

Implementation Matrix
Pottawatomie County Economic Development Strategic Plan

	Implementation Start			Implementation Partners															
	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (3 years +)	Pottawatomie County Economic Development Corporation	Pottawatomie County	Pottawatomie County Cities and Towns	KSU	HCC - Wamego	K-12 Schools	Local Employers	Local banks	Pottawatomie County Chambers of Commerce	Washburn SBDC	City of Manhattan	Manhattan Chamber of Commerce	Riley County	Heartland Works	Other	
Goals and strategies in bold.																			
GOAL 1: Maximize the efficiency and success of Pottawatomie County's economic development program by promoting the retention and expansion of existing businesses and the attraction of new businesses.																			
Strategy 1.1: Establish a stable funding stream for the Pottawatomie County Economic Development Corporation (PCEDC) with long-term support from the public and private sectors.																			
Action Item 1.1.1: Change the PCEDC's bylaws to allow funding from businesses and individuals to be used for PCEDC operations.	X			X	X														
Action Item 1.1.2: Launch a private sector economic development funding campaign with a three to five-year horizon.		X		X	X					X									
Action Item 1.1.3: Set aside a dedicated public sector funding source for economic development such as a small percentage of county sales tax revenue (1/10 to 1/8 of a cent, for example).		X		X	X					X									
Action Item 1.1.4: Establish an annual operating budget of \$400,000 to \$500,000 for the PCEDC, with a 50-50 mix of public and private sector funds.		X																	
Strategy 1.2: Create a brief annual report summarizing the PCEDC's activities (including organizational performance metrics) for distribution to Pottawatomie County and the public.		X		X															

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Strategy 1.3: Expand outreach to existing businesses and executives of local companies in a formal Business Retention and Expansion (BRE) program.																		
Action Item 1.3.1: Develop goals and performance metrics for the retention and expansion program.		X		X	X	X				X		X						
Action Item 1.3.2: Annually survey existing businesses through online surveys and in-person interviews.	X			X						X								
Action Item 1.3.3: Utilize survey and interview findings to develop an annual retention and expansion report which can be shared with local officials and residents.		X		X														
Action Item 1.3.4: Address issues identified by employers by working with city, county, or state officials.	X			X	X	X												
Action Item 1.3.5: Visit corporate headquarters of firms with major local operations that are not headquartered locally.		X		X											X			
Strategy 1.4: Create and promote an official incentive program to encourage business expansion and attraction.																		

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Action Item 1.4.1: Potential incentives include: Property tax abatements, Free (or reduced price) land, Assistance with utility and transportation infrastructure provisions	X			X	X	X												
Action Item 1.4.2: Develop a standard set of parameters for the use of incentives including: dollar amount of capital investment, number of employees, return on investment (ROI), and other requirements.	X			X	X	X												
Action Item 1.4.3: Put in place "clawback provisions" so that businesses only receive incentives if they meet their requirements and produce measurable benefits in terms of investment and/or employment.	X			X	X	X												
Action Item 1.4.4: Market incentives on PCEDC website and other promotional materials.	X			X														
Goal #2: Develop a strong foundation for economic development anchored by a robust infrastructure network and high-quality business and industrial parks.																		
Strategy 2.1: Plan for and develop a robust network of transportation and utility infrastructure to promote high-quality development throughout Pottawatomie County.																		

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Action Item 2.1.1: Extend Marlatt Avenue across the Big Blue River from Riley County into Pottawatomie County to facilitate further development in Blue Township.			X		X											X		
Action Item 2.1.2: Improve Highway 99 from IH-70 to Wamego to a “Super 2” configuration, which would improve safety for all roadway users and enhance freight mobility between Wamego and IH-70.		X																KDOT
Action Item 2.1.3: Consider constructing bypass routes for Highway 99 and Highway 24 to re-route heavy truck traffic away from downtown Wamego and downtown St. Marys, while ensuring that passenger traffic continues to travel through the heart of each community so as not to take away potential customers from local businesses.			X		X	X												KDOT
Action Item 2.1.4: Assess the current and proposed water and wastewater infrastructure capacity in each community within Pottawatomie County and plan for investments to accommodate future residential and commercial growth.	X			X	X	X												
Action Item 2.1.5: Invest in water and wastewater infrastructure necessary for large-scale commercial and industrial development where necessary, particularly along Highway 24 between Manhattan and Wamego.		X			X	X												Local commercial real estate developers
Action Item 2.1.6: Make improvements, where necessary, to telecommunications infrastructure to ensure a strong countywide network.			X	X	X	X				X								
Action Item 2.1.7: Consider establishing a countywide building code and building inspection requirements.		X			X													

