

Comprehensive Economic Development Strategy

LAS VEGAS GLOBAL ECONOMIC ALLIANCE

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Executive Summary

After five years of profound economic disruption, the Las Vegas region is showing signs of renewed strength. Despite continuing high unemployment, all indicators point not only to a stabilization of the economy, but of resurgence. Previously disparate groups are collaborating as never before to help expand and diversify the Southern Nevada economy. This collaboration is demonstrated by:

- * A newly reorganized and invigorated regional development organization, with dynamic new leadership in the Las Vegas Global Economic Alliance (LVGEA)
- * An aggressive state attitude towards business expansion and international markets, evident both in the Governor's Office of Economic Development and the Nevada Department of Employment, Training, and Rehabilitation
- * Broader engagement with the University of Nevada Las Vegas (UNLV), the College of Southern Nevada (CSN), Nevada State College (NSC) and the other private institutions of higher learning
- * Broad expansion of the Business IT Ecosystem industry in Southern Nevada, as evidenced by the success of Switch
- * Significant new investment in downtown Las Vegas, including the Smith Center for the Performing Arts, The Downtown Project and the Cleveland Clinic Lou Ruvo Center for Brain Health
- * Regional commitment and collaboration between the local governments of Clark County, Nye County and the Cities of Boulder City, Henderson, Las Vegas, Mesquite and North Las Vegas, and the regional organizations, including the Las Vegas Convention and Visitors Authority, the Regional Transportation Commission of Southern Nevada, and the Southern Nevada Water Authority as well as private non-profit organizations such as area chambers of commerce, trade associations, and local/regional economic development organizations
- * A rapidly burgeoning startup community, particularly in the area of technology

These factors speak to increasing cooperation in the community resulting in greater capital investment, talent recruitment and innovation in technology and entrepreneurship. In recent months, the region has gained broad national and international recognition for its economic development efforts. This Comprehensive Economic Development Strategy (CEDS) is a product of those efforts. Southern Nevada's counties, municipalities, business, labor, and non-profit communities, led by the LVGEA, have come together like never before to take on our acute economic challenge. For too long, our economy has been successful but too narrowly defined. The strategies and recommendations in this document will broaden the base of our economy while strengthening its core industries. We aim to foster a more diversified regional economy, global in nature and capable of responding to the needs of the 21st century. To accomplish this feat, we must build the foundations that will enable us to be successful.

Foundations

We must offer the best and most innovative business climate in the Western United States and provide high quality services that will result in the startup, recruitment, retention, and expansion of businesses in Southern Nevada

Successful regional economic development depends on the cooperation of the private sector and the public sector, at every level of government. Thus, the Southern Nevada's counties, municipalities, private nonprofit organizations, labor, and nonprofit communities, led by the LVGEA, must identify legislative and local government advocacy priorities to support a regional vision for our community. Government advocacy should be directed toward growing an innovative economy, recognized internationally for offering a quality work environment and opportunities. The LVGEA must also develop a strategy for retention and expansion of businesses in Southern Nevada and raise awareness of the region's business climate internationally.

We must support and retain Southern Nevada's entrepreneurs

Initiatives emerging from The Rob Roy Innovation Center, the Downtown Project, Venture Merica, and the Las Vegas Metro Chamber of Commerce have fostered an environment conducive to the success of entrepreneurs in Southern Nevada. Over 300 startups call Southern Nevada home, and that number has grown by leaps and bounds in the last three years. Although they might only employ a few people now, these startups have the power to change the face of this community. Indeed, only a decade ago, Switch and Zappos had but a handful of employees; today, they employ thousands. The LVGEA will work cooperatively with their regional and nonprofit partners to nurture and grow the startup/entrepreneur ecosystem in Southern Nevada. The LVGEA will also work with our school systems to ensure that financial literacy curricula are a focus through innovative programs, the LVGEA and its nonprofit partners will give entrepreneurs the tools they need to take this burgeoning startup environment to the next level.

We must support local, regional, and global connectivity

Economic development depends on economic interactions, and economic interactions are fostered by connectivity, not only on the local level, but on the regional, national, and global levels as well. On the local level, we will engage the Regional Transportation Commission of Southern Nevada (RTC) to promote workforce mobility and partner with the Las Vegas Convention and Visitors Authority (LVCVA) Transportation Steering Committee on the Business District project. On the regional level, we will engage counties, municipalities, business, labor, and nonprofit communities to create a regional alliance, the Western Regional Alliance, focused on the economic development of the Southwestern United States. Globally, we will increase our outreach to our international markets of opportunity, and partner with the LVCVA, the gaming industry and the Governor's Office of Economic Development on trade and educational missions.

