



CONFIDENTIAL

IMPLEMENTATION

GUIDELINES



Momentum 2027

Topeka-Shawnee County, KS | May 2022



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Cover photo: Visit Topeka; Greater Topeka Partnership

PROJECT OVERVIEW

Momentum 2027 was developed through a four-phase process that began in August 2021 and concluded in March 2022. It was led by a dynamic Steering Committee of key community leaders. This group was tasked with sharing their perspectives and insights, reviewing research and input findings, considering the guidance the Broad Ripple Strategies (BRS) team provided, and making key decisions about the priorities and strategies that will define the new strategy. The leaders selected for the Steering Committee reflected the diverse opinions, perspectives, and backgrounds of the Topeka-Shawnee County community and its residents.

Working with BRS and the Greater Topeka Partnership (GTP), Arrowhead Consulting developed internal recommendations for how DEI should be incorporated into the Momentum 2027 process. These included a definition of terms to establish “shared language” for equity, ensuring that the stakeholder engagement process was inclusive and diverse, and a brief discussion of the “business case” for equity at the community level.

Phase 1: Stakeholder Engagement

Input from the people who live and work in a community is an essential component of a strategic planning process. The BRS team worked with the Greater Topeka Partnership to develop a robust, equitable engagement process consisting of interviews, focus groups, and an online survey available in English and Spanish that garnered 2,112 responses.

Phase 2: Competitive Assessment and Implementation Evaluation

Phase 2 offered key insights into Topeka-Shawnee County’s competitive position and helped the Steering Committee make informed decisions on key issues and opportunities that will shape Momentum 2027. The Competitive Assessment synthesized existing research, quantitative data, and qualitative input to evaluate Topeka-Shawnee County as a place to live, work, and do business. It was complemented by an Implementation Evaluation that identified key “lessons learned” from Momentum 2022.

Phase 3: Momentum 2027

Phase III resulted in the development of a next-level strategic plan for Topeka-Shawnee County that blended ongoing initiatives that warrant continuation with new programs and investment to establish the community’s strategic priorities for the next five years. Creation of the plan occurred in three phases: 1) a high-level outline or framework of goals and objectives; 2) a draft strategy; and 3) a final plan. Each

phase incorporated review and comment from the Steering Committee, whose work was completed with the final approval of the Momentum 2027 strategy.

Phase 4: Implementation Guidelines

While Momentum 2027 will determine “what” Topeka-Shawnee County will do strategically for the next five years, these Implementation Guidelines prescribe “how” that will be accomplished. It analyzes and establishes implementation costs and resources, lead and support entities for priority strategies, launch dates and project phasing, and performance measures to track progress towards goal attainment. The Guidelines are being developed in consultation with the Greater Topeka Partnership and other partners who will play a direct role in activating the strategy.

STRATEGY SUMMARY

Research findings directly informed the Momentum 2027 strategic framework and key initiatives, which include aspirational new efforts but also seek to capture priority ongoing and planned strategic initiatives led by GTP and partners across Greater Topeka. It is critical that a holistic community and economic development vision plan serves to integrate and align key efforts working towards the same goal: Making Topeka-Shawnee County a first-choice destination for companies and talent.

Similar to Momentum 2022, Topeka-Shawnee County's new five-year strategy is oriented around a set of **top-line goals** and **underlying objectives** containing Key Initiatives designed to achieve desired outcomes represented by a holistic set of performance and activity benchmarks. Based on stakeholder feedback that Momentum 2022 contained an unsustainable number of tactical components, **Momentum 2027 has been streamlined** from five goals to four, from 14 objectives to 11, and from 57 strategic initiatives to 21.



EQUITY is central to our goals and objectives. It is the lens through which we will view everything we do and all we achieve.

Key Initiatives

Momentum 2027's four goals and 11 objectives can be advanced by activating a focused set of Key Initiatives that correspond to specific programs, projects, processes, and investments. The Key Initiatives are recommendations for Topeka-Shawnee County to consider but are not strategic mandates that the community is forced to implement. As with Momentum 2022, the approved Momentum 2027 plan comprises priority opportunities to move the region forward, but the dynamics of these opportunities might change based on local conditions, external trends, leadership preferences, new funding resources, and other factors.

The Key Initiatives and their overarching goals and objectives are as follows:

A Place to Live <ul style="list-style-type: none">• HOUSING FOR ALL<ul style="list-style-type: none">• Topeka-Shawnee County Housing Strategies• Housing Advocacy Task Force• ACTIVE CORE & NEIGHBORHOODS<ul style="list-style-type: none">• Downtown and NOTO Master Plan• 21st Century Riverfront• Gateways and Corridors• ARTS & RECREATION<ul style="list-style-type: none">• Topeka Arts & Culture Master Plan• Active Recreation Initiatives	A Place to Prosper <ul style="list-style-type: none">• RETAIN & EXPAND<ul style="list-style-type: none">• Existing Business Services• Career Connections Program• LAUNCH & DEVELOP<ul style="list-style-type: none">• ASTRA Innovation Center & District• Entrepreneurial Ecosystem Building• PROMOTE & ATTRACT<ul style="list-style-type: none">• Targeted Corporate Attraction• Developer Outreach and Engagement
A Place to Learn <ul style="list-style-type: none">• CRADLE THROUGH CAREER<ul style="list-style-type: none">• C2C Collaborative & Data Exchange• Washburn Next• ACCESS TO OPPORTUNITY<ul style="list-style-type: none">• Career Navigation Center• Childcare Task Force	A Place to Belong <ul style="list-style-type: none">• ENGAGED & EMPOWERED<ul style="list-style-type: none">• Diversity & Inclusion Strategy• PROUD & AWARE<ul style="list-style-type: none">• “My Topeka” Campaign• RECRUIT & RETAIN TALENT<ul style="list-style-type: none">• Choose Topeka 2.0• Talent Immersion Efforts

IMPLEMENTATION GUIDELINES

The Momentum 2027 Strategy establishes “what” partners in Topeka-Shawnee County will do in the next five years to help raise levels of prosperity and improve quality of life. The Implementation Guidelines presented in this document offer guidance on “how” this work will be accomplished.

The success of Momentum 2022 created tremendous excitement for what the next iteration of the strategy would bring. These expectations led to the development of a “next level” vision plan for Greater Topeka. The 21 Key Initiatives blend ongoing efforts with new programs and investments designed to enhance the community’s talent, economy, and quality of place. No single organization or entity – from either a capacity or mission standpoint – can advance a program of work this broad and ambitious. Instead, translating the Momentum 2027 strategy into reality will require multiple public, private, and nonprofit partners to commit time, personnel, and resources in support of strategic implementation.

Simply put, activating Momentum 2027 will require a coordinated approach. However, a key takeaway from Momentum 2022 was that the implementation structure must also be streamlined, efficient, and flexible. There must be clearly defined lead and support roles for the partners who will principally advance strategic implementation. Volunteer-driven efforts should be more limited in scope and used primarily to facilitate cross-sector collaboration on well defined, actionable objectives.