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Strategy 2.2: Develop a new business park to capitalize on opportunities presented by NBAF (National Bio and Agro Defense Facility) and other activities associated with the region's growing bio-technology industry.																		
Action Item 2.2.1: In collaboration with local commercial real estate developers, identify sites along Highway 24 between Manhattan and Wamego (as close to Manhattan as possible) that would be suitable for a large-scale (roughly 50-200 acres) high-tech business park that could house a wide range of land uses including: R&D or wet lab space; Flex space which could be occupied by office or industrial functions; Modern office space; Business support services (such as office supplies or couriers/mail services) and retail/restaurants immediately fronting Highway 24; Multi-family housing toward the back portion of the site (on the opposite end of the site from Highway 24), which would serve as a buffer between the business park and adjacent properties; and a network of trails, open spaces, water features, and high-quality landscaping throughout the development		X		X	X	X												Local commercial real estate developers
Action Item 2.2.2: Work with local governments and public and private utility providers to ensure that all necessary infrastructure is in place for a large business park including water, wastewater, storm water, electricity, gas, telecommunications, and roadway infrastructure.		X		X	X	X												Rural Water Districts, Westar Energy, and other utility providers
Strategy 2.3: Evaluate Pottawatomie County's existing business and industrial parks to determine if they meet current and future needs and plan for any expansions or infrastructure upgrades if necessary to support economic development.	X			X														

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Goal 3: Better connect the region's workforce and existing workforce development and education programs to the needs of local employers.																		
Strategy 3.1: Work with K-12 schools and Highland Community College (HCC) – Wamego to address unmet workforce needs and develop a trained workforce that aligns with target industries and growth opportunities.																		
Action Item 3.1.1: Ensure that Pottawatomie County's K-12 schools and HCC – Wamego continue to provide leadership in developing a modern, well-trained, and versatile workforce by responding to market conditions and by focusing resources on training needs associated with the county's target industries and future growth opportunities.	X			X				X	X	X								
Action Item 3.1.2: Hold a quarterly meeting with local employers, HCC – Wamego, and representatives from each K-12 school district to improve communication and understanding between employers and education institutions and to address unmet workforce needs in a timely fashion.	X			X				X	X	X		X						
Action Item 3.1.3: Consider a partnership approach between the five K-12 school districts, HCC – Wamego, and Pottawatomie County (and possibly including local businesses) to finance and construct a shared training facility for high school and college students to house technical training functions required by local employers that might be too land-intensive or expensive for any single organization (machining, welding, etc.).		X		X	X	X		X	X	X	X	X						
Strategy 3.2: Ensure that local and regional workforce development organizations remain connected to the marketplace.																		

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Action Item 3.2.1: Maintain an appropriate amount of representation from the Pottawatomie County private sector on the board of Heartland Works, Inc., the region's federally designated workforce investment board.	X			X	X					X		X					X	
Action Item 3.2.2: Partner with Heartland Works and the Manhattan Workforce Center to prioritize business services and job seeker programs that focus on supporting target industries.	X			X													X	
Strategy 3.3: Establish a summer internship program, sponsored by PCEDC, to connect high school and college students with local employers.																		
Action Item 3.3.1: Consider dedicating a funding source (public or private) to provide paid internships, which would represent an investment in Pottawatomie County's young adults and local businesses. This would also provide a greater incentive for students to pursue a summer internship and remain in the area, and also would remove barriers for small businesses that need extra help, but cannot afford to pay for additional work.		X		X	X	X		X	X	X	X	X						
Action Item 3.3.2: Work with KSU and the University of Kansas to advertise available internships with Pottawatomie County employers to students as a way to provide talented interns for local businesses as well as to develop a greater awareness of and interest in Pottawatomie County among young adults in the broader region.		X		X			X	X		X								University of Kansas
Goal 4: Fully capitalize on the opportunities provided by Kansas State University and other post-secondary education institutions.																		

