames.	
27	Jo	09/10/02	Herman's Beef (phone)	Jim Herman	His business has stayed flat for the last year.	
28	Jo	09/10/02	Professional Print Management	Sara Hood	She is hired by area AD agencies that need to have a design printed. She can give a big project more specialized attention.	
29	Jo	09/11/02	Harding Glass	George Stutzman	Harding Glass was sold to Binwager about 2 years ago. They will change the company name to Binwager after the first of the year	
30	Jo	09/11/02	Current Electrical	Craig Cooper	His business has seen a 10% increase over the last year. He runs a non-union shop.	

31	Jo	09/11/02	Huyett Printing	Lloyd Huyett	Small family owned printing business.
32	Jo	09/12/02	Rensenhous Electric	Tim Allen	They are owned by C.E.D. CED owns several like business but allows them to operate independently.
33	Jo, John	09/13/02	Payless Shoesource	Curtis Snedin and Tim Reid	100% import business. 80% of product comes from China.
34	Jo, John	09/13/02	Hass, Inc.	John Henry	Was excited about getting new contracts with the city of Topeka. His company was created by KPL and Gas Service. Since then both companies has started using other bed manufactures to produce their trucks. .
35	Jo, John	09/13/02	Industrial Chrome	Chris Needham	Works mostly with the agriculture and construction areas of business. His company produces piston rods for big equipment such as Case and John Deer backhoes and tractors.
36	Jo	09/16/02	Stanion Wholesale Electric	Dennis Davis	His business has dropped in the last year. Believes we are in a recession.
37	Jo	09/17/02	Fast Signs	Steve Gee	There are over 500 franchises nationwide.
38	Jo, John	09/17/02	Hall Commercial Printing	Steve Hall	He has noticed that he has to do many more bids than he use to.
39	Jo, John	09/17/02	Fisher's Fixtures	Linda and Loren Fisher	This business has grown 50% in the last year.
40	Jo, John	09/18/02	Dynamic Computers	Mitch Miller	He purchased his company in June of 2001 Most of his business is done in the Topeka area. He does travel within a 60 mile radius of Topeka.
41	Jo	09/18/02	Infomark	Donna Stucky	This is a market research company. They have been in business since 1999.
42	Jo, Doug, John	09/20/02	Teletech	Mark Speedy	Their phone center was very impressive.
43	Jo, John	09/24/02	Coca-Cola Bottling of Topeka	Patrick Eggleston	Patrick manages 3 of the states distribution centers.
44	Jo, John	09/24/02	Hydro Flex Corp	Jeff Campbell	Has many concerns for Topeka and its possible growth
45	Jo	09/25/02	Hawkins Optical	Kevin Bragman	They have just completed an expansion in the last year.
46	Jo	09/27/02	Wynmore Fitness Center	Linda Haskins	Was interested in possible incentives.
47	Jo	09/27/02	United Methodist Homes	Dean Edson	They are just completing an expansion that will create an additional 274 beds for their facility.
48	Jo	09/30/02	Walmart	Andrew Morgan	They will complete their \$5.5 million dollar expansion in the next three weeks. The Grand Re-Opening will be

49	Jo	09/30/02	Mennigers		John McKalvey	held on Oct. 23 <sup>rd</sup> at 7:30 am. They will announce their new location sometime before the end of this year.
50	Jo, Kathy, Doug, John	10/01/02	Hill and Company		Larry Hill	This location is next to the Brown vs. Board of Education building that is being restored.
51	Jo, John	10/01/02	Dillards		Brent Crow	They are considering a face lift for the store sometime in the first quarter of next year. Existing storeroom square footage will be converted into selling floor space.
52	Jo, John, Doug	10/07/02	Topeka Capital Journal		John Fish	They will be utilizing a shared services center in Augusta for common buying and procurement
53	Jo, John	10/07/02	Commerce Bank and Trust		Duane Fager	They are a privately held company.
54	Jo, John	10/08/02	Security Benefit Group		Kris Robbins	This company has been in Topeka for 109 years.
55	Jo	10/08/02	Capitol Federal Bank		John Dicus	They have been in Topeka for over 110 years. Capitol Federal holds a 70% stake in their stock, with only 30% owned by the public
56	Jo, John	10/09/02	Schuh Construction Co.		Arnold Schuh	
57	Jo, John	10/09/02	Valeo Behavioral Health Center		Thomas Zaborwski	This organization use to be known as Shawnee County Mental Health.
58	Jo	10/09/02	Title Midwest		John Stauffer, Jr.	They started this business in 1994 by investing in a title company in Lawrence. Beginning in 1997 they created the parent company of Title Midwest. In a four state area, they have approximately 300 people. In Topeka about 35 employees.
59	Jack	10/09/02	USD #435 Seaman School District		Mike Mathes	He wants to see Topeka grow, just not too fast. He would also like to see the state fund work keys for all schools.
60	Jo	10/10/02	Vanguard Products		Dean Forbes	Vanguard is currently under way with a \$2 million dollar expansion.
61	Jo	10/10/02	Kansas Country Living		Robert Freeze	They produce a 24-32 page magazine for area cooperative electric companies to distribute to their members.
62	Jo	10/10/02	Walmart Superstore		Craig Shafer	Craig has asked me to contact Washburn University so they could be on the referral list for students to find jobs.
63	Jack	10/11/02	USD #501 School District		Dr. Robert McFrasier	
64	Jo	10/11/02	Glass Expression		Margie Weindbaker	She displays and sells glass pieces hand made from local and regional