The draft Implementation Guidelines report is divided into five sections:

1. **Implementation Structure:** Operational and governance dynamics
2. **Staff Capacity Recommendations:** Potential requirements for the principal implementation entity, the Greater Topeka Partnership
3. **Key Initiative Action Matrices:** Initiative by initiative assessment of lead/support entities, funding dynamics, and component launch dates
4. **Implementation Budget:** Proposed new spending for activation of Momentum 2027
5. **Implementation Metrics:** Thoughts on tracking implementation performance and goal attainment

YEAR ONE PRIORITIES

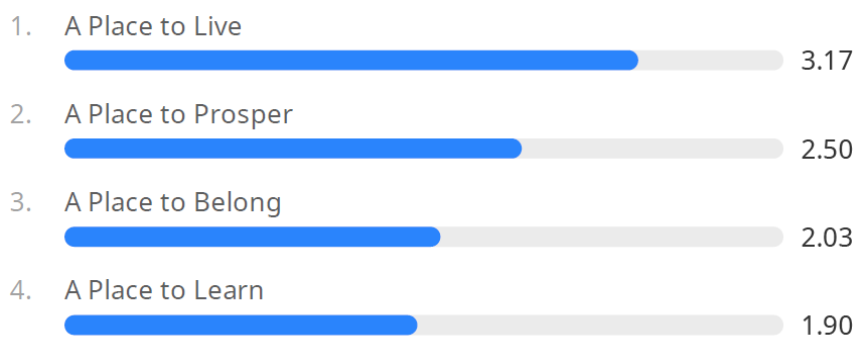
Technically, Momentum 2022 implementation is slated to run through the end of 2022, thus completing its five-year cycle. However, GTP staff, volunteer leadership, and partners feel that nearly all the

Momentum 2022 efforts have either been realized, deferred, or are ongoing initiatives that will either be leveraged through Momentum 2027 or enhanced. Greater Topeka therefore has the option of initiating one or more Momentum 2027 efforts prior to January 2023. Key Initiative launch dates and performance tracking in these Implementation Guidelines will be keyed to the selected Momentum 2027 kickoff date.

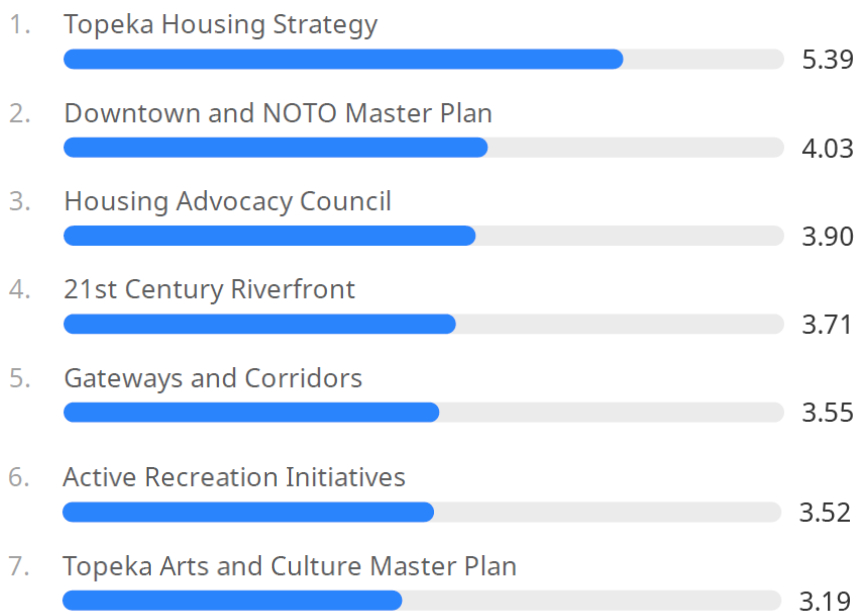
In an initial attempt to determine Momentum 2027's implementation priorities, the project's Steering Committee participated in a polling exercise during their February 24 meeting.

The Steering Committee's voting is reflected in the following charts:

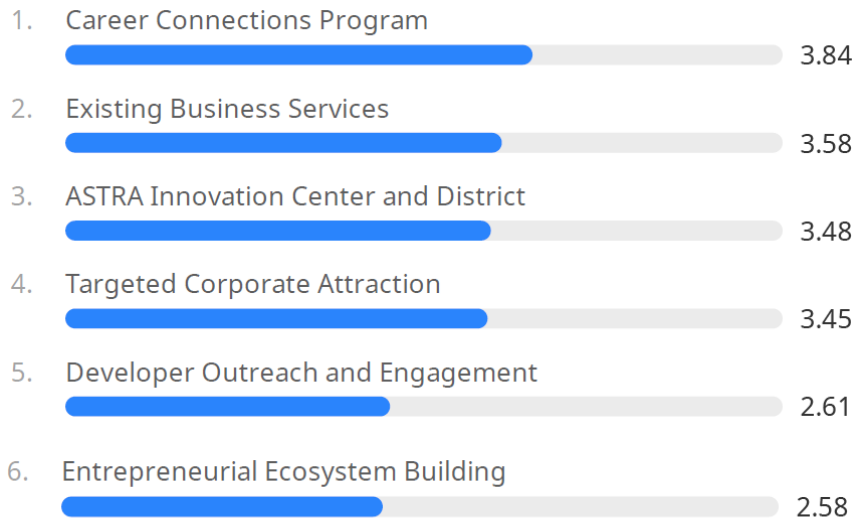
Please rank Momentum 2027 goals according to implementation priority:



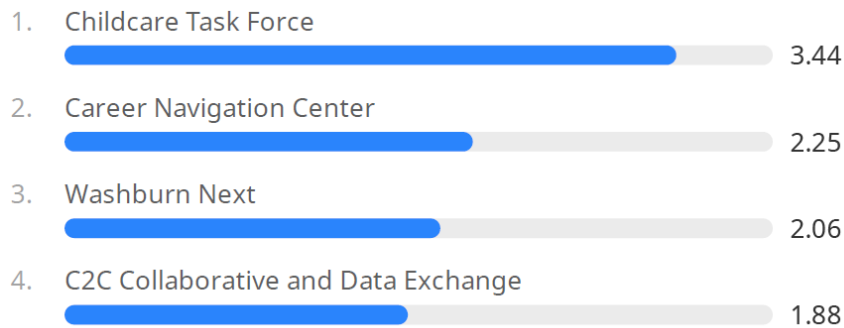
Please rank Place to Live Key Initiatives according to implementation priority:



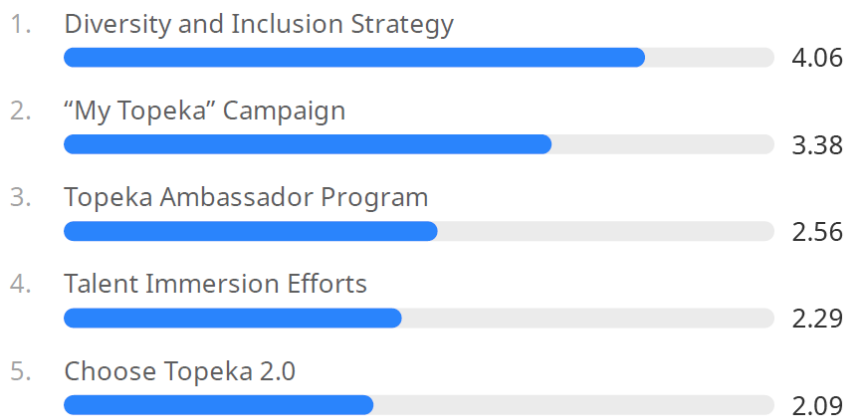
Please rank Place to Prosper Key Initiatives according to implementation priority:



Please rank Place to Learn Key Initiatives according to implementation priority:



Please Rank Place to Belong Key Initiatives according to Implementation Priority:



BRS took the Committee's vote into account and incorporated our perspective in determining year to year launch priorities detailed in the Key Initiatives Action Matrices.

EQUITY-CENTERED IMPLEMENTATION

Throughout the Momentum 2027 process, the role of diversity, equity, and inclusion (DEI) was considered a regional imperative for the next five years. Just as equity was a commitment in the early stages of the process through focus group participation, the creation of the Steering Committee, applying the equity lens, and gathering data, it must now be equally central to implementation. Considering equity when developing, reviewing, and revising policies, procedures, and programs associated with advancing Momentum 2027 will take Greater Topeka that much closer to creating opportunities for deepening awareness and understanding of diversity, equity, and inclusion in the fabric of local life.