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Strategy 4.1: Further cultivate relationships between Pottawatomie County leaders (public sector and private sector) and KSU leadership and faculty.																		
Action Item 4.1.1: Hold an annual “KSU Appreciation Day” event to bring together KSU faculty and staff, students, and alumni that live in Pottawatomie County.	X			X			X					X						
Action Item 4.1.2: Consider funding an economic impact study of KSU to further understand and market KSU’s importance to the state, regional, and local economy, which would be unveiled during the annual KSU Appreciation Day.	X			X			X											Kansas Department of Commerce
Action Item 4.1.3: Consider funding an endowed chair (\$100,000) and/or funding three to five individual researchers (\$20,000 to \$25,000 each) to support animal science and bio-technology research at KSU.		X		X			X											
Action Item 4.1.4: Encourage expanding collaboration between Pottawatomie County employers with specific needs and department heads, faculty, and researchers from the appropriate KSU programs. Examples include, but are not limited to: Connect local farmers and ranchers with KSU’s College of Agriculture, Connect local manufacturing firms with KSU’s College of Engineering, Connect small businesses with KSU’s College of Business Administration, Connect local school districts with KSU’s College of Education	X			X			X			X								
Strategy 4.2: Focus Pottawatomie County’s economic development resources on target industries that align with KSU’s strongest academic and research programs.																		

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Action Item 4.2.1: More tightly link economic development efforts focused on Bio-Technology and Agri-Business to KSU's animal science program, which is the largest undergraduate animal science program in the U.S.	X			X			X			X								
Action Item 4.2.2: Probe ways that economic development efforts focused on Advanced Manufacturing can capitalize on KSU's Atomic, Molecular, and Optical Physics program, which is one of the largest in the U.S. and is ranked 13th nationally by U.S. News and World Report as well as several other top-ranked KSU programs that are important to the Advanced Manufacturing industry including statistics (#62), chemistry (#83), physics (#85), and math (#89).	X			X			X			X								
Action Item 4.2.3: Hold periodic meetings with college deans, department heads, and professors of KSU programs that are important to the growth of Pottawatomie County's identified target industries. As part of these meetings, seek help in identifying alumni in executive positions who might be interested in returning to the region.	X			X			X			X								
Strategy 4.3: Leverage the county's real estate and agricultural assets to encourage the physical expansion of KSU into Pottawatomie County.	X			X	X					X								
Action Item 4.3.1: Work closely with KSU's Division of Facilities to identify properties in Pottawatomie County that could provide space for functions that require large land areas or agricultural lands. Potential facilities include: Insectarium, Animal holding/containment facility, Crop sciences R&D laboratory	X			X	X		X			X								Pottawatomie County farmers and ranchers

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Action Item 4.3.2: Identify opportunities to establish KSU back office/support facilities in Pottawatomie County.	X			X	X		X			X								
Action Item 4.3.3: Partner with KSU to establish a bio-technology/animal science incubator facility in Pottawatomie County with wet-lab space that could accommodate about 10 small companies.	X			X	X		X			X								
Strategy 4.4: Continue to support HCC – Wamego as a key component of Pottawatomie County’s higher education system as well as a driver of economic growth in its own right.	X			X	X	X		X		X								
Strategy 4.5: Engage and support St. Mary’s Academy and College.																		
Action Item 4.5.1: Foster communication between St. Mary’s Academy and College and Pottawatomie County employers.	X			X						X								St. Mary’s Academy and College
Action Item 4.5.2: Work with St. Mary’s Academy and College’s leadership to further acknowledge and promote the institution’s historical and educational significance.	X			X														St. Mary’s Academy and College
Strategy 4.6: Build stronger connections with NISTAC to promote technology transfer and commercialization in Pottawatomie County.																		
Action Item 4.6.1: Consider partnering with NISTAC to establish a satellite location in Pottawatomie County for start-up companies that require larger amounts of land or need to be located outside of a city in order to house animal containment facilities or other agricultural land uses.		X		X			X			X		X						NISTAC