We must support foundational workforce training assets to ensure current and future business workforce needs are met

The many of educational shortcomings in the Las Vegas region must be acknowledged. These include not only the K-12 system, but the higher education system as well. While this plan cannot (and should not) venture into recommendations for the region's educational systems, it must recognize that these systems are fundamental to the success of our regional economy. If our economy is to be successful and sustainable over the long term, our community needs to address educational excellence in a comprehensive way, and the business community needs to participate in that conversation. In the meantime, the LVGEA and its regional partners will do what it can to improve education in Clark and Nye Counties. It is government advocacy agenda, we will support the pursuit of excellence in K-12 education and the Southern Nevada institutions of higher learning. We will support the efforts of UNLV to become a Carnegie Tier 1 Research Institution, and the Nevada System of Higher Education's (NSHE) three-tiered higher education system. We will promote existing and future technical skills training programs at the College of Southern Nevada, and expansion of degree programs at Nevada State College. We will also promote the growth of our region's medical workforce, through the University of Nevada School of Medicine, Touro University, and Roseman University. Finally, the LVGEA will help to support the mission of the Nevada Department of Employment, Training and Rehabilitation (DETR) through its participation in Southern Nevada's regional workforce sector councils and groups that are tailored to the needs of Southern Nevada's economy.

We must ensure that our regional development authority, the LVGEA, has the organizational capacity and regional support to be successful.

No plan, regardless of how well thought out, will be successful without leadership and organizational capacity. The recent restructuring of the regional development authority into the LVGEA makes possible a new approach to economic development throughout Southern Nevada. This plan highlights the need for adequate funding and a collaborative approach with private and public partners including the Governor's Office of Economic Development (GOED), the Las Vegas Convention and Visitors Authority (LVCVA), the Southern Nevada Water Authority (SNWA), area chambers, the gaming industry, trade associations, labor organizations, McCarran International Airport educational institutions, military installations, and the municipal economic development agencies. In Southern Nevada, success also depends on the LVGEA's cooperation with the various other economic development initiatives, including The Rob Roy in NEVAdon Center, the Downtown Project, and the Southern Nevada Regional Planning Coalition's Southern Nevada Strong initiative. Ultimately, success in expanding and diversifying the Southern Nevada economy depends on building strong public support for development initiatives; therefore, the LVGEA must lead public information persuasion, and public action campaigns around economic diversification. The Las Vegas Global Economic Alliance will create 501(c)3 nonprofit organization called Grow-LV to leverage economic development opportunities throughout the state. Grow-LV will solicit for grants to the nonprofit partner and coordinate an entrepreneur's network to support the ability of our economy. Grow-LV will also conduct research on economic development and advocate for policies that will spur economic development. Finally, LV will devise innovative ways to spur strategic development initiatives.

Taken together, these seven foundational initiatives will lay the groundwork for success in our region's economic development. To create the jobs and economic activity our region needs, we must focus our efforts on specific initiatives that will drive our economic growth for years to come.

Industries Compatible with our Global Vision

Gaming, Tourism, and Conventions

This regional strategy recognizes that diversification and talent are central to the future of our regional economy, but it also recognizes that our regional economy fundamentally depends on gaming and tourism. Indeed, gaming and tourism is the source of our economic strength, and it is what enables us to compete in a global economy. Thus, the LVGEA will employ economic strategies that will allow Southern Nevada to diversify through tourism. To that end, the LVGEA will support and collaborate with the LVCVA on their strategic plan. Through our government advocacy agenda, we will also continue to support success and air transportation related to tourism, and we will look for ways to retain and expand our market share in the gaming, tourism and gaming technology markets.

Logistics, Manufacturing, and Assembly

As a global hub for tourism, Las Vegas is one of the most globally connected cities in the United States. McCarran International Airport, the nation's fifth busiest airport, offers direct, non-stop flights to 23 global cities. I-15, and soon I-11, will connect Las Vegas to some of the biggest ports in North America, and Foreign Trade Zone #89 offers importers and manufacturers the ability to defer taxes and duties until their product is sold at market. All of these factors make Southern Nevada a prime location for logistics, distribution, manufacturing, and assembly. We must study the ways that Southern Nevada can take advantage of these opportunities; to that end, the LVGEA will commission an asset and opportunity study on logistics. The study will investigate the possibility that the logistics industry can drive international tourism to Vegas. The LVGEA will also develop strategies to increase Southern Nevada's non-gaming exports and promote the use of the Foreign Trade Zone throughout the community.

Health Care and Life Sciences

Jobs in health care and related industries account for 9.9 percent of our total workforce in Nevada, according to a recent study by the University of Nevada School of Medicine. That number is projected to grow substantially as the provisions of the federal Affordable Care Act are implemented. As the industry grows, we need to make sure it grows in a way that makes sense for the region, both economically and equitably. To that end, the LVGEA will work with industry and government partners, as well as our medical workforce training centers, to create a regional health care and economic development strategy. In addition, the LVGEA will make the promotion of medical tourism a central focus. Working with UNLV, the LVCVA, Las Vegas HEALS and other community partners, the LVGEA will develop a medical tourism strategy for Southern Nevada and work to highlight and align our medical centers of excellence in the region.