As we move towards this next phase, there are several ways to ensure that diverse voices, perspectives, and partners are included in the implementation of strategic activities. First, we must continue to utilize the equity lens questions that guided the process of Momentum 2027:

1. How does this goal, objective, and initiative increase access, equity, and inclusion? Could it produce or worsen any disparities?
2. Who is being impacted by this goal, initiative, or objective? How could more diverse stakeholders be intentionally invited and empowered to participate/engage in goal, objective, or initiative?
3. What are the barriers to more equitable outcomes around goal, objective, or initiative?

In addition, implementation leaders should consider the following questions:

1. How can you serve as ambassadors of equity in your respective organizations?
2. How can you continue to lead with values and find opportunities to talk about project work from an equity lens, leading by example and speaking up about opportunities to integrate equity considerations into the implementation effort?
3. How can you listen for, and document, emerging issues and needs related to equity and brainstorm possible solutions as a team, then integrate them into ongoing implementation activities?

It is always a challenge to identify, design, and advocate for initiatives that close the gaps in equity across a community. The responsibility of GTP and its partners is to acknowledge the scope of the racial wealth divide and the role of historical and current policies in perpetuating it. This is not an easy process, but a worthy one, and an imperative if we are to truly clear a path to prosperity that benefits all Topekans.

Implementation Structure

This section outlines a proposed implementation structure for Momentum 2027 and flows directly from the successful Momentum 2022 process, including lessons learned on capacity constraints. Recommendations on the administrative support and communications necessary to ensure that implementation is well coordinated are followed by guidance on the role that volunteers can play in providing high-level oversight and facilitating cross-sector collaboration when needed.

ADMINISTRATIVE SUPPORT AND COMMUNICATIONS

Like its predecessor, Momentum 2027 is not a strategy for a single organization. But, as Momentum 2022 showed, successful implementation will require centralized capacity to coordinate activities and communicate progress. In short, an entity needs to “own” the plan and ensure that an organization knows the inner workings of the strategy, is aware of ongoing implementation activities, and tracks progress towards goal attainment.

BRS believes that the Greater Topeka Partnership is well suited to serve this administrative support and oversight “backbone” role as it did for the previous five-year plan. In addition to convening the strategic planning processes that created both Momentum plans and overseeing the successful implementation of Momentum 2022, the organization has significant administrative, finance, and marketing and communications capabilities. This includes a current full time equivalent (FTE) staff person, the Senior Vice President of Strategy, charged with directing Momentum activities.

BRS recommends that GTP also performs the following implementation-support functions:

- Manage and support the MO27 Executive Committee (see next page) and short-term volunteer action teams, including planning and hosting their meetings
- Solicit, receive, and manage funds to support selected programs and efforts related to strategic implementation
- Utilize its Senior Economic Advisor position and coordinate with other partners to gather, track, and regularly update data indicators and activity measures related to strategic implementation and overall community outcomes (see “Performance Measures” section)
- Provide regular updates to implementation partners and investors about implementation activities and progress

- Promote Momentum 2027 to the wider community across a variety of channels; prepare an annual report, and host to an annual meeting to highlight key accomplishments and impacts

GTP will work with its partners to determine how the transition from Momentum 2022 to 2027 will proceed in terms of outreach and information sharing, official launch, promotion, and establishment of start dates for tracking purposes.

Indeed, many in Momentum 2027's staff and volunteer leadership feel Momentum 2022 "is behind them" and it may be time to "flip the switch" to Momentum 2027, even if the first five-year cycle is not officially complete. This notion of flipping the switch, the differences between the 2022 and 2027 plans, and other dynamics about how the new strategy is communicated to the Greater Topeka community will be important early considerations for the implementation team.

It will be necessary to develop a common language around how Momentum 2027 is communicated to implementation partners and the public at large. Some feel that most residents were never fully aware of Momentum 2022, its goals, and accomplishments. For Momentum 2027's launch and initial outreach, it will be important to reach as many people as possible and let them know how they can be involved in the strategy. With a common language and understanding of where and how to focus strategic efforts, the GTP backbone can steer interested stakeholders to particular areas of the strategy aligned with their interests. However, the lessons of Momentum 2022 compel GTP staff and key partners to be clear about volunteer roles and not oversell the opportunities to participate in facsimiles of the work groups that were organized for the first strategy.

This also relates to the clear mandate to ensure Momentum 2027 implementation incorporates concepts and outcomes of diversity and inclusion in its activities. Infusing DEI and diverse participants into Momentum 2027 will require asking the right questions about partner management and volunteer engagement. Building solid relationships grounded in trust with diverse stakeholders will involve honing narratives around Momentum 2027's core goals of equity and preparing answers to questions about how DEI is centered in the implementation of Key Initiatives. Consistently analyzing how implementation leaders are leveraging, collaborating, and convening diverse audiences will be key to fulfilling the strategies goals for diversity, inclusion, and equity. Communicating these efforts and outcomes to the community will also be important across all facets of Momentum 2027.

VOLUNTEER OVERSIGHT AND CROSS-SECTOR COLLABORATION

Indeed, a key takeaway from the activation of the Momentum 2022 was that the role of volunteers must be carefully considered and managed. As discussed in the Implementation Evaluation in the Momentum 2027 Competitive Assessment, the open-ended volunteer structure utilized in the initial months of

strategic implementation was eventually determined to be unworkable. But stakeholders also noted that the collaboration and cooperation demonstrated by Momentum 2022 work groups was a beneficial outcome of implementation and hoped it could be sustained through the new strategy. Additionally, for Momentum 2027 to be effective it must leverage coalition-building and a diverse, inclusive engagement process to ensure Topeka-Shawnee County constituencies are represented in implementation activities and benefit from their outcomes.

Based on these realities, **BRS proposes a Momentum 2027 volunteer structure that is streamlined yet sufficiently flexible to facilitate cross-sector collaboration.** It includes two primary components:

1. Positioning the MO27 Executive Committee as the “champions” of strategic implementation and the key advisory group ensuring that efforts are diverse, inclusive, targeted, and impactful. GTP took great care in assembling an executive committee that reflects the community and will hold implementation partners to task on fulfilling Topeka-Shawnee County’s vision.
2. Creating temporary cross-sector task forces on an as-needed basis to advance key strategic activities that cannot be sufficiently addressed by a single organization and/or through more informal methods of collaboration. Leeway should be given to allow task force members to adjust the group’s membership as benefits their mission.

In some cases, GTP may assume initial oversight over a task force and hand it over to a partner organization once it has been established. It will be important that volunteers on the MO27 Executive Committee and task forces clearly understand their roles, expectations for how long they will be asked to serve, and protocols for stepping down from the role or bringing on additional members.

As the Momentum 2027 backbone entity, GTP will need to define early in implementation how people can be involved with the strategy. After the launch of Momentum 2022, the Partnership was deluged with requests from citizens who wanted to be involved in implementation. It was relatively easy to slot volunteers into the appropriate work groups, but that tool will not be available for Momentum 2027. Without a clear and obvious place for individuals to participate in the plan, it will be important to articulate how diverse constituencies and stakeholders can still be engaged in implementation. Clearly articulating who the lead organization is for each Key Initiative and its components will help direct volunteers to other potential entry points for strategic participation and demonstrate that GTP is working with a network of partners to implement the plan.

In addition to a cogent and well executed communications plan around volunteer engagement, GTP could include an interactive form on the Momentum 2027 web page for citizens interested in participating in the strategy – then actively promote this opportunity through traditional and online media. With an

understanding of potential volunteers' interests, desires to serve, and expectations, GTP can better manage citizen engagement in Momentum 2027 efforts.