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Action Item 4.6.2: Provide a forum for local entrepreneurs to connect with NISTAC to promote the commercialization of patents and technologies in Pottawatomie County.	X			X			X			X		X						NISTAC
Goal 5: Improve the availability and awareness of entrepreneurship and small business resources in Pottawatomie County.																		
Strategy 5.1: Work with Network Kansas to support the expansion of the Economic Gardening program.			X	X								X	X					Network Kansas
Strategy 5.2: Expand the resources of the Washburn University Small Business Development Center (SBDC) that are focused on Pottawatomie County.																		
Action Item 5.2.1: In the short-term, consider dedicating a portion of PCEDC's economic development funds for expanded operations of the Washburn SBDC.	X			X	X							X	X					
Action Item 5.2.2: In the long-term, consider partnering with regional economic development partners to establish a stand-alone SBDC in partnership with KSU in order to provide stronger small business support resources for the Manhattan region, including Pottawatomie County.			X	X	X		X					X	X	X	X	X		
Strategy 5.3: Improve the awareness of existing small business and entrepreneur resources.	X			X								X	X				X	
Goal 6: Elevate local and regional marketing efforts improving the branding and image of Pottawatomie County in addition to expanding regional collaboration.																		
Strategy 6.1: Develop an aggressive stand-alone marketing and branding strategy for Pottawatomie County.																		

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Action Item 6.1.1: Emphasize key assets: High-quality schools and healthcare facilities; Natural scenery of Flint Hills and outdoor recreation opportunities; Cultural and historical attractions; Vibrant small towns, each with a unique heritage; Thriving economy with strong agri-business, advanced manufacturing, and healthcare & education sectors and an emerging bio-technology sector; Strong population growth, job growth, and small business establishment growth	X			X								X						
Action Item 6.1.2: Highlight recent success stories (Caterpillar Work Tools major expansion, Mega-Starter, and others).	X			X						X		X						
Action Item 6.1.3: Develop a new Pottawatomie County Economic Development Corporation website with additional content dedicated towards the target industries.		X		X														
Strategy 6.2: Work with local chambers of commerce and local financial institutions to further develop existing tourist attractions and to identify additional funding for tourism advertising.		X		X						X	X	X						
Strategy 6.3: Sponsor an annual “Economic Development Education Mission” in which Pottawatomie County leaders (public and private sector) travel to a peer county or region to learn about their economic development successes and challenges.		X		X	X	X		X	X	X	X	X						
Strategy 6.4: Become a “go-to” partner in regional marketing efforts and participate in more regional initiatives aimed at marketing and business attraction.																		
Action Item 6.4.1: Work more closely with the Manhattan Chamber of Commerce on regional marketing and on attracting new investment from businesses currently located outside of the region or state.	X			X								X			X			

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Action Item 6.4.2: Participate more actively in marketing efforts associated with the Animal Health Corridor.	X			X	X								X	X	X			Animal Health Corridor/KC ADC
Action Item 6.4.3: Support the establishment of the Flint Hills Regional Council as the greater Manhattan region's Economic Development District.	X			X	X	X												Flint Hills Regional Council
Action Item 6.4.4: Leverage Pottawatomie County's strengths, resources, and economic development successes to exert a greater amount of influence on regional economic development and marketing efforts as a partner.	X			X														
Strategy 6.5: Improve Pottawatomie County's physical attractiveness in communities, public spaces, and commercial areas, especially along transportation corridors.																		
Action Item 6.5.1: Place attractive "Welcome to Pottawatomie County" signs at key entrances to County, first focusing on the entrance on Highway 24 from Riley County, then the entrance on Highway 24 from Shawnee County, and then other entrances.		X		X	X	X						X						
Action Item 6.5.2: Work with KDOT to add highway beautification and landscaping improvements to key transportation corridors, primarily Highway 24 and Highway 99.			X	X	X	X						X						KDOT
Action Item 6.5.3: Consider developing commercial design standards (or guidelines) that would apply to new development in commercial and industrial areas to ensure a minimum level of quality and consistency in the appearance of non-residential areas throughout the county.		X		X	X	X												
Goal 7: Improve the vibrancy of all communities within Pottawatomie County and build upon the exceptional quality of life for residents and visitors.																		