					artists	
65	Jo	10/11/02	Kansas Electrical Coop	Bruce Graham	This company sells wholesale electrical energy to over 19 distribution co-ops and has over 100,000 meters.	
66	Jo	10/15/02	Batis Development	Mark Wittenburg		
67	Jo, John	10/17/02	Topeka City Government	Kim Austin-Smith	Currently the City has a hiring freeze in place.	
68	Jo	10/17/02	Mainline Printing and Halographics	John Parker	John has ordered new equipment due to the new demand of his holographic division. Due to his purchase of the new equipment and also creating 5 new jobs, we plan to schedule another meeting to review all of the possible incentives.	
69	Jo	10/21/02	Embroidery Plus	Ed Rameriz		
70	Jo	10/22/02	John Hoffer Crysler, Jeep	John Hoffer	This business has concerns for the expense of insurance for over 50 employees.	
71	Jo, John	10/22/02	Kaw Valley Bank and Trust	Gerald Lauber		
72	Jo	10/23/02	Pepsi	Pat O'Donnell	Been in business in Topeka since 1960. They cover 8 counties in this area and have over 14 routes they run daily.	
73	Jo, John	10/23/02	Community National Bank	Carl Koupal	This bank just recently completed an expansion at 29 <sup>th</sup> and Fairlawn.	
74	Jo, John	10/24/02	Ritz Camera/Boaters World	Steve Caudill	New manager will take over at the facility sometime in March of 2003.	
75	Jo	10/25/02	Ks. Dept. of Human Resources Employment and Training	Lind Ramirez Gonzalez	This department employs 400 in the Topeka area alone.	

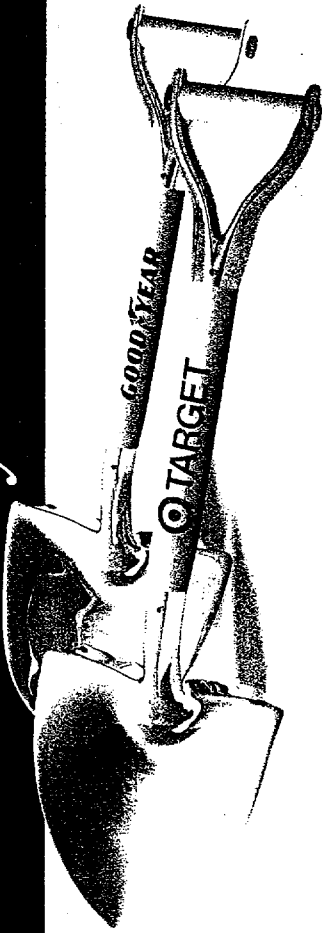
**Exhibit B**

**Economic Development Quarterly Report  
2002  
Third Quarter**

Regional and National Publicity

- *Developing Kansas*, Kansas Department of Commerce and Housing, Fall 2002 (Target & Fleming)
- *The Site Selection Insider*, Incentives Deal of the Month, September 2002 (Goodyear)
- *Topeka Capital-Journal*, One Stop Economic Development Shop, September 1, 2002
- *Topeka Capital Journal*, GO Connection Advertisement, August 25, 2003
- *Wichita Business Journal*, August 12, 2002 (Target)
- *The Site Selection Insider*, Blockbuster Deal of the Week, August 12, 2002 (Target)
- *CNN Money* (Internet Newsletter), America's Hottest Housing Markets, August 6, 2002
- *Time Magazine*, "What Bubble?" August 5, 2002 (Housing)
- *Business Expansion Journal*, Target Selects Topeka, Kansas for Distribution Center, August 1, 2002
- *Systems Contractor News*, Article about Smith Audio Visual, August 2002
- *Ingram's*, "Making the Earth Move," August 2002 (Target)

# We have the Land, Work Force and Incentives today... ...it could all be yours tomorrow.



The gold shovels are lining up. Within a three month period, two major companies made significant investments in Topeka. Target selected Topeka as the site for an \$80 million distribution center, and from an international field of competitors, The Goodyear Tire & Rubber Company plant of Topeka was chosen for a \$100 million equipment reinvestment. We're ready and waiting to add your gold shovel to our collection. Call and see how fast we can dig-up the information you need to make your move. We'll even provide the shovel.

