

**Greater Reno-Sparks-Tahoe
Economic Development
Three-Year Strategic Plan**

4.26.12

Table of Contents

INTRODUCTION	3
COMMUNITY ASSESSMENT	5
TARGET SECTORS	7
STRATEGIES & METRICS	9
Entrepreneurial Growth: Strategies	9
Entrepreneurial Growth: Metrics	10
Retention & Expansion: Strategies	11
Retention & Expansion: Metrics	12
Attraction: Strategies	13
Attraction: Metrics	14
Education & Workforce: Strategies	15
Education & Workforce: Metrics	16
Community Development: Strategies	17
Community Development: Metrics	18
Appendix	19
Strategies in Detail: Entrepreneurial Growth	19
Strategies in Detail: Retention & Expansion	20
Strategies in Detail: Attraction	21
Strategies in Detail: Education & Workforce	23
Strategies in Detail: Community Development	24
Partners, Stakeholders, Individuals, Companies Providing Input to Plan	26

INTRODUCTION

This plan identifies the objectives and strategies by which the Greater Reno-Tahoe region will contribute its share of the statewide goal of 50,000 new jobs in Nevada by 2015. Using a formula that accounts for the region's share of the state's population and a multiplier provided by UNR's Center for Regional Studies, the following are the goals for Greater Reno-Sparks-Tahoe's job development over the next three years:

Goal 7,500 jobs in Greater Reno-Tahoe by 2015¹

Year	New Primary Jobs	New Secondary Jobs*	Lost Jobs**	Net New Jobs
2012	1,800	1,361	1,000	2,161
2013	2,000	1,512	1,500	2,512
2014	2,200	1,663	1,000	2,863
3-Year Total	6,000	6,000	4,500	7,536

* Multiplier based on last five-year average = 1.756 per Center for Regional Studies

** Estimate: some unreported jobs will be lost each year, but no data available to track this

These goals will be accomplished by focusing the region's economic development efforts, programs and projects (strategies) under five key objectives:

1. Entrepreneurial growth;
2. Retaining and expanding existing Greater Reno-Tahoe companies and jobs;
3. Attracting companies from outside the Greater Reno-Tahoe region that provide jobs with salaries above the regional average in target sectors;
4. Facilitating educational development of the existing and future workforce;
5. Enhancing the community so that it continues to evolve as an attractive, competitive place to do business and live.

The strategies and quantifiable metrics and outcomes are detailed in this plan and represent the collective efforts by all stakeholders in the region. Through a series of work sessions, focus groups and discussions, it has been agreed that these are the programs and projects Greater Reno-Sparks-Tahoe needs to implement over the next three years to continue economic diversification and, most importantly, bring more jobs to and keep the jobs currently in the region.

The region's economic development partners, groups, stakeholders and organizations contributed to the development of this plan and agree to have a stake in the successful implementation of the strategies identified in this plan. Key groups include:

ReCharge Nevada	Nevada System of Higher Education and Research, EDAWN, Washoe, Douglas, Storey, Churchill, Lyon and Carson City Counties, cities of Fallon, Reno, Sparks, Fernley, Northern Nevada Chamber of Commerce, NGOED, DETR, have formed a core working group, acting as a unified voice to create a new economic development coalition. The group works collaboratively to attract, expand, retain, incubate and diversify business in Nevada.
Higher Education	Truckee Meadows Community College, University of Nevada, Reno, Morrison University, National University, University of Phoenix, Sierra Nevada College

¹ According to the State Demographer, Washoe County will represent 15.4% of the state of Nevada's population in 2015. We've calculated that Greater Reno-Sparks-Tahoe's 15% contribution to the Governor's 50,000 jobs goal is 7,500 jobs.

K – 12	Washoe County School District, Council for Excellence in Education, Washoe Ready for Life Community Compact
Technology Transfer	University of Nevada, Reno, DRI and NIREC (Nevada Institute for Renewable Energy Commercialization), Renewable Energy Center (UNR)
The Chamber of Commerce	
Entrepreneurship NV	Applied Staffing, Buy Local, C4Cube, Entrepreneurship Assembly, <i>E-Nevada Now</i> , Entrepreneurship Assembly, KNPB, NCET (Nevada’s Center for Entrepreneurship and Technology), Nevada Small Business Development Center, NIREC, NMI, Reno-Sparks Local Business Co-op, Sage, SCORE, TMCC, UNR Center for Regional Studies, UNR, UNR eClub
Tourism	Led by the Reno Sparks Convention & Visitors Authority, this group includes the region’s hotel/casinos and tourism and recreation attractions
Reno-Tahoe Airport Authority	
Greater Reno-Tahoe Real Estate Brokers	
Truckee Meadows Regional Planning Agency	
Regional Transportation Commission	
Workforce	Nevadaworks, DETR (Department of Employment, Education and Training)

In addition, while the MOU between EDAWN and NNDA clearly outlines territories and roles, both RDAs agree there are critical strategies on which EDAWN and NNDA can and should collaborate. Those strategies are included in the Strategies section of this plan.

COMMUNITY ASSESSMENT

The following strengths, weaknesses, opportunities and threats were compiled from previous research and recent community outreach and EDAWN’s own analysis of the region. These SWOT inform the region’s economic development strategies.