Business and IT Ecosystems

Las Vegas' burgeoning tech industry has been recognized nationally and globally for its innovation and entrepreneurialism. The extensive IT infrastructure in Southern Nevada, together with recent efforts to grow the IT ecosystem, led by Switch, has been fundamental to Southern Nevada's success in the tech industry and will promote significant sector growth in the future. Using our business and IT ecosystem infrastructure, Las Vegas can become a leader in cybersecurity, a field of significant interest to both government and industry. Our IT ecosystem infrastructure will also be of significant benefit to attracting the new online gaming industry and the unmanned aerial systems industry to Nevada. To further elevate Las Vegas' image as a tech friendly community, the LVGEA will work on the expansion and utilization of local broadband networks to support and enhance the regional business core.

Clean Technology

Nevada's desert environment has forced us to be efficient. At the Desert Research Institute and the University of Nevada, we have some of the world's foremost experts on clean energy, energy efficiency, and water conservation. We need to leverage their talent to advance and attract this growing industry. Recently, the U.S. Department of Interior completed the Grand Staircase-Escalante National Monument Environmental Study and revealed that Southern Nevada has the potential to safely and efficiently create about 6,700 MW of solar energy, enough energy to power Nevada for 100 years. Nevada has a robust renewable portfolio standard, making a market for renewable energy utility. Nevada is the ideal place to develop and implement this technology of the future, so the LVGEA will work with its community partners to initiate and support technology demonstration projects. The LVGEA will also create a government advocacy agenda for clean technology and support the National Clean Energy Summit and the WaterSmart Innovations Conference.

Defense and Unmanned Aerial Systems

For sixty years Nevada has been a proving ground for a wide variety of national security and energy technologies. Today, the defense industry in Southern Nevada employs over 12,500 active-duty and civilian personnel with an economic impact of over \$5 billion. While defense operations will remain a significant part of Southern Nevada's economy, the opportunity for growth lies in the commercialization and testing of defense technologies, namely, unmanned aerial systems technologies. The LVGEA will partner with the Governor's Office of Economic Development, DRI, UNLV, and other participants in the Federal Aviation Administration to make Nevada one of six Unmanned Aerial Vehicle testing ranges in the United States. In addition, the LVGEA will partner with educational institutions, like the College of Southern Nevada, to train the workforce necessary for this future commercial technology.



Global Finance, Banking, and Business Services

According to the Las Vegas Convention and Visitors Authority, Las Vegas has the most recognizable brands on the planet, McCarran International Airport welcomed more than six million international visitors to our community, and the LVCVA projects those numbers to grow significantly in the coming years. Those visitors aren't simply staying at our hotels and enjoying our amenities; they are doing business here. Global companies are making huge investments in our community, not only on the Las Vegas Strip, but also in places like the SuperNAP, the largest data center in the world, powered by Switch. As the regional development organization, the Las Vegas Global Economic Alliance will develop strategies to leverage more global capital into our community. Global financial institutions ease the flow of international commerce, and make it easier for global businesses to do business in Southern Nevada.

Each of these sectors has been identified in various different studies, including the Brookings/BBG Report, *Diversity*, and the State of Nevada's Economic Development Strategy. The growth of these seven sectors, combined with the implementation of our seven foundation initiatives, will ensure the long-term growth of our regional economy.



Introduction

Southern Nevada has always been a community of builders. Years off the Muddy River thousands of years ago, Anasazi people settled in the region and built structures that would stand the test of time. In 1855, Mormon missionaries settled the Las Vegas valley and built the foundation of a community. When William Clark brought the railroad to town, he helped create Downtown Las Vegas. When the United States needed water for the parched Desert Southwest, Southern Nevada answered the call and built one of the most impressive structures ever built. For the past fifty years, Southern Nevadans have been building one of the fastest growing economies in the United States.

Perhaps more than any other region in the country, Southern Nevada was devastated by the recession of 2008-2009. We went from having some of the lowest rates of unemployment to the highest. Tens of thousands of families lost their homes as jobs dried up and our economy shrank. Community leaders quickly realized that our economic development structures were insufficient to help us dig ourselves out of the economic morass, and they set about the task of reforming our regional economic development system. In 2011, Governor Brian Sandoz signed AB449, a bill reforming the state economic development structure. Among other things, the bill required the state's three regional economic development authorities to evaluate the way they did business. Chris Benson, the Chairman of the Nevada Development Authority and Betsy Fretwell, the Manager of the Las Vegas Convention Center, convened a broad group of community stakeholders to talk about economic development in our region. Out of those discussions, the Las Vegas Global Economic Alliance and the Southern Nevada Comprehensive Economic Development Strategy were formed.