GREATER  
**TOPEKA**  
CHAMBER

*Today. Tomorrow. Topeka.*

Greater Topeka Chamber of Commerce • 120 SE 6th Suite 110 • Topeka KS 66603 • 785-234-2644 • [www.topekachamber.org](http://www.topekachamber.org)



A recent survey of Shawnee County employers conducted by the Kansas Department of Human Resources shows that anticipated job openings will occur in these areas:

JOB CATEGORY:      AVG. HOURLY WAGE\*

Construction	\$22.30
Transportation	\$18.76
Installation	\$21.34
Maintenance	\$14.20
Repair	\$22.68
Computers	\$31.53
Engineering	\$31.83
Architecture	\$24.83
Healthcare	\$19.27

\*Workforce Planning Guide & Wage Survey: Local Area II - 2002 Edition

For more information on Shawnee County's careers of tomorrow and where you can acquire training...

#### CONTACT:

Kaw Area  
Technical School  
785.223.6322  
[www.kats.tech.ks.us](http://www.kats.tech.ks.us)

Washburn University  
785.231.1010 Ext. 1282  
[www.washburn.edu](http://www.washburn.edu)

Topeka Workforce Center  
785.235.5627  
[www.kansasjoblink.com](http://www.kansasjoblink.com)

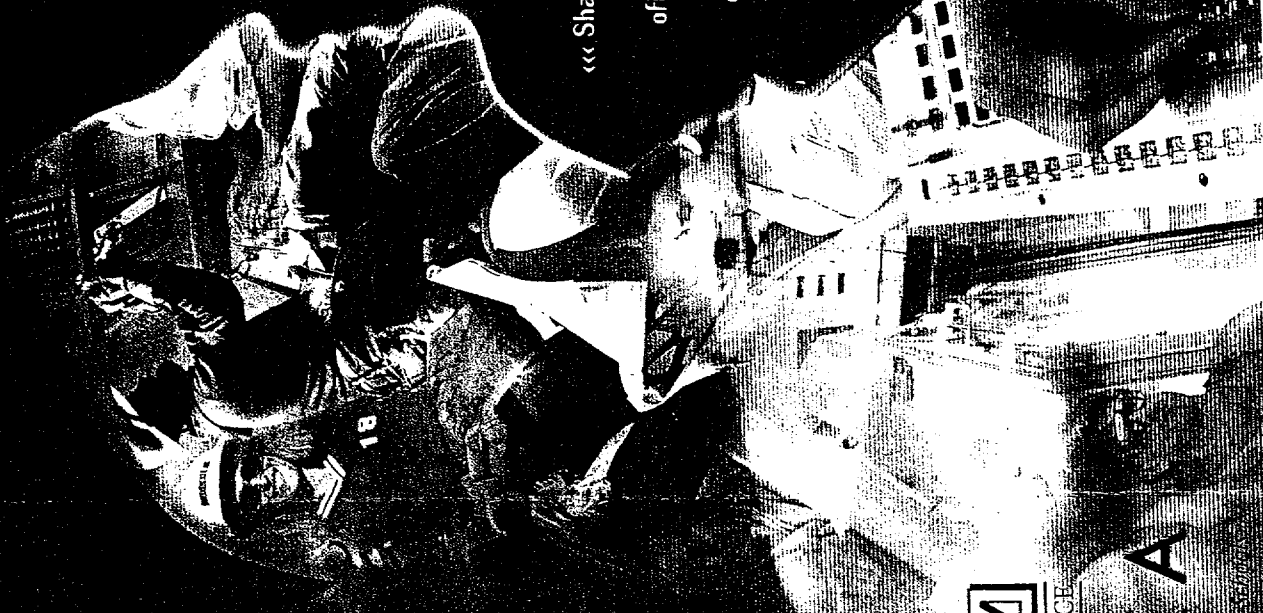


GO TOPEKA

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Are you  
**PREPARED**  
for your  
**FUTURE?**

«« Shawnee County  
offers a variety  
of in-demand,  
well-paying  
jobs »»



# THE JOB OF THE FUTURE in Shawnee County will require TECHNICAL SKILLS that you should be preparing for today.

**A**re you prepared for the workplace of tomorrow? Do you have the skills necessary to fill the jobs anticipated in Shawnee County over the next decade? The jobs of the future will require technical skills for which we will need proper training.