BUSINESS CLIMATE	
<p>Strengths</p> <ul style="list-style-type: none"> Proximity to CA, Western states Low tax climate Strong logistics and distribution capabilities Many Foreign Trade Zones (FTZ) COLI and cost of housing Developing strong regional collaboration Pro-business state and local governments 	<p>Weaknesses</p> <ul style="list-style-type: none"> Under developed clusters Lack of formal support system for entrepreneurs Over reliance on sales tax revenues Limited VC funds Lack of clear, positive brand image as place to do business Lack of regional permitting processes Historic focus on attraction, versus retention, expansion and entrepreneurship
<p>Opportunities</p> <ul style="list-style-type: none"> Continue downtown revitalization Expand angel networks Link traditional investors with start-ups Commercialize UNR & DRI research Expand Wi-Fi to blanket downtown 	<p>Threats</p> <ul style="list-style-type: none"> Overly dependent on consumption industries Gaming industry vulnerable to growth of gaming outside NV and online Current tax structure unable to support state government needs

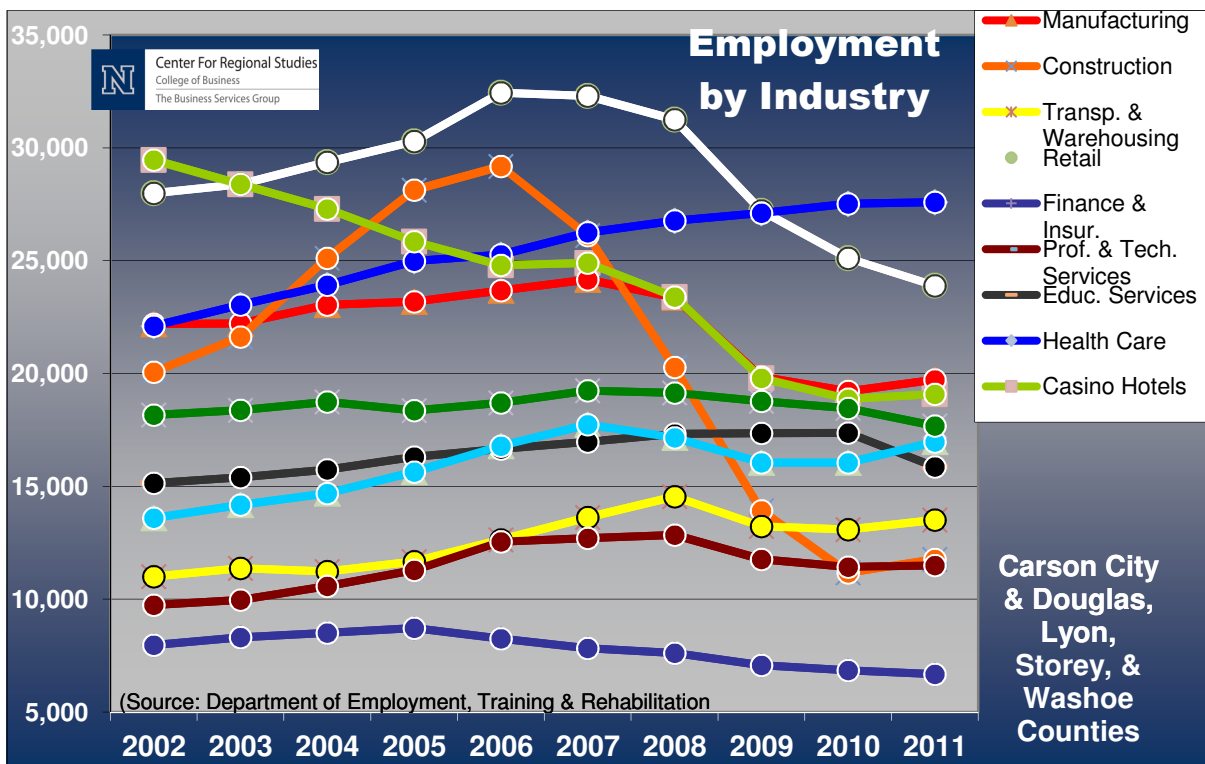
WORKFORCE	
<p>Strengths</p> <ul style="list-style-type: none"> UNR, TMCC, WNC responsive to businesses Abundant workforce training services Strong community colleges (TMCC, WNC) 	<p>Weaknesses</p> <ul style="list-style-type: none"> Low percentage of young professionals Lagging higher educational attainment Strained K-12 system Limited technology or skilled professional workforce
<p>Opportunities</p> <ul style="list-style-type: none"> Attract and retain young professionals Strengthen links between businesses, community colleges and higher education Continue to improve K-12 success Connect college students to local companies early on 	<p>Threats</p> <ul style="list-style-type: none"> Recent college grads moving out of the region Low interest in support for higher education Wages not keeping up with COLI

SITES & INFRASTRUCTURE	
<p style="text-align: center;">Strengths</p> <p>I-80 corridor: strong East/West access</p> <p>Rail</p> <p>Strong mix of sites and uses throughout region</p> <p>Strong telecomm infrastructure</p> <p>Reno-Tahoe International Airport, Stead</p> <p>Good utility reliability and costs relative to CA</p> <p>Long term utility costs stable or declining</p> <p>TMRPA regional land use planning</p>	<p style="text-align: center;">Weaknesses</p> <p>Multiple water authorities</p> <p>Downtown infrastructure</p>
<p style="text-align: center;">Opportunities</p> <p>Develop mixed use downtown</p> <p>Continue local governments collaboration to support a mix of business development</p> <p>Promote transit-oriented development throughout metro area</p> <p>Dandini Research Park</p> <p>Increase residential opportunities in urban core to limit congestion/sprawl</p>	<p style="text-align: center;">Threats</p>

QUALITY OF LIFE	
<p style="text-align: center;">Strengths</p> <p>Strong community pride</p> <p>COLI and cost of housing is more competitive</p> <p>Outdoor recreation</p> <p>Comfortable, 4-season climate</p> <p>Festivals and community events</p> <p>Growing arts/culture</p> <p>Lake Tahoe</p>	<p style="text-align: center;">Weaknesses</p> <p>Parts of region lack ‘curb appeal’</p>
<p style="text-align: center;">Opportunities</p> <p>Make downtown Reno cultural, recreation, and employment hub of the region</p> <p>Attract and retain young professionals</p> <p>Promote infill development and enhance vitality of internal neighborhoods</p> <p>Increase focus on design standards, regional beautification</p> <p>Promote region as a college town</p>	<p style="text-align: center;">Threats</p> <p>Strain on public services and K-12 infrastructure</p>