The MO27 Executive Committee will serve a critical role in Momentum 2027 implementation, serving as key advocates for the Topeka-Shawnee County community and advisors to GTP and partners to ensure that implementation remains focused on the goals and objectives of the Momentum 2027 plan and its commitment to diverse, inclusive participation and equitable strategic outcomes. The Executive Committee will meet monthly during the initial months of implementation and then transition to every two months.

Cross-sector task forces will provide opportunities for volunteers to serve in temporary roles advancing specific Momentum 2027 priorities. Of the strategy's 21 Key Initiatives, two currently call for the creation of task forces: The Housing Advocacy Task Force and the Child Care Task Force. It is likely that additional Key Initiatives will also require some type of temporary volunteer oversight, either from a newly empaneled advisory group or an established group, board, or committee. If an existing volunteer panel can serve this function, it is always preferable than creating a new task force that may be redundant of this membership.

BRS recommends that cross-sector task forces should:

- Be convened to achieve specific goal(s) in connection with a Key Initiative or sub-component in the Momentum 2027 strategy
- Have memberships comprised of organizations and individuals with the expertise and/or resources to support strategic implementation; other interested participants should be included by invitation only to ensure that the volunteer structure remains manageable
- Determine the number and frequency of meetings necessary to advance their assigned goals, with support from GTP or partner staff as needed
- Disband upon completion of their assigned goal(s)

The number and scope of cross-sector task forces should ultimately be determined by GTP, the MO27 Executive Committee, and relevant implementation partners. In some cases, the need for a task force may not be evident at the outset of implementation.

Staff Capacity Recommendations

Professional staff were instrumental in many of the biggest “wins” to emerge from Momentum 2022. This is consistent with BRS’ experience advising communities across the country. Simply put, successful and timely implementation of a holistic economic development strategy requires sufficient professional staff capacity.

The success of Momentum 2022 built a groundswell of excitement and anticipation for the new five-year plan to represent a “next-level” strategy, one that would take the progress from the first plan and aim even higher to further the upward trajectory from Momentum 2022. In conversations with the Momentum 2027 Steering Committee and interviews and focus groups for the new plan, BRS challenged participants to get outside their comfort zones and dream big for Momentum 2027. The resulting strategy did just that, heeding the calls of leaders and stakeholders to challenge the community be more aggressive in pursuit of its goals.

It follows that implementation of a next-level strategy will require increased resources to effectively accomplish these ambitious activities. There may be opportunities to repurpose or reapportion certain budget components or staff responsibilities to accommodate a more demanding program of work, but it would be risky to assume that the same capacity that advanced Momentum 2022 would be sufficient for the new strategy.

As noted above, staffing is the most important capacity element to successfully advance economic and community development strategy. Someone must wake up every day committed to working on the components of the plan GTP is directly implementing or helping to coordinate. Through the process that created the Greater Topeka Partnership after Momentum 2022 development, the organization emerged as a high-capacity entity with personnel dedicated to its multiple programmatic responsibilities. To a certain extent, determining if a need exists for additional staff in one or more GTP departments will be contingent on defining exactly what the organization’s role will be for each Momentum 2027 Key Initiative.

For example, if GTP decides that it must administer the Housing Advocacy Task Force for it to fulfill its purpose, that will add multiple staff hours that may not currently be available based on existing responsibilities. The same holds true for aspects of the plan related to talent (C2C Collaborative, Washburn Next, Child Care Task Force) and quality of place (21st Century Riverfront, Gateways and Corridors, Active Recreation Initiatives).

BRS understands that GTP will look to leverage partners as much as possible to advance key Momentum 2027 components outside of its direct purview. This is with the understanding that GTP might still have

to dedicate staff capacity to get efforts started before handing them off to partners. GTP also acknowledges that new staff might be necessary down the road to oversee new and expanded programs. But the organization envisions its role as a “lean and mean” backbone that will help advise and strengthen partners to help them maximize their ability to implement their Momentum 2027 responsibilities.

RECOMMENDED NEW STAFF POSITIONS

Based on the contents of Momentum 2027, analysis of existing organizational capacities, and conversations with GTP staff, BRS recommends **one new staff position** be created to support strategic implementation **with an additional “contingency” position** created if implementation requirements prove to be more time intensive than currently envisioned.

Marketing Manager

The increased Momentum 2027 activities related to marketing and communications likely create the need for additional capacity in GTP’s Marketing, Communications, and Events division to accommodate this greater workload. Specifically, the strategy calls for an enhanced Choose Topeka program, including direct outreach to adjacent talent markets, and the creation of a new internal marketing campaign, “My Topeka,” to improve local levels of pride and community engagement. There will also be potentially expanded roles for GTP to support the promotion of Momentum 2027 efforts related to housing, riverfront, gateways and corridors, career connections, innovation, education, child care, and diversity and inclusion. GTP’s Senior Vice President, Marketing & Communications and his team can determine the specific support roles the new staff person can play in Momentum 2027 implementation.

Director of Special Projects (contingency position)

As noted, there are several uncertainties in terms of GTP’s potential role in advancing Key Initiatives that are not directly under its programmatic purview but might require the Partnership to dedicate staff hours to managing the initial ramp up process, especially if it involves a task force or building a coalition of partners to develop, resource, and implement the work. Currently, GTP’s Senior Vice President of Strategy is charged with overseeing these types of efforts, but the additional outreach and administrative requirements of an ambitious plan like Momentum 2027 might be greater than one staff person can legitimately handle. An example is the Career Connections Program and Career Navigation Center. Both are envisioned as multi-agency partnerships with potentially complicated funding and operational models. The front-end work for GTP as the Momentum 2027 backbone could be time-intensive, diminishing as permanent owners and administrators are confirmed for the initiatives.

GTP's Director of Special Products could be a type of "free agent" for the Partnership's multiple divisions, dividing (and billing out) his or her time based on Momentum's highest priority, most time-sensitive tasks. As Momentum 2027 implementation launches, GTP should determine whether existing staff are straining under the weight of a more ambitious program of work and if hiring a new "flex" employee is viable under current budgetary parameters.

Vice President of Talent Initiatives

It is important the Cradle to Career Collaborative and Data Exchange and Career Navigation Center not only have a staff person waking up every day dedicated to their administration and advancement, but that this individual is seen as a "neutral party" in the education and training sphere. With so many organizational players at the pre-K to 12, post-secondary, and institutional levels, having a neutral voice bringing these disparate partners together under a shared objective is critical to the success of the Momentum 2027 talent initiatives. The VP of Talent Initiatives will focus initial attention on relationship-building and understanding where partners stand in terms of supporting these efforts, helping to demonstrate why it is important for all key entities to participate in the goal setting, design, launch, and implementation of these Momentum 2027 Key Initiatives.

While the Vice President of Talent Initiatives position does not need to be housed at the Greater Topeka Partnership, Momentum 2027 resources should be dedicated to funding all or part of its salary. As often occurs with talent efforts like the C2C Collaborative and Career Navigation Center, even though they may begin as initiatives of an economic development organization, community foundation, or other entity, they can eventually spin out and become standalone organizations, perhaps incorporated as a non-profit 501c3 partnership.

Key Initiative Action Matrices

The following pages contain matrices for each of Momentum 2027's 21 Key Initiatives; they represent BRS' attempt to orient implementation partners around potential year one priorities, lead and support entities, launch dates, and funding dynamics for each initiative. They are intended as a starting point for partners in Topeka-Shawnee County as they build formal work plans for strategic implementation. GTP, the MO Executive Committee, and leaders and volunteers across Topeka-Shawnee County will ultimately have the final say in how Momentum 2027 implementation is structured and activated.