Statistics show that 65% of high school seniors in Shawnee County will attend college however, only half of those will graduate. Shawnee County's students should, therefore, focus their energies on acquiring the skills and knowledge demanded for occupations that are rapidly growing and well-paying.

A recent survey of Shawnee County employers conducted by the Kansas Department of Human Resources shows that anticipated job openings will occur in the areas of construction, transportation, installation, maintenance and repair, computer programming, engineering, architecture, healthcare and manufacturing. All of these occupations require technical skills that are well defined and specific to each industry.

National surveys show that "the workplace does not demand generic college graduates. Simply getting a college degree, regardless of major, will not be all that helpful for those entering the twenty-first century workplace.

*National surveys show that your specific field of study matters far more than simply getting a diploma.\**

The specific field of study matters far more than simply getting a diploma.\*\* In fact, only 20% of future jobs will require a 4 year college degree while 80% will demand technical or specific skill training.

Our Shawnee County high schools, Kaw Area Technical School and Washburn University understand the needs of area employers and are partnering to provide the necessary educational opportunities for the technical training to fill these future positions.

Now is the time to begin planning your education for the workplace of tomorrow. Your school counselors can assist in planning the courses you will need for

many of these technical jobs. Excellent technical programs are available from Kaw Area Technical School and Washburn University. If you are already in the workforce and need assistance with career training options contact the Topeka Workforce Center.

The jobs of the future in Shawnee County will require technical skills that you should be preparing for today. A rewarding career is available, right here in Shawnee County, for those that acquire these skills.

\* Workforce 2020 by Richard Judy & Carol D'Amico

*Acquiring a degree in technology administration has provided a rewarding career for Topekan, Mark Underhill*

**A**s Training Supervisor for Martin Tractor in Topeka, Mark Underhill gained the skills necessary for a rewarding career through his studies at Topeka High, Kaw Area Technical School and Washburn University. "The credits I earned at the Kaw Area in their diesel program transferred to Washburn and were applied toward my degree in Technology Administration."

One of five regional training centers for Caterpillar, Martin Tractor trains people from throughout the United States and several foreign countries. "The technology we use is changing rapidly with things like global positioning and satellite communications, yet the people we employ still need the basics of reading, writing, and mathematics as well as computer skills and a good attitude."

***International Black Student Alliance, Inc.***

629 SE Quincy Topeka, Ks 66603 785-232-4272 785-232-5976 Fax  
7530 Troost, 301 Kansas City, MO 64131 816-333-5650 775-599-8923 Fax

July 9, 2002

Joint Economic Development Organization  
Mr. Vic Miller  
Chairman

Chairman Miller,

Thank you for your response. After speaking with members of the city council during a regularly televised session, I questioned the lawfulness of the JEDO procuring services without fair and open competition from other qualified entities. State statute governs all procurement activities by counties and protects against any procedure that tends to inhibit or eliminate trade; unless no other competitor exists or due to state/national emergency. We contest the fact that public funds were simply given to one group without consideration and competition from other eligible entities present.

K.S.A. 50-112 does not allow any contract or agreement in the State made with a view or which tend to prevent full and free competition, and those that do are deemed to be unlawful. It is cited as against public policy, and such agreements or contracts are void. Communicé from the city attorney, Mr. Brenden Long finds that there is no procurement requirement and feels that state law did not supersede in the absence of a local ordinance. As a practiced attorney, you will have to balance the correctness of this answer in your own conscience.

I am pleased you took the time to look into our organization through the Secretary of State. What you failed to mention in your memo is that our organization has been listed in 'good standing each year since 1993' and therefore the issue is moot because we are speaking of unlawful violations by those vowing to uphold the laws of Kansas and the U.S. Constitution. Our track record of achievement is solid throughout the state for the services we provide; even though we have not been a parasite to city/county taxpayers by seeking corporate welfare to fund our very existence year-end and year-out. It is not our responsibility to ask our supporters for representation from groups that have chosen not to represent them. It is not a justified request to ask an organization to provide listing of their supporters to organizations in which they directly compete with for contributions and government funding support. We both are 501 c.3 and seek grants, contracts and contributions from the same businesses and individuals. Go Topeka had its opportunity to represent the minority population we advocate for and chose to not do so. Therefore, this is not about sending people to Go Topeka or even minority representation but about the unlawful elimination of competition for public funds. To join IBSA as a business partner you must pay \$75/yr and individual contributing members pay \$20. Please don't hesitate to join if you want to see continued advocacy and services for the African American community and the citizens of Topeka/Shawnee County at-large.

Even without the Kansas Trade Act; which prevents unfair trade and protects legitimate corporations in good standing, the Sherman Act federally enforces a process of open and fair competition. To provide barriers to competition is a minor offense compared to an act of 'eliminating competition all together'.