TARGET SECTORS

Currently, Northwestern Nevada's employment is seeing modest growth in the manufacturing and transportation / warehousing sectors (19,728 and 13,513, respectively in 2011). Transportation / warehousing experienced the smallest decline (-7.1%) in employment between its peak in 2008 and 2011—among the smallest declines of the sectors represented here. Traditional sectors (retail, hotel/casinos and restaurants) also experienced modest upticks in 2011 and account for approximately 60,000 jobs. Like most of the rest of the nation, healthcare is a dominant sector with close to 28,000 jobs, but growth in this sector appears to be leveling off in the region. Professional and technical services employment sustained smaller declines during the recession and appears to be leveling at just under 12,000 jobs. From its peak in 2006 of 29,000 jobs, construction jobs count is recently 11,767.



Based on the Brookings/SRI study, the State's economic development plan, Target2010 and recent expansions, relocations and inquiries / leads, the following industries will be the focus of Greater Reno-Sparks-Tahoe's proactive economic development programs and strategies:

- Aerospace / Aviation / Defense
- Back Office / Business Support
- Call centers
- Clean Energy
 - With an emphasis on Geothermal
- Distribution / Logistics
- eCommerce Fulfillment
- Financial & Intangible Assets
- Manufacturing
- Headquarters of any type

Inquiries and opportunities from companies with quality jobs and a low impact on the region outside of these industries will receive the same high level of service as those from within the above sectors.

STRATEGIES & METRICS

Entrepreneurial Growth: Strategies

Objective 1: Entrepreneurial Growth																	
Primary responsibility = P Supporting role = S		Time Frame	EDAWN	NNDA	Local Governments	The Chamber	Entrepreneurship Nevada	Tech Transfer	Higher Ed	K - 12	Workforce	RTAA	C4Cube	TMRPA	RTC	Tourism	Other
1.1	Develop an entrepreneurial continuum providing support throughout growth cycles	2013	P				P	S									
1.2	Strengthen position and serve as overarching clearinghouse for entrepreneurship in GR-T	2013	P				P	S									
1.3	Develop single portal as clearinghouse for entrepreneurship in region, centralizing resources	2013	P				P	S									
1.4	Develop a \$10MM community venture fund	2015	P		S	S	P	S	S				S				
1.5	Enhance local venture, angel and other sources of capital; facilitate connections to entrepreneurs	Ongoing	P		S	S	P	S									
1.6	Foster regional incubation of start-ups	Ongoing	S				P	S					P				
1.7	Cooperate with and actively support research institutions' commercialization and technology transfer efforts	Ongoing	S				P	P									
1.8	Support Dandini Ranch as optimal location	Ongoing	S				S	P									
1.9	Promote research and development efforts, successes	Ongoing	S				S	P									
1.10	Attract entrepreneurs to the region	Ongoing	P					P									

Entrepreneurial Growth: Metrics

Objective 1: Entrepreneurial Growth METRICS					
		Fiscal Year	FY12 Goal	FY13 Goal	FY14 Goal
METRICS					
Metric #1	Increase start-up jobs		100	100	100
Metric #2	Community Venture Fund				\$10MM
Metric #3	Contact entrepreneurial talent that would consider relocating to / investing in the region		12	12	12
Metric #4	Entrepreneurship events and earned media		24	30	36
Metric #5	Meet with and assist start-up companies		50	50	50
Metric #6	Increase number of patents in the region		+5%	+10%	+10%

Retention & Expansion: Strategies

Objective 2: Retain and expand existing Greater Reno-Sparks-Tahoe companies and jobs															
Primary responsibility = P Supporting role = S		Time Frame	EDAWN	NNDA	Local Governments	The Chamber	Tech Transfer	Higher Ed	Workforce	RTAA	Real Estate Brokers / Companies	TMRPA	RTC	Tourism	Other
		STRATEGIES	Complete												
2.1	Drive sector and cluster advancement that create jobs	Ongoing	P	P						S	S				
2.2	Create and manage sector industry groups	Ongoing	P	P		S				P	S				
2.3	Increase interactions and visits to strengthen relationships with local, primary companies	2013	P	P	S	S				P	S				
2.4	Formally transition, then assist newly relocated primary companies to maximize potential future expansion	Ongoing	P												
2.5	Increase company-to-company interactions to foster mutually beneficial relationship	Ongoing	P	P		S		S			S				
2.6	Develop company database of product / service capabilities of local companies	2013	P	P							S				
2.7	Launch a region-wide Think Local program	2012	P			S					S				
2.8	Increase exports and foreign direct investment	Ongoing	P							S					
2.9	Identify and assist primary companies in GR-T that may be planning an expansion or that meet high growth criteria	Ongoing	P							S					S Media
2.10	Identify existing industry issues and predictors of reasons for leaving GR-T and resolve	Ongoing	P												
2.11	Advocate for necessary improvements to the region's business environment	Ongoing	S		P	P				S	S	P	P		
2.12	Improve higher-education to business and downtown relationships	2012	S			P	P	P							
2.13	Enhance image of GR-T as clean, green, energy efficient	2013	S		P							P	P		