The matrix for each Key Initiative includes the following information:

- **Strategic Component:** Sub-element of the Key Initiative with notes containing further description of the component's activities
- **Lead Organization(s):** The organization(s) or entity(ies) that will be primarily responsible for the activation of a Key Initiative or one of its component parts; initiatives and/or components without a clear and obvious lead entity are listed as TBD
- **Supporting Partners:** The most actively involved organizations and entities that could assist with or influence the implementation of a Key Initiative or its components (**not intended as a full list of all potential partners**)
- **Launch Date:** BRS' guidance on proposed launch dates for Key Initiative components beginning from a hypothetical day one of Momentum 2027 implementation which has yet to be determined; Year One is divided into four quarters to better project short-term prioritization
- **Status:** Refers to whether implementation of the Key Initiative component is **O** (Ongoing), **E** (Enhanced), or **N** (New)
- **Funding Considerations:** Potential sources and partners to resource Key Initiatives and their components

ABBREVIATION KEY

The following organizations are abbreviated as potential lead and support entities for Key Initiative implementation in the action matrices.

AC = ArtsConnect	NOTO = NOTO Arts and Entertainment District
CCA = Child Care Aware of Eastern Kansas	PEO = Partnership Office of Equity and Opportunity
CF = Topeka Community Foundation	RA = Riverfront Authority Board
CT = City of Topeka	RAC = Riverfront Advisory Council
DTI = Downtown Topeka, Inc.	SC = Shawnee County
EC = El Centro de Topeka	SCS = All public school districts in Shawnee County
GT = GO Topeka	ST = SENT Topeka
GTP = Greater Topeka Partnership	TC = Topeka Chamber
HE = Topeka-Shawnee County higher education institutions (not including Washburn System)	TF = The Forge
HW = Heartland Works	TPS = Topeka Public Schools
IB = Innovation Advisory Board	UW = United Way of Greater Topeka
KCADC = Kansas City Area Development Council	VPT = Vice President of Talent Initiatives
KCC = Kansas Children's Cabinet and Trust Fund	VT = Visit Topeka
KDC = Kansas Department of Commerce	WS = Washburn System institutions (Washburn University, Washburn Tech)
MTPO = Metropolitan Topeka Planning Organization	WSBDC = Washburn Small Business Development Center
	YSC = Youth Sports Commission

The full complement of entities that will be involved with Momentum 2027 implementation are too numerous to list in this report, but that does not diminish their role in the region or importance to the strategic plan.

Topeka-Shawnee County Housing Strategies

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1					Y		
				Q1	Q2	Q3	Q4	Y2	3-5		
Housing Study Implementation Plan	Continue advancing Tier A tactics	CT	SC, GTP DTI NOTO	X						O	CT budget
Comp Plan housing element	Focus on supporting development of affordable units with market producing higher-end homes	SC	CT, GTP DTI NOTO	X						O	SC budget
Tactical adjustment	Leverage Housing Task Force to assess challenges, opportunities for improved housing plan implementation	GTP	CT, SC DTI NOTO			X				N	Admin costs of Task Force efforts; potentially GTP budget
Implement Task Force recommendations	Public-private partnerships to pursue changes recommended by Task Force	CT, SC	GTP DTI NOTO					X		E	CT, SC budgets, funding mechanisms for statutory tools

Housing Advocacy Task Force

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1					Y		
				Q1	Q2	Q3	Q4	Y2	3-5		
Establish mission, framework	Outreach/discussion with partners to determine preferred Task Force role and operations	GTP	CT, SC, MTPO, TC, DTI NOTO	X						N	Admin costs of Task Force efforts; potentially GTP budget
Empanel Task Force and hold meetings	Focus on diverse, public-private membership and facilitated meetings	GTP	CT, SC, MTPO DTI NOTO TC		X					N	Admin costs of Task Force efforts; potentially GTP budget
Determine protocols for Task Force future	Disband Task Force or determine need for additional contingency meetings, potentially quarterly or annually	TBD	TBD					X		N	TBD

Downtown and NOTO Master Plan

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1				Y			
				Q1	Q2	Q3	Q4	Y2	3-5		
Implementation progress assessment and tactical prioritization	Convene necessary stakeholders for facilitated dialogue on implementation progress, barriers, opportunities, and priority future tactics	CT, DTI NOTO			X					E	Admin costs; CT or DTI budgets
Implement priority tactics	Necessary support for city officials and DTI to advance tactical priorities	CT, DTI NOTO				X				E	CT budget, funding mechanisms for statutory tools

21st Century Riverfront

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1				Y			
				Q1	Q2	Q3	Q4	Y2	3-5		
Continue building riverfront “vision book”	Convene necessary stakeholders for facilitated dialogue on implementation progress, barriers, opportunities, and priority future tactics Vision Book shared for public review and comment – priority designs and projects approved	RAC RA	GTP, CT, SC	X						O	Admin/travel costs, consultant fees – RA, GTP budgets
Resourcing and implementation of priorities	Public-private campaign to fund and begin development of priority riverfront projects	RAC RA	GTP, CT, SC					X		N	RA mechanisms, CT, budget, resource campaign
Engagement and activity	Ongoing opportunities for public engagement and activity along and in the river	RAC RA	GTP, CT, SC					X		N	RA mechanisms, CT, budget

Gateways and Corridors

Strategic Component	Notes	Lead	Support	Launch Date							Status	Funding Considerations
				Year 1				Y				
				Q1	Q2	Q3	Q4	Y2	3-5			
Signature Gateway Development												
Ownership and outreach	Identifying entity to lead effort, gauge support, and build momentum – potentially a task force model	CT	GTP, SC, MTPO					X		N	Admin costs – existing entity budget	
Design phase	Facilitated public process to determine location and design for pilot gateway project	CT	GTP, SC, MTPO						X	N	Consultant contract – public-private funding mix	
Implementation phase	Resourcing and construction of approved design	CT	GTP, SC MTPO						X	N	Public-private funding mix – potential resource campaign	
Corridor Revitalization												
Government-led improvements	Continued city and county efforts to improve responsiveness to and communications with citizens as street improvements are made	CT, SC	GTP, MTPO	X						O	City, county budgets; state and federal transportation funds	
Citizen-led improvements	Assisting local groups as needed to advance efforts like Bring Back the Boulevard	CT, SC, GTP		X						O, N	Admin costs – existing entity budget	
Targeted economic development	Hiring FTE Redevelopment Manager to spearhead targeted corridor revitalization efforts	GT	CT, SC				X			E	GTP budget (via government contract)	

Topeka Arts and Culture Master Plan

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1				Y 3-5			
				Q1	Q2	Q3	Q4				
Launch and rollout	Public promotion of the arts and culture blueprint to grow awareness and momentum for implementation	AC	VT, CT, SC, TF		X					O	ArtsConnect and partner budgets
Implementation support	Incorporation of existing programs and assets into the new strategic framework to advance tactical implementation	AC	VT, CT, SC, TF				X			E	ArtsConnect and partner budgets