About This Document

The Southern Nevada Comprehensive Economic Strategy is the result of a collaborative effort between the Las Vegas Global Economic Alliance (LVGEA) and over 300 stakeholders in Southern Nevada. This document will guide decisions made by the LVGEA as it sets about the task of diversifying Nevada's economy and laying the foundations for long-term economic stability. This document is broken up into three primary sections:

- * Foundations: Creating the environment for long-term economic growth
- * Sector Strategies: Growing industries important to the global economy
- * Projects: Investing our community to diversify our economy

About the Las Vegas Global Economic Alliance

The Las Vegas Global Economic Alliance (LVGEA) is a 501(c)(6) membership organization dedicated to diversifying the Nevada economy and building the foundations for long-term economic growth.

Foundations

Southern Nevada has grown up fast. In 1980, the populations of Clark and Nye Counties added up to less than 500,000 people. Today, there are over 2,000,000 people in the region. For decades, Southern Nevada's economy has been fueled primarily by tourism, and because of that, many of tourism's ancillary benefits. The Las Vegas Strip and gaming institutions all over the valley draw 40 million people to our region every year. To accommodate them, we built one of the largest and most advanced airports in the United States. Because not to gamble, so to accommodate them, we built some of the finest restaurants, spas, and natural park. Our tourists give us other benefits. Las Vegas has more business meetings and trade shows than any destination in America, and our business community benefits from that exposure. More than any other regional economy, we have benefited from a vibrant and multifaceted tourist economy.

But when the recession hit, we suffered longer and harder than any other because we had not built the foundations for long term economic growth. In 2008, our economy was successful in many ways, but it was narrowly defined. Discretionary spending made the middle class possible for hundreds of thousands of dealers, servers, cooks, and bartenders, but when that discretionary spending evaporated so did their middle class. When our economy started to falter, we looked up at the foundations that support many regional economic systems: workforce development and school systems, the entrepreneurial ecosystems, and the business retention and expansion systems. We need to repair them.

Many comprehensive economic development plans start with strategies to lure new and existing businesses to a region. Before we can talk about any sector specific strategies, we must begin to repair the foundations of our economic development. The Comprehensive Economic Development Strategy will lay out a path to attain the following six

- * Offer the best and most innovative business climate in the Western United States and provide high quality services that will support recruitment, retention, and expansion of businesses in Southern Nevada
- * Support and retain Southern Nevada's entrepreneurs
- * Spur connectivity through local, regional, national, and global partnerships
- * Improve Southern Nevada's Workforce and Education Systems to develop, retain, and attract a skilled workforce
- * Expand the LVGEA so that it has the organizational capacity and regional support to be successful

Each goal comes with a set of objectives and programs, distributed to the LVGEA and its regional partners. The completion of these objectives and programs will not necessarily guarantee the attainment of these goals, but they will get us on the path to long term economic sustainability.

Goal One Offer the best and most innovative business climate in the Western United States and provide high quality services that will result in the startup, recruitment, retention, and expansion of businesses in Southern Nevada

This is an attainable goal. In most ways, Nevada and the Las Vegas region area are already well ahead of their western neighbors. Proposition 30 continues to have a negative effect on the California business community and Oregon and Washington have limited resources and a restrictive development climate. In creating this goal, there are important caveats. The businesses that will help ensure a vibrant and sustainable economy care about “quality of place.” As a region, we must take a holistic approach to economic development, building a community that excels in education, opportunity, and entrepreneurialism.

Objective 1: Develop a legislative agenda to promote a truly positive business climate

Program 1: Establish a cooperative advocacy campaign to modify statewide policies and pursue funding to increase economic prosperity in Southern Nevada

Lead Agency: LVGEA

Support: Area chambers, cities, Counties, the Nevada Resort Association and other industry groups, Higher Education

Activities

- * Focus the government advocacy strategy around not just broader business interests but regional economic development goals
- * Protect existing competitive advantages in Nevada’s business regulatory and tax climate (e.g. lack of corporate and personal income taxes).
- * Support modified P-16 education funding formulas that will invest in Southern Nevada to adequately meet the needs of regional students.
- * Advocate for an increase of state funding for the Knowledge Fund to stimulate innovation within the region and throughout the state
- * Advocate for state and federal funding for infrastructure improvements

Objective 2: Design and utilize creative business development incentives

Program 1: Preserve and leverage existing tools and incentives that give Southern Nevada a competitive advantage

Lead Agency: GOED, Cities, Counties

Support: LVGEA

Activities:

- * Preserve existing financial tools and mechanisms (e.g. TIFs, USDA rural grants)
- * Encourage the state to adopt the recommendations of the recently completed *Economic Development Benchmarking and Incentive Analysis* study (October 2012)

Program 2: Simplify and streamline development and permitting processes across the region

Lead Agency: Cities, Counties, Southern Nevada Regional Planning Coalition

Support: LVGEA, Area Chambers, GOED

Activities:

- * Encourage all jurisdictions in Southern Nevada to provide a fast-track, streamlined permitting process
- * Encourage jurisdictions to adopt similar processes
- * Explore ways of funding streamlined processes

Objective 3: Retain and expand existing businesses in the Las Vegas region

Program 1: Continue to enhance business retention and expansion (BRE) efforts through the establishment of regional BRE program