Retention & Expansion: Metrics

Objective 2: Retain and expand existing Greater Reno-Tahoe companies and jobs METRICS					
Fiscal Year		FY11 Actual	FY12 Goal	FY13 Goal	FY14 Goal
METRICS					
Metric #1	Local jobs expansion (Assisted)	750	900	1,000	1,100
Metric #2	Local jobs expansion (Non-assisted)	500	200	200	200
Metric #2	Number of primary employers visited by EDawn	150	180	200	200
Metric #3	Primary employers' critical issues resolved	95%	95%	95%	95%
Metric #4	Visit newly located, started companies in first year	100%	100%	100%	100%
Metric #5	Number of interns hired	n/a	20	40	60
Metric #6	Attraction opportunities identified	n/a	12	18	24
Metric #7	Business to business connections made	n/a	12	18	24
Metric #8	NITRO grants to GR-T companies	n/a	1	2	3

Attraction: Strategies

Objective 3: Attract companies from outside the Greater Reno-Tahoe region that provide jobs with salaries above the regional average in target sectors																	
Primary responsibility = P Supporting role = S		Time Frame	EDAWN	NNDA	Local Governments	The Chamber	Regional Entrepreneursh	Tech Transfer	Higher Ed	K - 12	Workforce	RTAA	Real Estate Brokers /	TMRPA	RTC	Tourism	Other
STRATEGIES		Complete															
3.1	Drive Sector and cluster advancement that create jobs	Ongoing	P	S					S		S						
3.2	Attract foreign investment, especially on-shoring with focus in near-term on China	Ongoing	P	P		S	S	S	S				S				
3.3	Advocate / support a viable EB5 program to attract global workforce / companies	2013	S	P													
3.4	Effectively market the region and its pertinent sectors	Ongoing	P	P	S	P	S		S			S	S			S	
3.5	Provide easily accessible, customizable regional economic development information, including regional assets	2012	P	S	P				P	P	P	P		P			
3.6	Attract high-growth companies and HQs	Ongoing	P	P		S	S	S	S	S	S		S				
3.7	Forge/strengthen relationships with out-of-market HQs of local companies	Ongoing	P	P									S				
3.8	Outbound / tradeshow visits and in-bound visits	Ongoing	P	P					S	S	S	S	S				
3.9	Develop / strengthen relationships with key site selectors, national and local real estate executives	Ongoing	P	S													
3.10	Strengthen and target marketing materials and website for sales efforts for key industry sectors	2013	P	P													
3.11	Highlight key Western location for distribution to 11 states	2012	P	P	S		S					P					
3.12	Attract employers to downtown	Ongoing	P	S	P												
3.13	Engage the broader community in marketing activities and promoting the region	2012	P	P	S	S	S	S	S	S	S					P	
3.14	Focus marketing where the GR-T region offers competitive advantages versus markets with higher costs / poor business climates	2012	P	P												S	
3.15	Leverage and market to relevant trade and industry conventions		P	P												S	

Attraction: Metrics

Objective 3: Attract companies from outside the Greater Reno-Tahoe region that provide jobs with salaries above the regional average in target sectors METRICS					
Fiscal Year		FY11 Actual	FY12 Goal	FY13 Goal	FY14 Goal
METRICS					
Metric #1	Assisted jobs from outside the region	414	750	900	1,000
Metric #2	Average salary of jobs from outside region	\$44,000	\$45,000	\$45,000	\$45,000
Metric #3	Percent of companies in target sectors (cumulative)	70%	70%	70%	70%
Metric #4	Prospect closure rate	23%	50%	60%	60%
Metric #5	New corporate / national headquarters	4	5	6	6
Metric #6	Physically meet with 50% of top 100 consultants	n/a	50%	50%	50%
Metric *7	Prospect visits to Greater Reno-Sparks-Tahoe (cumulative)	50	55	60	65
Metric #8	New Prospects (cumulative)	79	100	100	100

Education & Workforce: Strategies

Objective 4: Facilitate educational development of existing and future workforce																	
Primary responsibility = P Supporting role = S		Time Frame	EDAWN	NNDA	Local Governments	The Chamber	Regional Entrepreneurship	Tech Transfer	Higher Ed	K - 12	Workforce	RTAA	Real Estate Brokers / Companies	TMRPA	RTC	Tourism	Other
		STRATEGIES	Complete														
4.1	Improve high school graduation rate to exceed 20% of national average	2014	S			S			S	P							
4.2	Increase industry and company involvement in K – 12 through encouraging partnerships with WCSD schools (Education Alliance program)	Ongoing	S			P				P			S				
4.3	Increase industry and company involvement in higher education through internship program(s) (including WCSD signature academies)	Ongoing	S			P			P	P			S				
4.4	Annual report detailing skills and degrees needed by employers near and long-term	2013	P			S			S	S							
4.5	Provide annual data on graduation rates, degrees, etc.	2013	S			S			P	P	S						
4.6	Integrate education data in marketing materials	2012	P	P		P			S	S							
4.7	Promote Greater Reno-Tahoe educational successes	Ongoing	P	P		P	P	P	P	P							P me dia
4.8	Promote to primary companies in the region, the current workforce / skills resources available, TMCC's graduate readiness metric	Ongoing	P			P					S						P me dia
4.9	Centralize workforce data and resources/assets	2013	S	S		P			P	S							

Education & Workforce: Metrics

Objective 4: Facilitate educational development of existing and future workforce METRICS						
		Fiscal Year	FY11 Actual	FY12 Goal	FY13 Goal	FY14 Goal
METRICS						
Metric #1	High school graduation rate		70%			
Metric #2	Number of interns hired		n/a	20	40	60
Metric #3	Media coverage of education successes (number of stories)		n/a	24	36	48
Metric #4	Number of Partners in Education / Education Alliance companies					