Active Recreation Initiatives

Strategic Component	Notes	Lead	Support	Launch Date							Status	Funding Considerations
				Year 1				Y				
				Q1	Q2	Q3	Q4	Y2	3-5			
Destination parks												
Ongoing implementation of new SW Topeka family destination park	Continued implementation of the park’s master plan; additional resource development as needed	SC	CT	X						O	County budget; potential private contributions	
Consensus-building for new Gage Park Master Plan	Outreach to advance recommendation from Shawnee Co. Parks & Rec Strategic Plan	SC	CT, GTP					X		E	Admin costs – government and entity budgets	
Gage Park Master Plan development	Consultant contract or in-house design of next-level Gage Park blueprint	SC	CT					X		N	County budget; supplemental private contributions	
Gage Park Master Plan implementation	Execution of approved Gage Park Master Plan report	SC	CT						X	N	County budget; supplemental private contributions	
Expanded bike network												
Implementation of Topeka Fast-Track Bike Plan	Completion of grant-ready “ultimate design” projects and other plan priorities	CT, MTPO	SC, GTP, RA, TF, TC	X						O	City, MPO budgets – supplemental private donations	
Youth sports facilities												
Assess existing context and expansion priorities	Continue work of Destination Dev. Task Force sub-group to determine way forward for youth sports facilities	SC YSC	GTP CT, MTPO RA	X						O	Admin costs – government and/or existing entity budget	
Formalize plan for facility enhancement and/or new project development	Based on sub-group-led assessment, proceed with finalizing youth sports project priorities	SC YSC	GTP CT MTPO, RA					X		E, N	Consultant or in-house process – government and/or existing entity budget, supplemental private contributions	
Resource and implement priority project(s)	Launch implementation of approved youth sports facility expansion plan through public-private funding	SC CT YSC	GTP MTPO, RA						X	E, N	City, county, MPO budgets – supplemental private contributions	
Incorporate new capacity into sports tourism marketing	Effectively promote Greater Topeka’s improved competitiveness for youth tournaments and events	VT							X	E	GTP budget	

Existing Business Services

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1					Y		
				Q1	Q2	Q3	Q4	Y2	3-5		
BRE program implementation	Continuing work of existing business visits and following up on competitive priorities to address retention / expansion needs and inform annual legislative agendas	GT	CT, SC, TC	X						O	GTP budget

Career Connections Program

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1					Y		
				Q1	Q2	Q3	Q4	Y2	3-5		
Landscape assessment and partner outreach	Outreach to partners to inventory existing capacity and discuss potential enhancement of existing tool, synthesis of multiple tools, or development of new program portal	GT	WS, HE, TPS, SCS, HW, CF		X					E	Admin costs – GTP and partner budgets
Operational design and tool development	Collaborative effort to formalize, design, and populate chosen tool	GT	WS, HE, SCS, TPS, HW, CF				X			E	GTP and partner budgets
Program launch and optimization	Widely promoted launch of new or enhanced online portal and ongoing work with employers and training institutions to optimize content and usage	GT	WS, HE, SCS, TPS, HW, CF					X		E	GTP and partner budgets

ASTRA Innovation Center and District

Strategic Component	Notes	Lead	Support	Launch Date							Status	Funding Considerations
				Year 1				Y				
				Q1	Q2	Q3	Q4	Y2	3-5			
Design, programming, and population of Center	Concurrent efforts to finalize campus design specs and construction schedule along with outreach to potential private and institutional on-site partners and lessees	GT	CT, KDC, KCEDC, WSBDC IB	X							O	GTP budget
Construction and programming	Buildout of approved Center plan concurrent with development of campus programming model with (potential) on-site partners	GT	CT, KDC, KCEDC, WSBDC IB						X		O	GTP budget – potentially with grants and government and institution budgets
Marketing and leveraging	Leveraging Plug and Play, Center programming, and (potential) on-site partners to promote Topeka as an innovation hub	GT	CT, KDC, KCEDC, WSBDC IB						X		O	GTP budget
Innovation District Master Plan	Collaborative process to create a master plan for a defined innovation district surrounding the ASTRA Center	GT	CT, DTI, TC, KDC IB							X	N	GTP budget – potentially with grants and government and institution budgets

Entrepreneurial Ecosystem Building

Strategic Component	Notes	Lead	Support	Launch Date							Status	Funding Considerations
				Year 1				Y				
				Q1	Q2	Q3	Q4	Y2	3-5			
Landscape mapping and partner outreach	Identifying and cataloguing existing support programs, entrepreneurial networks, facilities, nascent and mature startups, and capital providers	IB	WSBDC CT, SC GT, TF					X		E	GTP, WSBDC and partner budgets	
Enhanced ecosystem building efforts	Building from existing capacity to enhance entrepreneurial ecosystem based on priorities of engaged system leaders and stakeholders	IB	WSBDC CT, SC GT, TF					X		E	GTP, WSBDC and partner budgets	
Leveraging ASTRA Center	Helping to utilize ASTRA to establish Greater Topeka as a startup and innovation hub	IB	WSBDC CT, SC GT, KDC					X		N	GTP, WSBDC and partner budgets	

Targeted Corporate Attraction

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1					Y		
				Q1	Q2	Q3	Q4	Y2	3-5		
Marketing and communications	Website, owned media, paid media, earned media, inbound marketing	GT	CT, SC, KDC	X						O	GTP budget
Out of market prospecting	Site selector events, target market visits, industry conferences, prospect visits	GT	CT, SC, KDC	X						O	GTP budget
Partner and project management	Coordination with local EDOs in managing leads, prospects, and projects	GT	CT, SC, KDC	X						O	GTP budget

Developer Outreach and Engagement

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1					Y		
				Q1	Q2	Q3	Q4	Y2	3-5		
Development partner roster	Continued building out of detailed database of local and external potential development partners	GT	CT, SC	X						O	GTP budget
Redouble developer outreach efforts	Expansion of targeted efforts to cultivate and leverage expanded developer network	GT	CT, SC			X				E	GTP budget
Expand breadth of partner radius	Leveraging relationships to identify and engage out-of-market developers	GT	KDC, KCADC					X		E	GTP budget

C2C Collaborative and Data Exchange

Strategic Component	Notes	Lead	Support	Launch Date							Status	Funding Considerations
				Year 1				Y				
				Q1	Q2	Q3	Q4	Y2	3-5			
Outreach and coalition building	Consensus building on need for and benefit of the Collaborative, including securing partner commitments	VPT	GTP, TPS, SCS, WS, CF					X		N	Public-private funding, potentially leveraging education system dollars, higher education investment, foundation grants, non-profit grants, private-sector donations, economic development funds, philanthropy, United Way, government grants, Strive Partnership (potentially), and in-kind monies	
Organization design and goal-setting	Leveraging committed partners to formalize design, measurables, operations, administration, and resourcing of the Collaborative	VPT	GTP, TPS, SCS, WS, CF					X		N		
Development and admin of Data Exchange	Concurrent identification of host and administrator for Data Exchange, data provision protocols, assessment and reporting responsibilities, funding, etc.	VPT	GTP, TPS, SCS, WS, CF						X	N		
Leveraging the Collaborative	Utilizing the Collaborative backbone to advance key cradle-to-career strategic priorities in partnership with education and training systems and institutions	VPT	GTP, TPS, SCS, WS, CF						X	N		

Washburn Next

Strategic Component	Notes	Lead	Support	Launch Date							Status	Funding Considerations
				Year 1				Y				
				Q1	Q2	Q3	Q4	Y2	3-5			
Establishing a coalition	Empaneling leadership team to serve as working group to strategize coordinated support for Washburn system	WS	GTP, CT, SC, CF				X			N	Washburn system budget, partner budgets, local government support	
Assessing existing and needed support efforts and partnerships	Inventorying existing Washburn system and partner efforts to advance institutional goals and determining strategic support priorities	WS	GTP, CT, SC, CF					X		N	Washburn system budget, partner budgets, local government support	
Activating and aligning community support strategies	Collective advancement of confirmed strategic and process-support priorities to fulfill performance goals	WS	GTP, CT, SC, CF					X		N	Washburn system budget, partner budgets, local government support	