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Strategy 7.1: Retain and attract more young people in Pottawatomie County.																		
Action Item 7.1.1: Proactively seek to involve young professionals in leadership positions in the business community, in local governments, and in civic organizations, especially in Pottawatomie County's smaller communities.	X			X	X	X						X						
Action Item 7.1.2: Capitalize on the high percentage of KSU graduates that say they would like to stay in the Manhattan area if they could find suitable employment (64% according to a 2009 KSU Registrar study).	X			X			X											
Action Item 7.1.3: Expand existing efforts to provide networking opportunities for young professionals by utilizing the PCEDC Facebook page and seeking opportunities to hold Happy Hour networking events for young professionals.	X			X								X						
Action Item 7.1.4: Periodically determine from young adults any gaps that exist in the County's quality of life offerings.	X			X								X						
Strategy 7.2: Focus resources on retaining and expanding retail options throughout Pottawatomie County, with a strong emphasis on communities outside of the Highway 24 corridor.																		
Action Item 7.2.1: Consider initiatives to promote residential development in smaller communities, since "retail follows rooftops".		X		X	X	X						X						
Action Item 7.2.2: Consider developing incentives that are designed to attract, expand, or attract retail in rural communities.		X		X	X	X												
Action Item 7.2.3: Attend ICSC conferences to promote Pottawatomie County to retailers.	X			X														
Strategy 7.3: Identify, fund, and construct "catalyst" quality of life projects that build on Pottawatomie County's unique assets, with a focus on retaining and attracting young adults.																		

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Action Item 7.3.1: Complete the hike/bike trail along the Kansas River between Manhattan to Wamego, and from Wamego to St. Marys.			X	X	X	X						X							
Action Item 7.3.2: Consider a partnership between Wamego and Manhattan to establish a kayak docking station in each city to promote recreational water-based transportation between the two cities.			X	X	X	X						X		X				X	Kansas Canoe and Kayaking Association
Action Item 7.3.3: Continue to direct resources toward downtown revitalization efforts, which have been successful in many Pottawatomie County communities.	X			X	X	X						X							
Strategy 7.4: Address housing shortages, particularly affordable, high-quality rental housing, to capture as much of the region's growth as possible.		X		X	X	X				X									
Action Item 7.4.1: Evaluate land use plans and zoning throughout Pottawatomie County to identify and remove any barriers that prevent the construction of new housing.	X			X	X	X													
Action Item 7.4.2: Local governments and real estate developers should collaborate to identify opportunities for new housing developments.	X			X	X	X													Local commercial real estate developers
Goal 8: Engage in specific strategies to grow existing and emerging target industry sectors.																			
Bio-Technology																			
Market and position Pottawatomie County as the location of choice for bio-technology firms and other spin-off activity associated with NBAF.	X			X	X	X						X							
Attend annual BIO International Conference.	X			X								X			X				Animal Health Corridor, KCADC

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Participate in more joint marketing with communities in Animal Health Corridor.	X			X	X								X	X	X			Animal Health Corridor/KC ADC
Consider joining the Kansas City Area Development Corporation (KCADC).		X		X	X													KCADC
Connect local farmers and ranchers with KSU researchers involved in animal science R&D and crop science R&D to promote the use of portions of Pottawatomie County's agricultural lands for KSU research.	X			X	X		X			X								
Foster communication and collaboration between local firms in the highly inter-dependent agri-business and bio-technology industries to support growth in both sectors.	X			X						X		X						
Work with local developers to identify sites for high-tech office parks along the Highway 24 corridor between Manhattan and Wamego and work with public and private utility providers to ensure that the necessary infrastructure is in place.	X			X	X	X												Local commercial real estate developers
Partner with KSU to establish a bio-technology incubator facility in Pottawatomie County with wet-lab space that could accommodate about 10 small companies.		X		X	X		X			X								
Healthcare & Education																		
Promote Pottawatomie County's high-quality K-12 school districts, especially its nationally recognized Blue Ribbon Schools (Rock Creek Jr./Sr. High and St. George Elementary).	X			X					X	X		X						
Assist Community HealthCare System, Wamego City Hospital, and other healthcare facilities with needed training programs and workforce recruitment.	X			X				X	X	X							X	