Community Development: Strategies

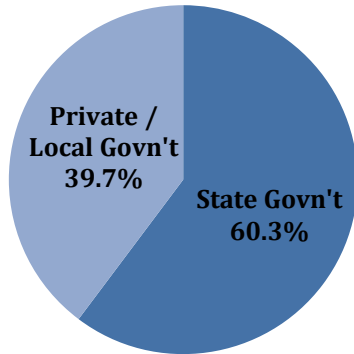
Objective 5: Community (product) development																	
Primary responsibility = P Supporting role = S		Time Frame	EDAWN	NNDA	Local Governments	The Chamber	Regional Entrepreneurship	Tech Transfer	Higher Ed	K - 12	Workforce	RTAA	Real Estate Brokers / Companies	TMRPA	RTC	Tourism	Other
			Complete														
5.1	Secure Comprehensive Economic Development Strategy (CEDS) certification for Washoe County	2013	P		S	S	S	S	S	S	S	S	S	S	S	S	
5.2	Clear Path to Success: responsive, integrated local government	Ongoing	S		P												
5.3	Improve the image of the region as a place to live and do business	Ongoing	S		S											P	
5.4	Develop the Dandini Research Park	Ongoing	S			S	S	P	P								
5.5	I-80 highway connection South	2015	S	S	S									P	P		
5.6	Hwy 395 South expansion / enhancement	2018	S	S	S									P	P		
5.7	Reduce / eliminate trains bypassing the region to southern CA and shipping back to GR-T	Ongoing	S	S	P	S							P				
5.8	Inland port authority	Ongoing	S	S		S							S				
5.9	Winter Olympics in Reno / Tahoe		S	S	S							S				S	P Coalition

Community Development: Metrics

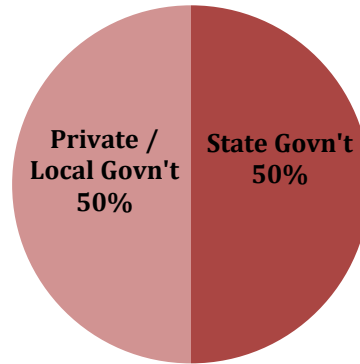
Objective 5: Community (product) development						
		Fiscal Year	FY11 Actual	FY12 Goal	FY13 Goal	FY14 Goal
		METRICS				
Metric #1	Encourage investment in community infrastructure (new projects)		n/a	1	1	1
Metric #2	New capital investment in Greater Reno-Sparks-Tahoe from EDAWN-assisted projects		\$20M	\$20M	\$30M	\$40M
Metric #3	CEDS certification for Washoe County		n/a	Working	Completed	Completed
Metric #4	Number of companies that build in Dandini Research Park		0	0	1	2

It is projected that private and local funding will match, dollar-for-dollar, the funding level requested of the State.

FY2012 Current Funding Sources



FY2013 Target Funding Sources



Appendix

Strategies in Detail: Entrepreneurial Growth

- 1.1 Develop an entrepreneurial continuum providing support throughout growth cycles. Identify current and needed resources to support entrepreneurs through all phases of growth from start up to expansion. This strategy is closely tied to strategies 1.2 and 1.3.
- 1.2 Strengthen EDAWN's position and serve as overarching clearinghouse for entrepreneurship in Greater Reno-Sparks-Tahoe.
Hire a full time professional to identify all resources and serve as the 'connector' between Greater Reno-Sparks-Tahoe's entrepreneurs and resources in the region / state.
- 1.3 Develop a single portal as clearinghouse for entrepreneurship in region, centralizing resources. Create an online resource center representing and connected to all organizations that support entrepreneurship and start-up companies.
- 1.4 Develop a \$10MM community venture fund.
This fund will target lower return opportunities, serving to fill the gap in the region's current funding resources between seed / angle funds and bank-sourced loans.
- 1.5 Enhance local venture, angel and other sources of capital; facilitate connections to entrepreneurs. Through centralizing resources and more effectively identifying the entrepreneurial efforts in the region, EDAWN will provide quality opportunity information to angel, venture and other sources of capital. This will serve to demonstrate that there are investment opportunities in the region with positive potential for return.

- 1.6 Foster regional incubation of start-ups.
Contingent on strategies 1.1, 1.2 and 1.3, the region's incubator resources and entrepreneurs will be connected and promoted.
- 1.7 Cooperate with and actively support research institutions' commercialization and technology transfer efforts
Allowing the technology transfer office of UNR and DRI to lead the effort, EDAWN will provide support, as needed, including promoting programs (see strategy 1.9), successes and connecting researchers to potential capital sources, prospects and established, local companies, etc.
- 1.8 Support Dandini Research Park
As companies look to locate, expand to or in the region, EDAWN will recommend Dandini Research Park as both a potential location and a regional asset. Actively promote the research park and work to get companies to locate there.
- 1.9 Promote research and development efforts, successes.
EDAWN will share UNR's, DRI's and local entrepreneurs' successes both in-market with the business community, media and stakeholders as well as out-of-market as evidence of the region's innovation culture and potential. Develop a public relations campaign that raises the level of awareness of entrepreneurial successes in the region.
- 1.10 Attract entrepreneurs to the region.
Greater Reno-Sparks-Tahoe offers a particularly unique appeal to entrepreneurs who "have a life:" work and play hard and value quality of life as much as business success. For example, to the entrepreneur who loves to ski, Greater Reno-Sparks-Tahoe offers world-class skiing as well as a collaborative, supportive entrepreneurial community.