Lead Agency: LVGEA

Support: Area economic development, UNLV, Area Chambers

Activities:

- * Work with the UNLV Center for Business and Economic Research and the Department of Employment, Training, and Rehabilitation to obtain an inventory of regional businesses to:
 - * Ensure an understanding of types of businesses in the community and
 - * Keep tabs on expansions and layoffs
- * Place periodic calls with existing employers to uncover potential opportunities for local expansions. These meetings should also serve to make existing employers aware of technical and financial assistance programs
- * Create an annual survey of area businesses to keep tabs on opinions of the area's business climate. Evaluate options such as a mailed flyer in the local newspaper or an on-line survey. Internet technology has made conducting surveys and questionnaire easier and cheaper than in the recent past.
- * Several internet applications, such as Executive Pulse or Synchronis, are appropriate for this purpose
- * Act as a liaison between area workforce development providers and existing businesses to ensure regional employers are aware of available training resources.

Program 2: Develop an intervention strategy by working with area partners to deal with potential layoffs or plant closures

Lead Agency: LVGEA

Support: Area economic development staff, DETR

Activities:

- * Research and leverage services offered through the U.S. Department of Commerce's Manufacturing Extension Partnership (MEP) program to prepare for a possible site closure
- * Coordinate with area local workforce development boards' rapid response team to provide assistance to workers facing dislocation
- * Build relationships with site sector developers, and real estate brokers to ensure prompt reuse of a closed facility by a new tenant

Objective 4: Promote the development of other new employment centers in the region



Program 1: Work closely with allies to identify where there are gaps in their product inventory that could be filled by sites in Southern Nevada

Lead Agency: Cities, Counties

Support: LVGEA , GLVAR, NAIOP

Activities:

- * Meet with local landowners and developers to identify the best sites to fill these gaps and highlight these sites in the park
- * Encourage regional jurisdictions to identify/zone land for future employment growth
- * Work with regional partners to identify new locations for business parks
- * Create a strategy to grow and fill existing business parks
- *

Program 2: Ensure that sufficient infrastructure, land, and resources are assembled for new development

Lead Agency: Cities, Counties

Support: Greater Las Vegas Association of Realtors, NAIOP, Area utilities

Activities:

- * Protect commercial/industrial land from encroachment from incompatible uses
- * Provide diverse array of real estate products throughout the region for a variety of uses
- * Support the efforts of the SNWA to secure an ample water supply for Southern Nevada

Program 3: Keep an updated inventory of parcels available and a map of where the parcels are located

Lead Agency: LVGEA

Support: Cities, Counties, Area real estate trade groups

Activities:

- * Review available sites in Southern Nevada and collect standardized information about each site, including information commonly used by site selectors
- * Store information in a format that is easily accessible and shared
- * Based on the profile and information collected on the sites, note any sites with infrastructure needs and work with local government to discuss potential plans to meet those infrastructure needs
- * Develop a website to act as a clearinghouse for companies seeking to expand or relocate to Southern Nevada
- * Develop a GIS tool to allow for the display of multiple layers of information (eg. infrastructure availability etc.) on properties in Southern Nevada
- * Use GIS software to assist in researching and identifying utility availability at all major sites
- * Provide printable maps, highlighting major developments in Southern Nevada
- * Provide site location and site analysis to companies seeking to relocate to Southern Nevada
- * Utilize EDSoft for proposal development and Salesforce.com
- * Build and maintain a database of "hot" prospects

Objective 5: Develop a mechanism for evaluating, prioritizing, and coordinating interagency infrastructure improvements to support economic development

Program 1: Continue to strengthen ties among jurisdictions within the region to increase cooperation on critical infrastructure improvements

Lead Agency: LVGEA

Support: Area chambers, Cities, Counties, Utilities, Southern Nevada Regional Council of Governments

Activities:

- * Encourage all jurisdictions to continue to regularly participate in a regional economic development working group to identify and evaluate needs and coordinate its development
- * Work cooperatively with utilities (e.g. electricity, gas, water) to ensure that infrastructure improvements meet the needs of residents, existing businesses, and future prospects
- * Explore the establishment of a regional development fund and/or infrastructure bank to support projects that have a regional economic development impact

Objective 6: Recruit businesses from cluster niches through a strategic marketing campaign

Program 1: Conduct an internal marketing campaign targeting Southern Nevada's business leadership and residents to raise awareness of economic development efforts and opportunities

Lead Agency: LVGEA

Support: Area chambers

Activities:

- * Use the roll out of the CEDS to begin an internal public relations campaign to build awareness of the transition of the Nevada Development Authority to the Las Vegas Global Economic Alliance and its expanded economic development mission in Southern Nevada
- * Tie the roll out of the CEDS to a capital campaign for economic development
- * Establish a Southern Nevada Ambassadors program, with the purpose of:
 - * Building awareness of the region's strengths among area business executives
 - * Providing information to them to spread a more positive image of Southern Nevada in their business relationships
- * Identify business leaders most likely to influence decisions taken program (consider populating the program with CEDS steering committee members)
- * Create a brief profile touting the region's positive aspects to be used by area business leaders
- * Meet regularly with the Ambassadors to keep them up to date on progress, and honing the advancing business marketing messages
- * Create a mechanism for the Ambassadors to refer prospect leads

Program 2: Build global awareness of Southern Nevada as a destination for business investment

Lead Agency: LVGEA

Support: Cities, Counties, Area chambers, LVCVA

Activities:

- * Continue to support economic development efforts at regional jurisdictions in their business recruitment activities
- * Design and initiate an advertising campaign in partnership with the LVA, area counties, cities, chambers, McCarran International Airport and other appropriate parties
- * Implement a public relations campaign targeted at regional jurisdictions located in California, Arizona, Utah, Colorado, and the entire Western Region
- * Implement a social media campaign directed at local, national, and global influencers to raise awareness of Southern Nevada as a global destination
- * Continue networking with individuals and organizations that can refer prospect leads. Examples include the Governor's Office of Economic Development (GOED), area chambers, counties, cities, SWIFT/NAP and other regional data centers, regional technology community, commercial real estate brokers, industry associations

Program 3: Build awareness among corporate site selectors

Lead Agency: LVGEA , GOED

Support: Area chambers, Cities, Counties, Non-profit Development Agencies

Activities:

- * Create a site consultants database
- * Compile site consultant information request database using the EDC matrix format
- * Design site consultant letter and package (include EDC RFI information) – letter should highlight a different opportunity each month (e.g. Downtown Project, In on Village)
- * Initiate site consultant letter campaign. Email to consultants monthly with new opportunity
- * Initiate site consultant visitation program. Call on consultants in major cities each quarter (Los Angeles, Dallas, Chicago)
- * Design and hold "developer's day" event for site consultants and regional industrial and commercial brokers
- * Conduct research for site consumption that compares the tax and regulatory climate of Southern Nevada to other Western Regional states and quantify the value of doing business in Nevada

Program 4: Build awareness among decision-makers within identified industry clusters

Lead Agency: LVGEA

Support: Area chambers, LVCVA

Activities:

- * Identify and market to companies and individuals in each industry cluster using social media, direct mail, and other tools
- * Conduct calls to regions where the firms are most concentrated
- * Participate in industry trade events, especially those taking place in Southern Nevada, in identified industry clusters
- * Track the success of the campaign using contact management system, and adjust the campaign based on metrics
- * Engage local leaders in identified clusters to leverage their relationships globally

Program 5: Establish an aggressive conference and convention strategy linked to target sector opportunities

Lead Agency: LVGEA

Support: LVCVA, Area chambers, Counties, Cities

Activities:

- * Coordinate the targeting of specific businesses and organizations for holding conferences and symposia in Southern Nevada
- * Request regional economic development professionals attend certain conferences and meetings to market Southern Nevada to representatives of the target sectors
- * To supplement regional economic development professionals, use the Ambassadors to assist in marketing Southern Nevada as a conference attendees
- * Work with LVCVA and other regional partners to attract conventions that are economically development regional

Objective 7: Raise the profile of Southern Nevada as a global business destination

Program 1: Build on the existing international connections and foreign-owned companies within Southern Nevada's business base

Lead Agency: LVGEA , GOED

Support: Area chambers, LVCVA

Activities:

- * Build a database of success stories in the Southern Nevada region
- * Based on BRE activities and other sources of information, create an inventory of regional companies with foreign connections
- * Build a local international business alliance comprised of companies with international operations, foreign ownership, or trade relations
- * Leverage other international business alliances or related organizations located in Southern Nevada
- * Maintain economic development marketing materials in other languages, including Spanish, French, and Mandarin
- * Target US companies with manufacturing operations in China and other Asian nations. There is growing evidence of small and medium-sized US manufacturers "on-shoring" operations back to the US from low-cost labor nations due to rising transportation costs and concern over quality control

Program 2: Identify and rank countries for business recruitment purposes based on a strong presence in the target industries, and incorporate these countries into target industry business attraction activities

Lead Agency: LVGEA

Support: DETR, Area Higher Education, LVCVA

Activities:

- * Adopt an international recruitment strategy that considers county-specific international investment trends, target industries, and geography focusing first on countries that have non-stop access to McCarran (LAX) and others over the long-term
- * Utilize the overseas relationships of existing companies operating in Southern Nevada, including clients, suppliers, and employees
- * Place special emphasis on attracting global banking to the United Statesign to increase the flow of the foreign
- * Target manufacturers and distributors of goods that might benefit from Southern Nevada's strong regional and global connectivity

Program 3: Strategically attend international industry events and trade shows

Lead Agency: LVGEA; Area economic development staff

Support: LVCVA

Activities:

- * Coordinate event schedule and attendance with regional chambers, regional economic development organizations, and GOED
- * Participate in international call trips and trade shows organized by GOED and regional economic development organizations. on attending executive conferences
- * At any function, participate in "special access" activities, including sponsorship of receptions, technical seminars, and similar "by invitation only" events
- * Include call visits to specific companies based in the hosting city or region.