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Goals and strategies in bold.	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (3 years +)	Pottawatomie County Economic Development Corporation	Pottawatomie County	Pottawatomie County Cities and Towns	KSU	HCC - Wamego	K-12 Schools	Local Employers	Local banks	Pottawatomie County Chambers of Commerce	Washburn SBDC	City of Manhattan	Manhattan Chamber of Commerce	Riley County	Heartland Works	Other
Cultivate relationships with the Kansas Department of Education and highlight the success of Pottawatomie County school districts as well as the county's rapid population growth and relatively low median age to help prevent the closure or consolidation of local schools as a result of statewide budgetary pressures.	X			X					X									Kansas Department of Education
Identify deficiencies in the availability of child care facilities and take steps to ensure adequate availability of child care options throughout the county.	X			X						X		X						
Utilize the bonding capacity of Pottawatomie County or the City of Wamego to construct buildings in downtown Wamego, that would be leased by HCC – Wamego, since the community college's existing lease in the Wamego Industrial Park expires at the end of 2012.	X			X	X	X		X										
Advanced Manufacturing																		
Promote the success of Caterpillar Work Tools and highlight the fact that the division's global headquarters is located in Pottawatomie County as an example of the county's attractive business climate for advanced manufacturing firms.	X			X						X		X						
Market Pottawatomie County's central location in the "wind belt", the top wind energy generating region in the U.S., that stretches from the Texas Panhandle and Western Kansas to Iowa and Minnesota.	X			X						X		X						
Leverage Pottawatomie County's multiple competitive advantages in the fields of advanced manufacturing, agri-business, and bio-technology to support the growth of firms in the Agriculture Chemicals & Machinery niche.	X			X						X		X						
Work closely with Jeffrey Energy Center to identify opportunities to attract advanced manufacturing firms that are suppliers or otherwise associated with the power plant to Pottawatomie County.	X			X	X					X								Westar Energy

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Support efforts to construct a "Super 2" on Highway 99 between IH-70 and Highway 24.		X		X	X													KDOT
Support efforts to improve rail access for goods movement to and from Pottawatomie County.		X		X	X	X				X								Union Pacific
Identify resources to train and develop a larger local advanced manufacturing workforce to respond to the needs of the growing local manufacturing sector.	X			X				X	X	X							X	
Agri-Business																		
Market Pottawatomie County's central U.S. location as ideal from both a supply and distribution standpoint for agri-business firms whose primary suppliers are located in the Great Plains region and that distribute their products throughout the U.S.	X			X						X		X						
Leverage KSU's agricultural strengths to market Pottawatomie County directly to agri-business firms that require or strongly prefer access to a major ag science research university.	X			X			X			X		X						
Ensure that zoning and land use plans adequately protect Pottawatomie County's agricultural lands as the county's population and economy continue to grow.		X		X	X	X				X				X		X		
Explore possibilities for symbiotic relationships between agriculture and energy production through R&D activities related to biomass.	X			X			X			X								
Foster communication and collaboration between local firms in the highly inter-dependent agri-business and bio-technology industries to support growth in both sectors.	X			X						X		X						
Partner with Jeffrey Energy Center to continue utilizing portions of its land (7,700 acres of the total 10,500 acres are currently leased to farmers) for agri-business purposes, with the goal of identifying the "highest and best use" of land that is available for use by agri-business firms.	X			X	X					X								Westar Energy

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Work with local farmers and ranchers to identify opportunities to experiment with and produce higher-value specialty goods using small portions of existing agricultural lands.	X			X						X								
Tourism & Recreation																		
Work with farmers and ranchers to promote the county's productive agricultural lands as tourist attractions.	X			X						X		X						
Leverage the success of the emerging "Oz" theme in downtown Wamego by funding a major expansion of the Oz Museum and increasing the amount of Oz-related advertising spending.		X		X	X	X				X	X	X						
Improve awareness of the Oregon Trail through increased marketing and advertising expenditures and continued partnerships with the Oregon-California Trail Association.	X			X								X						Oregon-California Trail Association
Support state and regional partners in the branding and marketing of the Flint Hills region as an eco-tourism destination.	X			X								X			X			Kansas Department of Commerce
Consider enacting a Pottawatomie County transient guest tax to fund support marketing and tourism promotion efforts.		X		X	X	X						X		X				
Work with local governments and land owners to expand access to Oregon Trail sites by placing wayfinding signage at strategic locations and making infrastructure improvements where necessary.		X		X	X	X						X						
Identify areas of critical scenic, agricultural, and historical significance that must be preserved. As Pottawatomie County grows, it will be important to have strategies in place that balance the need for conservation with the need to allow development in some areas in support of economic growth.		X		X	X	X				X		X						

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Develop a linear trail system for hiking, biking, and equestrian use, focusing initially on the Kansas River corridor and building a countywide trail network in the long-term.			X	X	X	X						X						