Strategies in Detail: Retention & Expansion

- 2.1 Drive sector and cluster advancement that create jobs
By focusing on the industry sectors that show the most potential to succeed in Greater Reno-Sparks-Tahoe, the region will realize more new jobs. See strategy 2.2.
- 2.2 Create and manage sector industry groups.
Creating industry groups will serve to demonstrate to companies outside of the region that the Greater Reno-Sparks-Tahoe has considerable industry presence by sector. These groups will also coalesce the region's industries so that they can better share resources and collaborate on problem resolution. During industry focus groups, it was clearly conveyed that each industry sector in the region would like to be better connected to other companies, vendors and workforce/education resources in their sectors.
- 2.3 Increase interactions and visits to strengthen relationships with local, primary companies.
Critical to keeping companies in the region is having strong relationships with those companies' key decision makers and demonstrating that when challenges or problems arise, the region's economic development community is willing and able to help resolve those issues. Stronger relationships will also allow us to help companies tap in to resources to encourage expansion and job growth. This strategy is also a defensive measure against other regions 'recruiting' Greater Reno-Sparks-Tahoe's primary companies to leave for another market.
- 2.4 Formally transition, then assist newly relocated primary companies to maximize potential future expansion.
Similar to strategy 2.3, EDAWN will maintain long-term relationships with newly relocated companies to ensure that expansions can and do happen with as little resistance as possible. New companies will be given an initial, no cost membership, in EDAWN to facilitate their connection to the organization.

- 2.5 Increase company-to-company interactions to foster mutually beneficial relationships. Through EDAWN's relationships with and knowledge of local, primary companies and their needs, make introductions and allow for interactions between companies doing business in the region. This is designed to help local businesses grow from business in the region.
- 2.6 Develop company database of product / service capabilities of local companies. In collaboration with NNDA, create an online database that will demonstrate the resources, vendors and partners available to the regions' companies—effectively ensuring companies in the region go to local partners *first* for development, prototypes, manufacturing, services, etc.
- 2.7 Launch a region-wide Think Local program. Develop and then expand a Think Local programs. This program will serve to increase in-market awareness and pride of the companies doing business in the region; as well as maximize local companies' in-market revenue.
- 2.8 Increase exports and foreign direct investment. In cooperation with GOED and through strategies 2.3 and 2.4, EDAWN will identify companies that have the potential and need support exporting their products / services, especially internationally. Additionally, EDAWN will work with companies to facilitate their connection to the China market.
- 2.9 Identify and assist primary companies in GR-S-T that may be planning an expansion or that meet high growth criteria. The majority of growth in a region comes from their existing industry so an aggressive outreach effort to identify and facilitate this growth will result in significant job growth.
- 2.10 Identify existing industry issues and predictors of reasons for leaving GR-S-T and resolve. These issues will be identified through strategies 2.3 and 2.4 as well as through 'exit interviews' with companies that do choose to leave the region. It is important to keep the existing industry happy so identifying and resolving their issues is important to the retention of these employers.
- 2.11 Advocate for necessary improvements to the region's business environment. Through strategies 2.3, 2.4, 2.5, 2.9, 2.10, EDAWN will identify the region's business climate issues and approach the appropriate economic development partner(s) to determine how to best resolve the issues. EDAWN will use it's relationships on the board and in the community to address business climate issues that are identified.
- 2.12 Improve higher education to business and downtown relationships. This is in support of objective #4 but as the retention and expansion efforts take place there will be opportunities to facilitate the business to education connection.
- 2.13 Enhance image of GR-S-T as clean, green, energy efficient. To be competitive, the region must promote its clean and green energy initiatives as well as continue to expand the number of sustainability initiatives. Sustainability, and a community's image in this area, is increasingly important to companies looking to relocate or expand. EDAWN, wherever possible, will work with cities, counties, companies and individuals to enhance facilitate education and investment of resources to this end.

Strategies in Detail: Attraction

- 3.1 Drive Sector and cluster advancement that create jobs. By focusing on the industry sectors that show the most potential to succeed in Greater Reno-Sparks-Tahoe, the region will realize more new jobs. The synergy created by having a cluster increases the need for suppliers for that industry and helps that industry attract talent and align educational programs needed to meet their workforce needs.

- 3.2 Attract foreign investment, especially on-shoring with focus in near-term on China
EDAWN will actively participate in GOED's sales missions to China to promote Greater Reno-Sparks-Tahoe as an ideal location for Chinese companies' manufacturing and distribution facilities and as an optimal region for domestic companies looking to return manufacturing or distribution to the U.S. to save on overseas shipping. Additionally, EDAWN will work with the Reno Tahoe Airport to bring together a coalition of companies that do business with China to develop programs that will facilitate economic growth.
- 3.3 Advocate / support a viable EB5 program to attract global workforce / companies.
EDAWN will work with NNDA and the Las Vegas EB-5 program to ensure that foreign companies or individuals that want to take advantage of the program have connections in the state that will help them invest in our region.
- 3.4 Effectively market the region and its pertinent sectors.
Through face-to-face sales, online, advertising and public relations ensure that the Greater Reno-Sparks-Tahoe's business assets, brands and benefits are consistently communicated. EDAWN has drafted a marketing plan that includes visits with site selectors, prospects in target industries and companies that may want to expand their presence in the West. The initial focus will be on distribution and manufacturing to take advantage of the manufacturing flight from California, the on-shoring increase and the central location of Reno in the 11 western states and one day proximity to 50 million people.
- 3.5 Provide easily accessible, customizable regional economic development information, including regional assets.
As both an in-market resource and as a sales tool to out-of-market companies and site selectors, detailed, current, accurate information will be developed and available online.
- 3.6 Attract high-growth companies and HQs.
Target industry sectors offer high-growth (jobs and community investment) potential; through sales efforts, EDAWN will vet the prospects that offer high growth potential. High growth companies may be in a location that is not friendly to growth yet the company may be reluctant to relocate. A strategy of "Grow in Reno" will target the high growth companies that have a near term need to expand. The long-term goal is to get the expansion in the Reno-Sparks-Tahoe area so that the company can over time experience the favorable business and tax climate so that they then consider a migration of their company from their other location to our region. Headquarters are of particular value as they tend to bring high wage jobs and invest substantially in their local communities.
- 3.7 Forge/strengthen relationships with out-of-market HQs of local companies.
Several of the companies doing business in the region are not headquartered here. Headquarters are particularly valuable to a community not just because of the high wage jobs they generally provide, but because they tend to invest in the community's development and quality of life. If a division or branch is in Greater Reno-Sparks-Tahoe and that company has enjoyed success doing business here, there is potential to draw the headquarters to the region. Additionally, there is a need to stay connected with the decision makers out of state in the event company is considering downsizing or consolidation. The connection with the decision makers will enable EDAWN to make the case for our region over others before a decision is made.
- 3.8 Outbound / tradeshow visits and in-bound visits.
Attending / participating in industry tradeshows is another way to reach many companies in a given industry at one location. It is also an opportunity to convey Greater Reno-Sparks-Tahoe's advantages as a place to do business. Also valuable is bringing prospective companies to the region. Typically, a visit to Greater Reno-Sparks-Tahoe quickly dispels misperceptions about the region and demonstrates that there are successful companies already in their industry thriving here and a business community that will welcome and support them.