IBSA's viability as a credible provider of economic development assistance is documented in our straightforward initiative to ensure minority inclusion in the sales tax and at the decision-making table. You may confer with both commissioners, the Mayor, and councilman Clark Duffy. Before you were elected into office we took the initiative to advocate for this inclusion without the help of the Topeka Chamber or Go Topeka. To simply give them funds they did not produce; even though we gave advanced notice on our intent to apply is a cheap shot, but enough to prove our agency was prevented from an opportunity to submit a request and compete for these public funds.

The other area of confusion I found in Topeka council members was their interpretation of the contract between JEDO and Go Topeka for the period Jan 1, 2002 – December 31, 2002. C1-2002. Paragraph 18 states that '10% in Paragraph 3 will be dedicated to economic development for racial minorities'. Paragraph 3 total \$1,992,113.00. Basic contract law prove this condition is attached to this contract; and not contracts of the future. Currently council members on the JEDO believe this 10% requirement does not apply to funds in this contract, and neither does the Go Topeka since they have told minority business owners that they will have no funds for them until Jan 1, 2003. To not disburse 10% of the \$1,992.113 for the economic development of racial minorities will proceed to a breach of contract, because the conditions stated and signed for will not have been achieved. That is the law, and the courts have deemed ignorance of it is no excuse.

I find it interesting that the 'City of Character' word of the month is "Justice".

Defined as 'personal responsibility to uphold that which is pure, right and true. Equal access to opportunity is a pure act of embracing diversity/innovation/competition, providing open and free competition is simply the right thing to do, and it is true that neither of these happened on the distribution of these public funds.

I am confident Go Topeka and a few other organizations and business entities would have prevailed in getting the funding they needed under a process of full and free competition, but to guarantee they would by eliminating competition is unlawful and will require justice to redress and repair. The Fourteenth Amendment requires 'equality for all persons' which includes corporations and assures Americans that our laws may not arbitrarily discriminate against any individual or group'. Under oath, elected officials daily commitment is to a civil society under laws, which requires them to be fair, compassionate and humane. If justice can not be found in the leadership of the JEDO, we will be forced on behalf of those who support our efforts and want the unanimous commitment in the interlocal agreement to be adhered to as instructed, to seek legal redress in the court of law.

Thank you in advance and I look forward to your reply.