Program 4: Build relationships with other international resources in Southern Nevada

Lead Agency: LVGEA

Support: Area chambers, Area Higher Education

Sample resources:

- * **Foreign consulates.** Southern Nevada hosts five foreign consulates (<http://www.clarkcountynv.gov/Depts/Recorder/Pages/Consulates.aspx>). When focusing recruitment and outreach activities on certain countries, Southern Nevada economic developers should network with official diplomatic offices in the region.
- * **Foreign banks.** Loan generation offices for foreign banks may also provide good contacts. Often these banks are eager to extend the lending process locally to the same companies that they have lending relationships with back home.
- * **Third parties.** In addition to banking relationships, different counties place varying emphases on third parties. For example, Germany places significant emphasis on tax accountants. In the case of Japan, engineering firms and trading companies play a key role in site selection.

Program 5: Position Southern Nevada as an international region that welcomes international residents, students, scholars and visitors

Lead Agency: LVGEA

Support: Area chambers, LVCVA, Area higher education

Activities:

- * **Inventory cultural institutions and assistance programs available to international residents and visitors in Southern Nevada and make this resource available to employers and international families through regional chambers.**
- * **Identify individuals from the international community residing or working in Southern Nevada that could assist recruitment efforts.**
- * **Place a special emphasis on understanding cultural practices that may affect business recruitment strategies, location decisions, and workforce.**

Objective 8: Coordinate various redevelopment initiatives with public and private entities

Program 1: Support public and private investment opportunities across the region that align with regional economic development goals

Lead Agency: Cities, Counties, LVGEA

Support: Metro Chamber, The Downtown Project, Rob Roy in NEVation Center, Southern Nevada Strong, Grow

Activities:

- * Coordinate marketing the Southern Nevada as a destination for entrepreneurs and startups with the Downtown Project and Rob Roy in NEVation Center and other local development efforts
- * Facilitate an open line of communication between the City of Las Vegas, and other regional stakeholders
- * Work cooperatively with the Southern Nevada Strong initiative to align with economic development goals
- * Advocate for continued public sector infrastructure investments

Program 2: Continue to invest in public infrastructure to support the redevelopment of downtown Las Vegas

Lead Agency: City of Las Vegas

Activities:

- * Update the Las Vegas Downtown Centennial (2000)
- * Promote the development of increased office and residential space in the downtown area to support its emergence as a residential and employment center for the region
- * Incentivize the provision of telecommunications and other utility infrastructure in downtown

Program 3: Support innovative redevelopment efforts around the region

Lead Agency: Grow-LV

Support: Cities, Counties, Nonprofit Development Organizations, Community Development Entities

Activities:

- * Participate in efforts to redevelop Water Street, Mesquite, Maryland Parkway, and other redevelopment areas
- * Advocate for redevelopment projects with a regional impact
- * Explore new ways to facilitate redevelopment in partnership with Southern Nevada Strong and area community development entities

Goal Two: Support and retain Southern Nevada's entrepreneurs

Southern Nevada has seen tremendous startup growth in recent years. This growth is primarily due to the efforts of Downtown Las Vegas, Tony Hsieh, CEO of Zappos, invested \$350M of his own money to the Downtown Project, a community-led initiative aimed at transforming Downtown Las Vegas into a hub for startups. Today, dozens of startups have moved from all over the country to Las Vegas, and the Downtown Project has gained national and global recognition. Similarly, Rob Roy, CEO of Swiss, has also invested money to create a haven for startups on the Las Vegas Digital Exchange Campus along the Strip in Clark County. The Rob Roy Innovation Center has become a hub for tech startups and community activism. These men, and the businesses they lead, are the heart of our business community. They are investing in the future of our community and the future of our economy. The regional economic development community is prepared to support their efforts, so their momentum can be sustained for years to come.

Objective 1: Foster innovation through high-growth entrepreneurship

Program 1: Facilitate financing for local entrepreneurs to retain them in Southern Nevada

Lead Agency: Area chambers

Support: Area higher education

Activities:

- * Establish a Revolving Loan Fund (RLF) to provide operating capital for small developing companies in Southern Nevada, especially those engaged in targeted sectors. Such enterprises may well constitute a growing portion of future business activity and employment in the region. To assist in capitalizing an RLF, the regional entities could partner on applying for a grant from the Economic Development Administration (EDA) through the agency's Revolving Loan Fund Program
- * Create opportunities for entrepreneurs to meet regional investors. Establish a forum where pre-screened, well-qualified entrepreneurs can make pitches to an audience of investors