- 3.9 Develop / strengthen relationships with key site selectors, national and local real estate executives. Given site selectors' influence on some companies looking to expand or relocate, ensuring they have a positive and accurate understanding of the region is critical. This will be accomplished most effectively through strong relationships, in- and out-bound visits and providing current data about the region's workforce, real estate, incentives, taxes, etc.
- 3.10 Strengthen and target marketing materials and website for sales efforts for key industry sectors. Provide current, accurate data relevant to each industry in an easy-to-access and customizable format online.
- 3.11 Highlight key Western location for distribution to 11 states. Greater Reno-Sparks-Tahoe's geographic advantages and easy access to the Western U.S. are not widely understood. Increasing awareness of this competitive advantage will effectively convince more companies that need access to the Western U.S. and U.S. ports to consider locating in the region.
- 3.12 Attract employers to downtown. Vital to the region's image as a place to live and work is a vibrant downtown with people living, working and playing in the region's center. Where appropriate, EDAWN will encourage companies to consider locating / relocating downtown to enhance the live / work potential of this core.
- 3.13 Engage the broader community in marketing activities and promoting the region. In all aspects of EDAWN's sales efforts, including stakeholders and partners will continue to be a key strategy. For example, allowing higher education partners to speak directly to the workforce concerns of a company considering relocating or expanding to the region will serve to both eliminate misperceptions and concerns and raise higher education's awareness of employers' needs. This collaboration can be done with virtually all economic development partners. Research has shown that the more stakeholders 'at the table,' the more a prospective company feels that the region is willing to do what it takes to ensure their success.
- 3.14 Focus marketing where the GR-S-T region offers competitive advantages versus markets with higher costs / poor business climates. There are markets where Greater Reno-Sparks-Tahoe's cost of living, cost of housing and costs of doing business are more than competitive. Efforts and programs will be focused on those markets rather than markets that enjoy lower costs.
- 3.15 Leverage and market to relevant trade and industry conventions. Every year, thousands of convention and tradeshow attendees converge on Greater Reno-Sparks-Tahoe and experience the region first-hand. Some of these conventions and tradeshow offer the opportunity to pitch the region as a place to do business to key decision makers. Working with RSCVA and the hotel/casinos, EDAWN will coordinate marketing messages and attend events that offer exposure to relevant industries.

Strategies in Detail: Education & Workforce

- 4.1 Improve high school graduation rate to exceed 10% above the national average. Critical to attracting companies and jobs is improving the region's high school graduation rate. With a competitive high school graduation rate, companies will perceive the region's workforce as a true competitive advantage over other locations.
- 4.2 Increase industry and company involvement in K – 12 through encouraging partnerships with WCSD schools (Partners in Education program). This will serve to both dispel negative misperceptions companies have about K – 12 as well as help WCSD secure the resources, support and advocates it needs to accomplish strategy 4.1.

- 4.3 Increase industry and company involvement in higher education through internship program(s) (including WCSD signature academies).
Companies doing business in the region must have a better understanding of the quality of graduates coming out of the region's higher education institutions. One way of doing this is increasing the number of interns working at local companies. This will also provide a low-risk track for companies to find and hire quality full time employees from the region's higher education institutions.
- 4.4 Annual report detailing skills and degrees needed by employers near and long-term.
Providing a concise source of data provided by higher education and K – 12, this report will detail current, accurate data on the available and future workforce. This report will be of value to both prospective companies as well as companies doing business in the region.
- 4.5 Provide annual data on graduation rates, degrees, etc.
In order to make strategy 4.4 happen, higher education and K – 12 need to provide the data on an annual basis. This data will be used in the marketing of the region.
- 4.6 Integrate education data in marketing materials.
Given the negative perceptions about the region's education system and workforce, it is essential to make available accurate information that can dispel misperceptions.
- 4.7 Promote Greater Reno-Sparks-Tahoe educational successes.
Weighed down by national reports on Nevada's low K – 12 rankings and low awareness of the higher education system in the state and region, the region must promote every success K – 12 and higher education achieve both in- and out-of-market. Aggressive marketing of positive education news will help to off-set the misperceptions.
- 4.8 Promote to primary companies in the region, the current workforce / skills resources available.
Relying on strategy 4.5, providing this information to existing, local companies so that they can find the workforce they need and be assured it's available will have a critical retention impact.
- 4.9 Centralize workforce data and resources/assets.
The region enjoys many groups and organizations looking to solve companies' workforce challenges. Unfortunately, these resources are decentralized and difficult for companies to find in some cases. Providing a single point of entry to all the resources and data will help companies solve their workforce challenges.