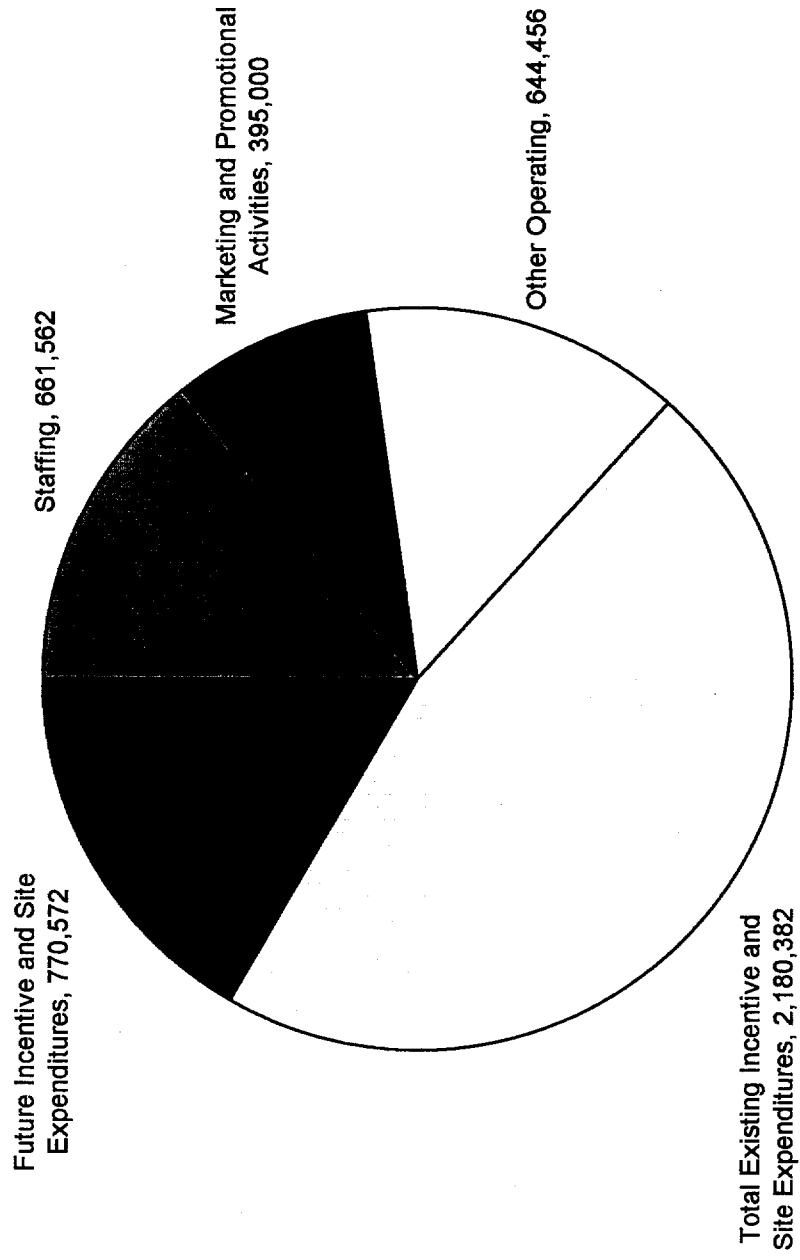
Sincerely,



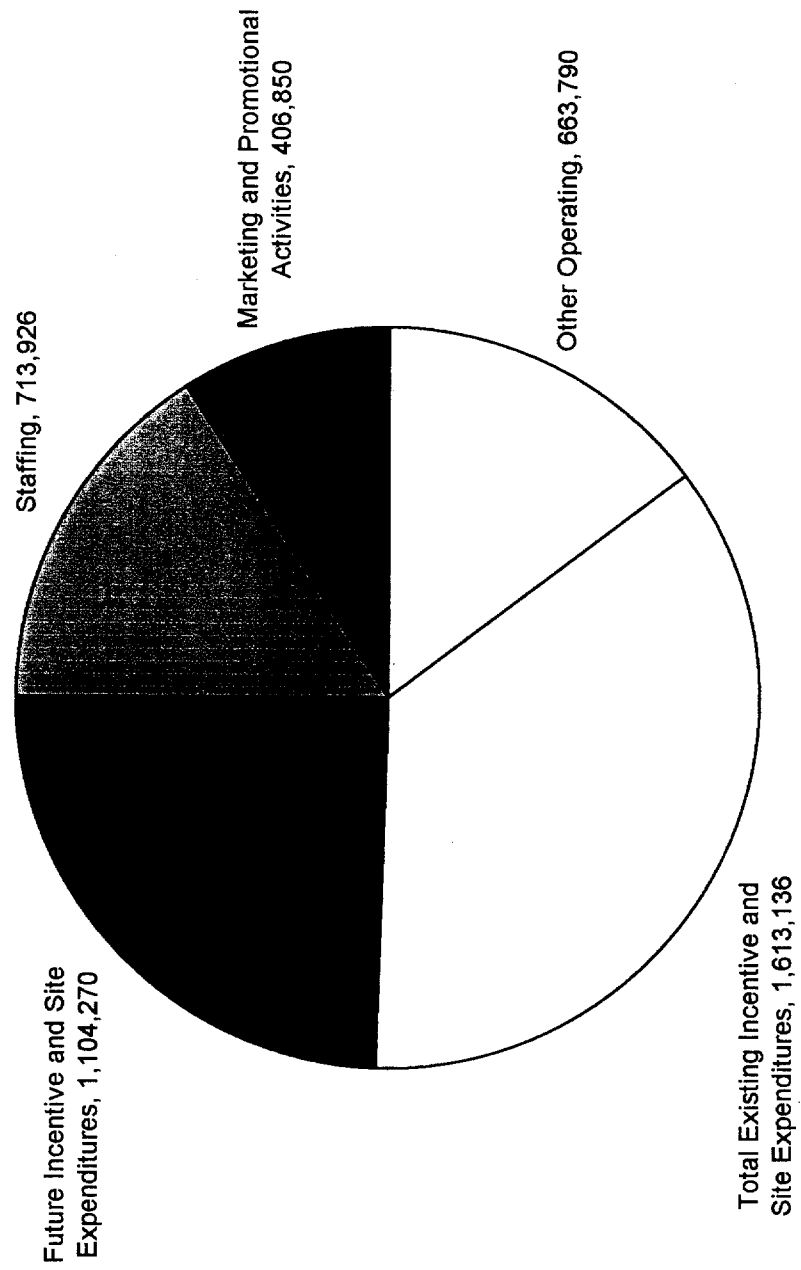
Lazoné Grays  
President

Cc: Mayor Felker  
Topeka City Council Members  
Shawnee County Commissioners  
NAACP  
KAAAC