Career Navigation Center

Strategic Component	Notes	Lead	Support	Launch Date							Status	Funding Considerations
				Year 1				Y				
				Q1	Q2	Q3	Q4	Y2	3-5			
Outreach, collaboration, and confirmation of model	Engagement of potential partners to build consensus/momentum around development of online Center and determine administrative, operational, and budgetary framework	VPT	WS, HE, HW, TPS, SCS, GTP, CF					X		N	Will need to be a public-private partnership, potentially leveraging education system dollars, higher education investment, foundation grants, non-profit grants, private-sector donations, economic development funds, philanthropy, United Way, government grants, and in-kind monies	
Program inventory and tool development	Leadership group of confirmed partners leveraged to oversee program inventory, Center design, staffing protocols, governance, and performance goals	VPT	WS, HE, HW, TPS, SCS, GTP, CF					X		N		
Training and promotion	Customized training for partner staff designated as Center counselors in preparation of promotion and launch of web interface	VPT	WS, HE, HW, TPS, SCS, GTP, CF						X	N		

Child Care Task Force

Strategic Component	Notes	Lead	Support	Launch Date							Status	Funding Considerations
				Year 1				Y				
				Q1	Q2	Q3	Q4	Y2	3-5			
Outreach and creation of Task Force	Engaging partners to empanel Task Force and confirm mission and process	CCA GT	GTP, CT, SC, UW, CF, TC KCC		X					N	Admin costs – CCA, GTP, and partner budgets	
Inventory of efforts and research of comparison models	Cataloguing existing programs, facilities, and slots and identifying potential enhancement strategies	CCA GT	GTP, CT, SC, UW, CF, TC KCC			X				N	Admin costs – CCA, GTP, and partner budgets	
Confirmation and advancement of priority actions	Task Force leveraged to formalize and approve child care expansion priorities, tactics, goals, and implementation requirements	CCA GT	GTP, CT, SC, UW, CF, TC KCC					X		N	Likely to be mix of government, private, and philanthropic investment	

Diversity and Inclusion Strategy

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1				Y			
				Q1	Q2	Q3	Q4	Y2	3-5		
Continued development of strategy	Ongoing work to confirm framework and tactics for Topeka DEI Strategy	PEO	CT, SC, UW, EC, TS, CF	X						N	GTP budget
Designing and resourcing programs	Program confirmation, expansion, creation and resource identification	PEO	CT, SC, UW, EC, TS, CF			X				N	GTP budget, foundation monies, government grants, private-sector donations, non-profit grants, philanthropy, institutional monies
Operationalizing and launching program	Developing, launching, and promoting programs and partnerships	PEO	CT, SC, UW, EC, TS, CF					X		N	

“My Topeka” Campaign

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1				Y			
				Q1	Q2	Q3	Q4	Y2	3-5		
Outreach and discussion	Engagement of team of creative local partners to brainstorm potential program elements	GT	CT, SC, TF				X			N	Admin costs – GTP budget
Confirmation of program components	Formalizing program design and build out of campaign	GT	CT, SC, TF					X		N	Admin costs – GTP budget
Launch and management	Public launch and ongoing implementation and adjustment of program components	GT	CT, SC, TF					X		N	GTP budget and potential partner budgets

Choose Topeka 2.0

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1					Y		
				Q1	Q2	Q3	Q4	Y2	3-5		
Assess campaign to date	Full review of Choose Topeka year one to determine positives, challenges, and opportunities for 2.0 iteration	GT	CT, SC, TF, VT	X						E	Admin costs – GTP budget
Confirm program enhancements	Based on assessment, program enhancements proposed for discussion, confirmation, and resourcing	GT	CT, SC, TF, VT			X				E	GTP budget, employer contributions, potential grants and philanthropy
Launch and promote	2.0 program launch, potentially including media buys in target markets and earned media push	GT	CT, SC, TF, VT					X		E	GTP budget, employer contributions, potential grants and philanthropy
Determination of long-term opportunities	Assessment of potential integration of Choose Topeka and Visit Topeka messaging	GT	CT, SC, TF, VT						X	N	Admin costs – GTP budget

Talent Immersion Efforts

Strategic Component	Notes	Lead	Support	Launch Date						Status	Funding Considerations
				Year 1					Y		
				Q1	Q2	Q3	Q4	Y2	3-5		
Continuation of ongoing efforts	Continued implementation of Leadership Greater Topeka, Topeka Youth Commission, Executive Immersion Services, and others	GTP	CT, SC, TF	X						O	GTP and partner budgets
Assessment of additional constituencies	Determination of adding college students and existing corporate executives as immersion targets	GTP	CT, SC, TF					X		E	Admin costs – GTP budget
Design and implementation of enhanced programs	Discussion and confirmation of programmatic elements for new immersion constituencies	GTP	CT, SC, TF						X	E	GTP and partner budgets

Implementation Budget

Momentum 2027 is an ambitious program of work that must be staffed and funded. To the extent possible, Topeka-Shawnee County partners should leverage existing staff and organizational capacity to advance the 21 Key Initiatives and their components. However, with a next-level strategy like Momentum 2027 that seeks to aim higher and go bigger than the previous plan, it is inevitable that new monies will be needed for new and expanded programs and activities.

To present a snapshot of what might comprise this new spending, BRS has prepared a high-level implementation budget for GTP and the MO Executive Committee to review. It must be emphasized that this budget is not a cost estimate for implementing the entirety of Momentum 2027. There are simply too many independent variables to arrive at a defensible projection. Additionally, providing estimates for certain strategic recommendations – e.g., curriculum development, road improvements, facilities construction, and other high-dollar efforts – is beyond the scope of this process. Instead, **the budget attempts to provide reasonable estimates for the increased budgetary requirements of Momentum 2027 implementation.**

It is also infeasible to assess the fiscal responsibilities of every partner that will be engaged in strategic implementation. Not only would this result in dozens of separate organizational budgets, but certain Key Initiative components must still be adopted by a local partner as a lead or supporting entity. Their ultimate role in the effort will influence their degree of investment.

Consistent with the determination of additional staff required to implement Momentum 2027, BRS believes it is most helpful to estimate the potential new budget liabilities of Momentum 2027's strategic backbone, the Greater Topeka Partnership. Since its role is most critical to effective implementation, GTP's capacity is instrumental to the vision plan's success. As noted above, BRS only projected the **additional spend** estimated for GTP to accommodate its implementation responsibilities.

BRS recommends that implementation partners across Topeka-Shawnee County individually assess the existing and necessary capacity required to advance their components of Momentum 2027. Greater Topeka may also be competitive for additional resources, including federal and state government support and competitive philanthropic grants. Local partners should consider collaborating to pursue government funding, competitive grants, and other resources in support of strategic implementation, potentially through a shared grant writer.

FIVE-YEAR STAFFING* BUDGET – ADDITIONAL GTP SPEND

	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Marketing Manager		\$65,000	\$67,275	\$69,630	\$72,067	\$273,971
<i>Director of Special Projects**</i>		<i>\$80,000</i>	<i>\$82,800</i>	<i>\$85,698</i>	<i>\$88,697</i>	<i>\$337,195</i>
<i>Vice President of Talent Initiatives***</i>		<i>\$95,000</i>	<i>\$98,325</i>	<i>\$101,766</i>	<i>\$105,328</i>	<i>\$400,420</i>
Total Costs	\$0	\$240,000	\$248,400	\$257,094	\$266,092	\$1,011,586