Strategies in Detail: Community Development

- 5.1 Initiate, support Comprehensive Economic Development Strategy (CEDS) certification for Washoe County.
CEDS certification opens up the opportunities to access federal funding for projects and programs that can greatly improve the economic development 'product' or community, including funds for educational resources, revitalization, redevelopment, infrastructure, etc.

The following are proposed business climate strategies that will enhance economic development's core objectives; EDRAWN is willing to work with any partners that take the lead on these strategies.

- 5.2 Clear Path to Success: responsive, integrated local government
Already in place, this group can continue its contribution to economic diversification by streamlining permitting processes and making the region a cohesive, easy place to do business.
- 5.3 Improve the image of the region as a place to live and do business
A unified, consistent out-of-market marketing effort by local government, tourism and business communities promoting the favorable business climate in the region. Survey existing companies to determine where they need help and to get testimonials of positive customer experiences.

- 5.4 Develop the Dandini Research Park
The research park offers the potential for significant investment by companies that want to do R&D in concert with and adjacent to the DRI or UNR. This is a unique economic development asset that must be promoted aggressively in order to reach its potential.
- 5.5 I-80 highway connection South
To enhance the transportation access in the region, connect I-80 with Highway 50 via a connecting highway corridor. This also provides improved access to Las Vegas.
- 5.6 Hwy 395 South expansion / enhancement
This expansion will facilitate the Eastern Sierra route from southern California to the GR-S-T region. Nevada will be well-served to advocate for continued widening and enhancements to the section of 395 between the CA/NV border and Highway 80 as the California portion of this connection is nearing completion. Improved access to the Southern California market is very good for the economy of the region.
- 5.7 Reduce / eliminate trains bypassing the region to southern CA and shipping back to GR-S-T.
Trains are going through the Greater Reno-Sparks-Tahoe region, on an increasing frequency, and not stopping to load and unload and serve distribution businesses in the region. They are continuing to southern California and sending shipments back to Greater Reno-Sparks-Tahoe via truck. This results in considerable challenges for the region's distribution and logistics companies that compete with southern California for business and increased costs for many of the businesses in the region.
- 5.8 Inland port authority.
Assembly Bill number 182 authorized the creation of inland ports / authorities to accelerate the creation of new jobs and investment through an emphasis on a logistics supply chain. This legislation may only apply to Las Vegas, but may be worth some discussion and if beneficial to the region, legislative modification.
- 5.9 Winter Olympics in Reno / Tahoe.
Led by the Lt. Governor's office, Greater Reno-Sparks-Tahoe is collaborating with California to bring a winter Olympics to the region. This could bring tremendous infrastructure investments and greatly increase awareness of and improve the region's image—both of which would help economic development, long term.

**Partners, Stakeholders,
Individuals, Companies
Providing Input to Plan**

Local / State /

Federal Government

Carson City
CEDs, Rick Tremble
City of Fernley
City of Reno
City of Sparks
Douglas County
GOED
Office of Sen. Reid
RTC
Sen. Dean Heller
Storey County
Truckee Meadows Regional
Planning Authority
Washoe County
Washoe County Library

Education/Workforce

Career College of Northern NV
Community Compact
Council for Excellence in Education
DETR
DRI
Morrison University
NDA
Nevada Job Connect
Nevadaworks
TMCC
University of Nevada, Reno:
Joseph Bozsic, Coll
Engineering
Katia Albright, Mackay
School
Dr. Greg Mosier, Coll of
Business
Dr. Ryan Heck, Technology
Transfer
Dr. Miles Griener,
Renewable Energy Center
Dick Bartholet, SBDC
Brian Bonnenfant, Center
for regional Studies
Matt Westfield, UNR eClub
Glen Atkinson, Center for
Regional Studies
Dr. Marc Johnson, President
Washoe County School District
Western Nevada College

**Companies, Organizations,
Individuals**

Aerion Corp.
AT&T Nevada
Barrick Gold
Basin Street Properties
Burning Glass
C.E.S. Machine
Carrara Nevada
CBRE
Cleantech
Community Services Agency
Community Services Development
Corporation
Crossroads Commerce Center
Daisy Sero
Dassault Falcon Jet
Dermody Properties
Enel
Entrepreneurship Nevada:
SGS
SCORE
Entrepreneurs Assembly
NSBDC
KNPB
UNR
Sage
NIREC
Applied Staffing
Buy Local
TMCC
C4Cube
UNR e Club
NMI
NCET
E Nevada Now
Harvey & Nancy Fennell
Garden Shop Nursery
GOED
Grand Sierra Resort
Green Chamber of Commerce
GreenUp
Holland & Hart
Industrial Properties
John Ascuaga's Nugget
Kimmie Candy
KPS3
Legacy Supply Chain Services
McDonald Carano Wilson
MD Logistics
Microsoft Licensing GP
Model Dairy
MTK, Ltd.

NAI Alliance
NAIOP
Nevada Business Connections
Nevada Manufacturers Assocn.
NNDA
Northern Nevada Business Weekly
NV Energy
Ormat
Frank Partlow
Peppermill Resort/Casino
Q&D Construction
RBC Wealth Management
REA250
Regional Jobs Network
Remax
Renewable Energy Center (UNR)
Reno Board of Realtors
Reno Gazette-Journal
Reno Sparks Convention & Visitors
Authority
Reno-Sparks Local Business Co-Op
Reno-Tahoe Airport Authority
Reno-Tahoe Open
Renown
Robert Half
SBA
Sierra Nevada Corporation
Sierra Nevada Jobs Corps
Stark & Associates
Sunvelope Solar
Tactical Air Support
Tahoe SUP
The Chamber
Rick Tremble, CEDS
Washoe County Development
District
WBH Enterprises
Wells Fargo
West-Pak Industries
Western Industrial Nevada (WIN)
Western Jet
Young Professionals Network