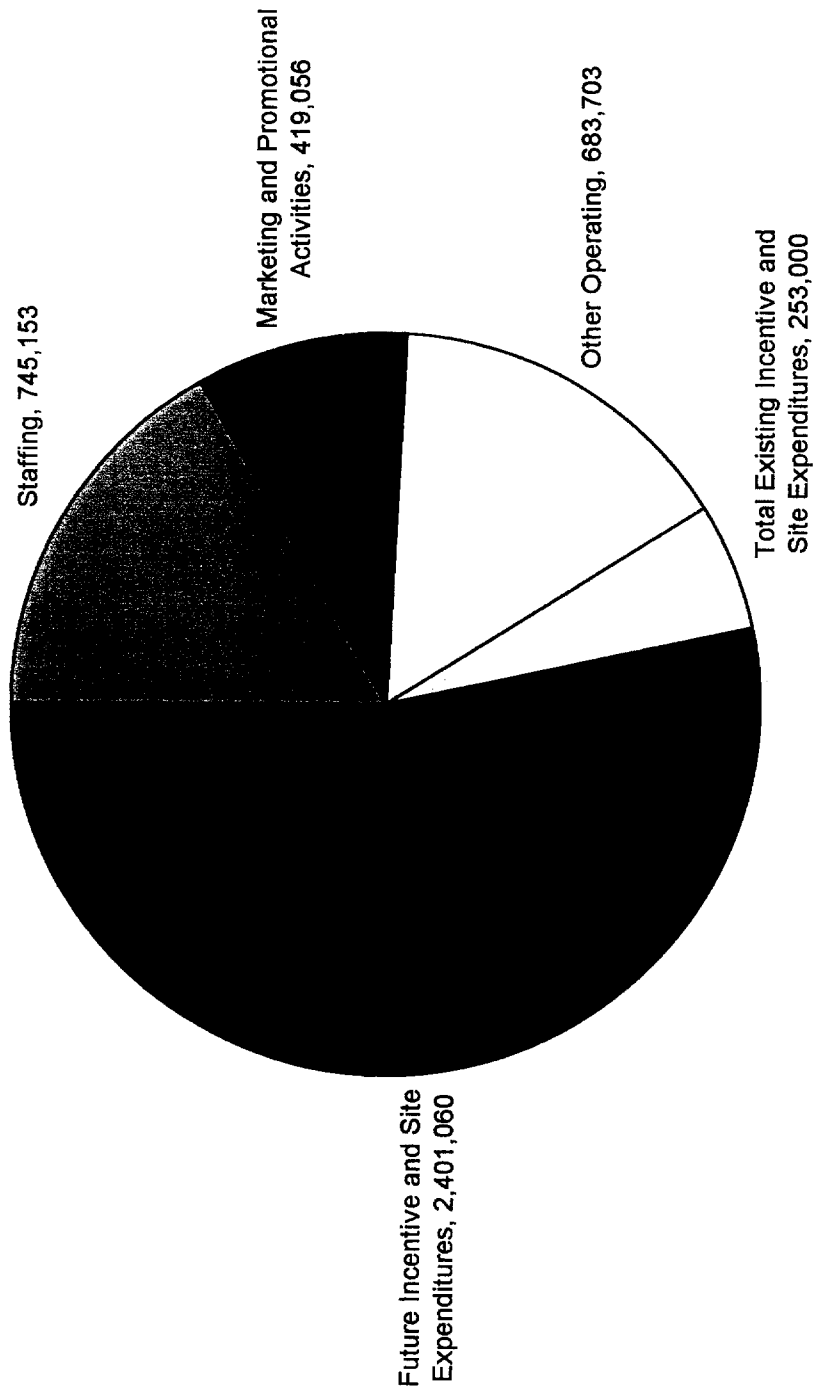
# Go Topeka - JEDO 2003



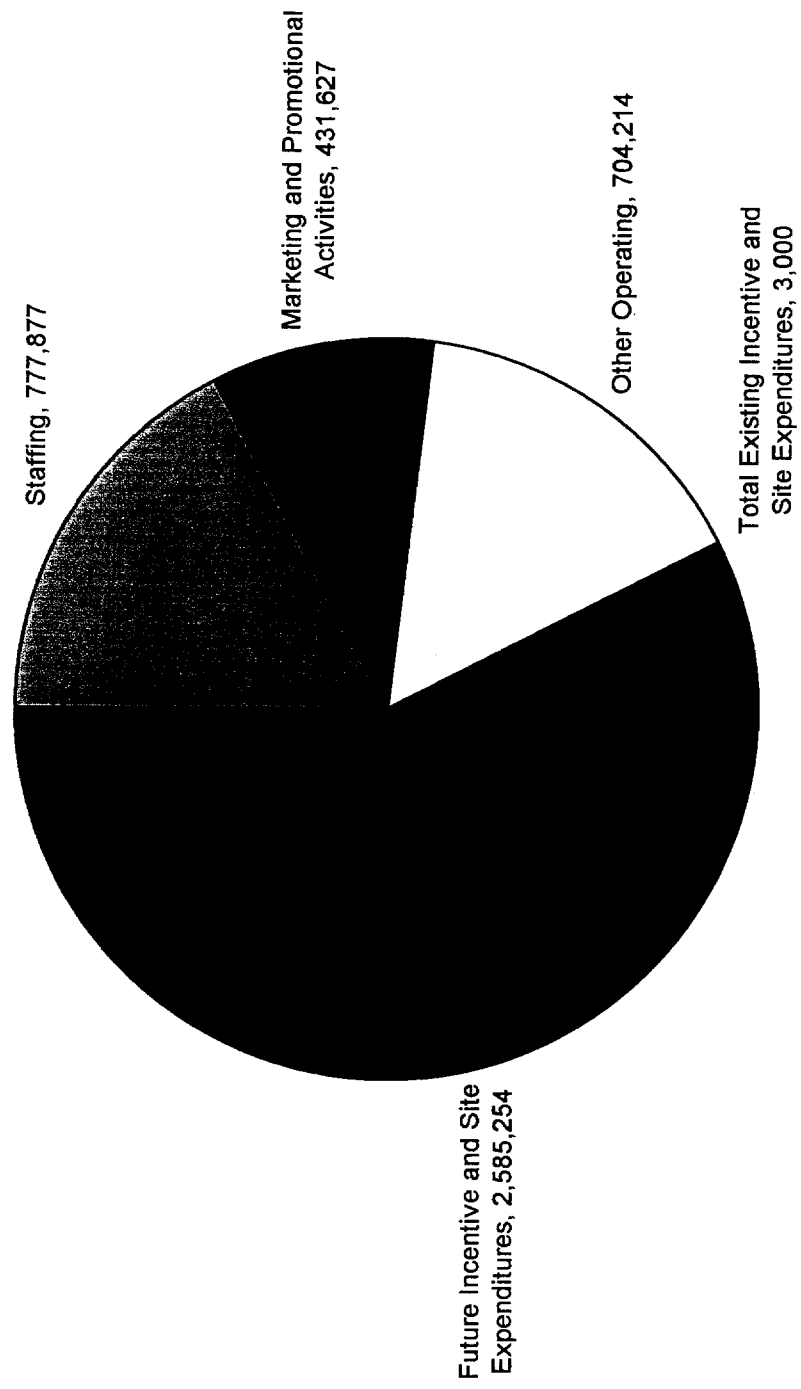
**Go Topeka - JEDO 2004**



# Go Topeka - JEDO 2005



Go Topeka - JEDO 2006





Go Topeka Estimated Revenue and Expenditures - JEDO 2003 To 2006

	2003	2004	2005	2006	Total
Revenue					
County-Qtr Cent Sales Tax	4,800,000	4,800,000	4,800,000	4,800,000	19,200,000
Repayment of County Advance	(298,028)	(298,028)	(298,028)	(298,028)	(1,192,112)
Total Revenue	4,501,972	4,501,972	4,501,972	4,501,972	18,007,888
Operating Expenditures					
Staffing	661,562	713,926	745,153	777,877	2,898,518
Marketing and Promotional Activities	395,000	406,850	419,056	431,627	1,652,533
Other Operating	644,456	663,790	683,703	704,214	2,696,163
Total Operating Expenditures	1,701,018	1,784,566	1,847,912	1,913,718	7,247,214
Revenue Over Operating Expenditures	2,800,954	2,717,406	2,654,060	2,588,254	10,760,674
Existing Incentive and Site Expenditures					
Goodyear Forgivable Loan	250,000	250,000	250,000		750,000
Option Extensions and Purchase					
JR Land & Cattle	24,952	193,334			218,286
Shunga Woods	7,952	61,584			69,536
BA Samuels	72,548	562,241			634,789
Capital Funding Strategies					
Installments	95,000				95,000
Monthly Funding Expenses	28,000				28,000
Master Land Use Plan	70,000				70,000
Property Tax and Insurance	3,000	3,000	3,000	3,000	12,000
Loan Payments-Shawnee County-Land Purchase					
Principal	1,596,748	540,273			2,137,021
Interest	32,182	2,704			34,886
Total Existing Incentive and Site Expenditures	2,180,382	1,613,136	253,000	3,000	4,049,518
Revenue Over Existing Incentive and Site Expenditures	620,572	1,104,270	2,401,060	2,585,254	6,711,156
Prior Year Carryover of Cash	150,000				150,000
Future Incentive and Site Expenditures	770,572	1,104,270	2,401,060	2,585,254	6,861,156
	0	0	0	0	0

October 30, 2002

THE OFFICIAL PUBLICATION OF THE INDUSTRIAL ASSET MANAGEMENT COUNCIL

# SITE

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# Selection

November 2002

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