*Staff cost estimates include benefits and annual 3.5 percent escalation

**Director of Special Projects italicized as a contingency position

***Vice President of Talent Initiatives potentially funded by a coalition of partners

FIVE-YEAR PROGRAM BUDGET – ADDITIONAL GTP SPEND

Key Initiative	Component	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	5-Year Total	Notes
Housing Advocay Task Force	Task Force meetings	\$5,000					\$5,000	
Downtown/NOTO Master Plan	Meetings to assess progress	\$1,500					\$1,500	
21st Century Riverfront	Vision Book	\$100,000					\$100,000	Could be allayed by city/county funds
Gateways and Corridors	Gateway design meetings			\$2,500			\$2,500	
Active Recreation Initiatives	Youth sports committee meetings	\$5,000					\$5,000	
Career Connections Program	Discussion/design meetings	\$1,500					\$1,500	
	Program/website development		\$25,000				\$25,000	Could be allayed by employer fees
ASTRA Inno. Center & District	Innovation District Master Plan				\$75,000		\$75,000	GTP's contribution
Entrepreneurial Ecosys. Building	Programs and events		\$20,000				\$20,000	Could be allayed by participant fees
C2C Collaborative	Oureach and design meetings		\$2,500				\$2,500	
Child Care Task Force	Task Force meetings	\$5,000					\$5,000	
D&I Strategy	Program operations		\$75,000	\$77,625	\$80,342	\$83,154	\$316,121	Could be allayed by participant fees
My Topeka	Discussion/design meetings	\$1,500					\$1,500	
	Program operations		\$75,000	\$77,625	\$80,342	\$83,154	\$316,121	Could be allayed by participant fees
Choose Topeka 2.0	Program enhancements		\$50,000	\$51,750	\$53,561	\$55,436	\$210,747	Could be allayed by employer fees
Talent Immersion Efforts	Program expansion			\$15,000	\$12,500	\$10,000	\$37,500	Dwindling pool of existing execs Y2Y
Total Costs		\$119,500	\$247,500	\$224,500	\$301,745	\$231,744	\$1,124,989	

FIVE-YEAR MOMENTUM 2027 BUDGET – ADDITIONAL GTP SPEND

	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Staffing (with contingency position)		\$240,000	\$248,400	\$257,094	\$266,092	\$1,011,586
Staffing (without contingency position)		\$160,000	\$165,600	\$171,396	\$177,395	\$674,391
Programs	\$119,500	\$247,500	\$224,500	\$301,745	\$231,744	\$1,124,989
Total Costs (with contingency position)	\$119,500	\$487,500	\$472,900	\$558,839	\$497,836	\$2,136,575
Total Costs (without contingency position)	\$119,500	\$407,500	\$390,100	\$473,141	\$409,138	\$1,799,379

Implementation Metrics

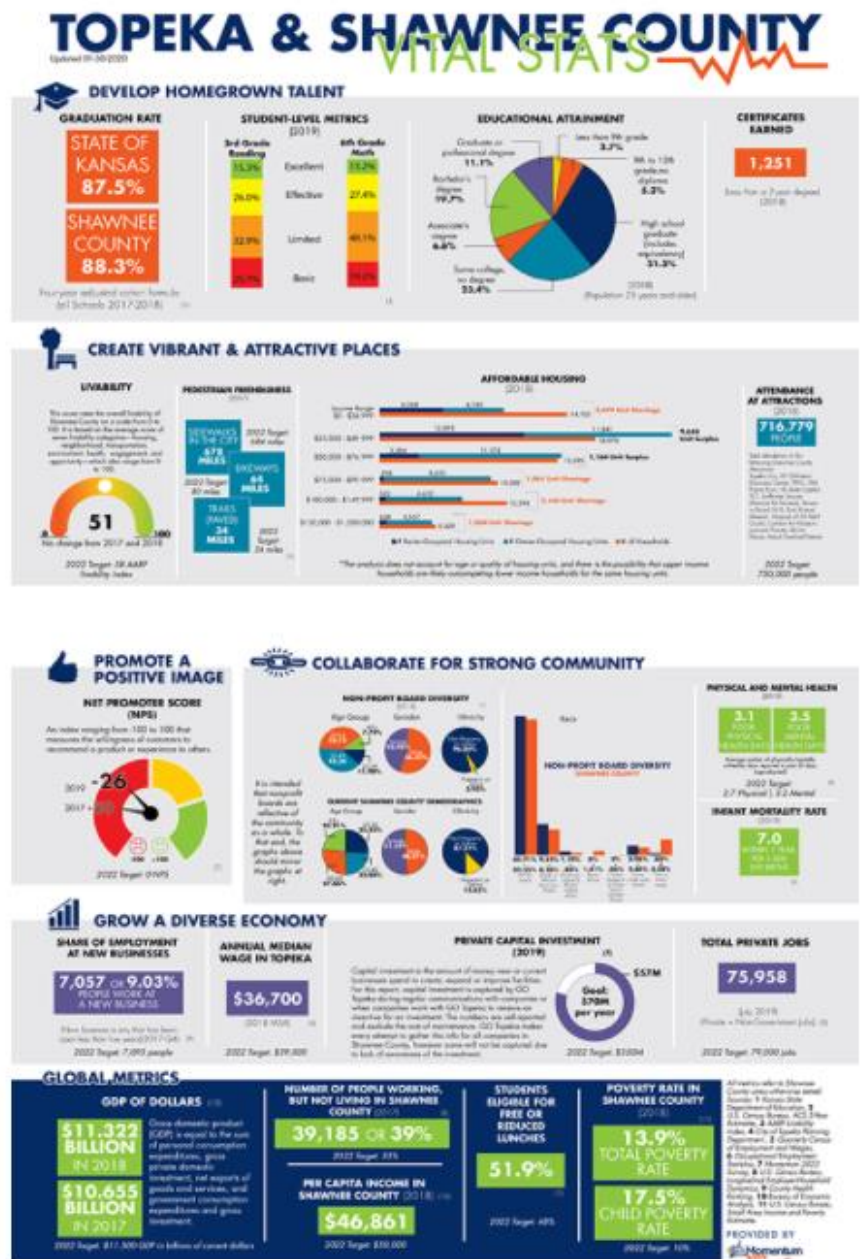
Performance measurement is essential to the implementation of a holistic economic development strategy. Metrics are needed to assess progress and help investors and partner organizations determine whether implementation is producing the desired return on investment. More broadly, metrics can help a community determine whether it is working toward high-level goals such as raising standards of living and improving quality of life.

For Momentum 2022, the Greater Topeka Partnership utilized a MO22 Scorecard (seen at right) to assess implementation progress. It was used to monitor the community's vital statistics as a measurement and consequence of strategic objectives.

The selection of tracking indicators, their presentation, and clear explanation of targeted performance and progress towards attainment were all very effectively realized. The MO Scorecard served as a useful and easily digestible reference point for implementation partners, local stakeholders, and external audiences to see in one graphic how Greater Topeka was performing in advancing Momentum 2022.

Because the topline goal areas of Momentum 2027 have changed, the configuration of the Scorecard would also need to change.

As such, GTP, the MO27 Executive Committee, and partners have determined they will monitor a set of eight topline metrics to assess the performance of Momentum 2027. As this set of indicators improves, so improves the community in reaching Momentum 2027's goals.



The eight performance measures that will be tracked through Momentum 2027 implementation are:

- Population
- Jobs
- Private Capital Investment
- Gross Domestic Product (GDP)
- Retail spending
- ASTRA Innovation Economic Impact
- Poverty Rate
- Median Income

If these indicators are profiled in Scorecard format like Momentum 2020, it might be helpful if it was available as a downloadable PDF in addition to an online graphic. Consideration could also be given to incorporating a dynamic element in which users could click on selected indicators and see full trend tables and potentially even data by sub-geography (City of Topeka, Shawnee County minus Topeka), or other features. Indicators could also be linked to source data that would automatically update when new figures were available. More regularly refreshed Momentum 2027 performance data would provide stakeholders with an extra incentive to visit the website to see if tracking information had been updated.

Lastly, GTP could consider adding a comparative perspective to Momentum 2027 implementation assessment data with the inclusion of peer metros, the state of Kansas, or the U.S. Seeing Topeka-Shawnee County's data in context would better communicate whether Greater Topeka's performance was affected by broader state, national, or global trends. It would also accentuate the region's progress if gains were made versus these peer geographies in addition to attainment towards performance goals.