Program 2: Build a regional climate in Clark and Nye Counties that embraces and celebrates entrepreneurship by increasing opportunities for networking and outreach between various governmental entities, higher education institutions, investors, and the business community

Lead Agency: Area chambers

Support: Grow-LV, LVGEA, Counties, Cities

Activities:

- * Design a public relations campaign to build awareness of regional entrepreneurs' success stories. A database of local success stories could be created by interviewing successful local entrepreneurs. These could be pitched to media contacts as a regular column or feature in local and regional news sources
- * Organize an annual business expo summit to celebrate the accomplishments of our community. Include a keynote speaker, break-out sessions covering topics of interest, networking opportunities, and a regional business showcase. Hold the conference at a different location in the region each year
- * Establish a working group that will examine regulatory policies that affect small businesses in the region to ensure that these policies do not inadvertently negatively affect small businesses
- * Schedule entrepreneurial expos such as NxLevel or FastTrac

Goal Three: Spur connectivity through local, regional, national, and global partnerships

Our economy depends entirely on connections. Roads connect workers to their jobs. Jets connect cities and shipping lanes, connect the global economy. Southern Nevada has historically benefitted from its connectivity to Las Vegas, the lifeline for our tourist economy for many years, and McCarran International Airport supports commerce from all over the world. In order to compete in the global economy will have to have more connections to the world than ever.

Objective 1: Foster local connections and workforce mobility

Program 1: Develop and implement a comprehensive regional and multi-modal workforce mobility plan

Lead Agency RTC

Support: LVGEA, MCVVA, Cities, Counties, LGrow

Activities:

- * Promote regional workforce mobility through the construction and enhancement of regional transit projects, like the 33 and four express routes that continue to provide fast, efficient commuting for its more than 60 million annual transit riders
- * Encourage the state legislature to index the fuel tax to provide funding for workforce mobility projects
- * Explore the feasibility of different modes of transit, like light rail
- * Find ways to support the region's rural transit systems, like the Southern Nevada Rural Ride Service
- * Work with LVCVA Transportation Steering Committee to derive solutions for moving people between and along the Strip, resort c Downtown Las Vegas.

Objective 2: Work with regional partners to create a Western Regional Alliance

Program 1: Identify leaders from Western Regional economies and engage them on regional issues

Lead Agency LVGEA

Support: RTC, LVCVA, Cities, Counties, Growth Area higher education

Activities:

- * Convene a Western Regional Summit, an event that would bring together officials and business leaders from neighboring states to discuss energy, and the global economy
- * Partner with leading education resources like Brookings Mountain West and the Desert Research Institute to create value for regional
- * Share best practices

Program 2: Start a dialogue with regional leaders on how we can cooperate in the global economy

Lead Agency LVGEA

Support: RTC, LVCVA, Cities, Counties, Growth Area higher education

Activities:

- * Meet regularly with officials from Mojave County AZ, Washington County UT and San Bernardino CA to discuss regional issues
- * Offer letters of support for projects that benefit the regional economy

Goal Four: Improve Southern Nevada's workforce and education systems to develop, retain, and attract a skilled, educated, and talented workforce

The education level of our workforce is perhaps the original obstacle we have to economic growth and stability. However, the stakeholder group recognizes that there is, in fact, considerable risk in overextending economic development strategy to education. The reasons for this are worth noting:

- * There are already numerous studies, task forces, and initiatives currently being undertaken in the Las Vegas region and in the state of Nevada in regards to education
- * Venturing into education, K-12 and beyond, would obscure other important goals and strategies of the planning process

Nevertheless, this report must recognize that the only way that our economic development strategy can be successful is if our education systems are successful. This Comprehensive Economic Development Strategy proposes some programs that may help the situation, but in reality, a reform of the entire system, similar to the wholesale reform of the economic development system undertaken to get this done in Southern Nevada on the right track.

Objective 1: Pursue excellence in the region's educational system to improve education

Program 1: Proactively engage the business community in regional career counseling through the workforce sector council program, tying occupational training to area demands

Lead Agency: DETR

Support: Clark County School District, LVGEA, Area private educational institutions

Activities

- * Continue to organize days for major employers to talk to students about the industry and what kind of skills the students would need to work in business. Special emphasis should be placed on communicating to middle school students the importance of math and science education for future employment.
- * Work with public schools to create an apprenticeship program for high school students that include an associate degree.
- * Support the inclusion of financial literacy into school curriculums
- * Support convening a Business and Education summit with area higher education and the Clark County School District



Program 2: Support efforts of NSHE to expand and develop its system

Lead Agency: DETR

Support: LVGEA, NSHE

Activities:

- * Leverage instruction and research activities for development in the region
- * Support the efforts at increasing the number of external grants and contracts awarded
- * Market the education, training, and facility assets offered
- * Increase collaboration between regional stakeholders and staff. The facility should specifically include science, technology, and mathematics programs, and should work to identify internship, apprenticeship, and employment opportunities for students and graduates.

Program 3: Support efforts to make UNLV a leading research institution

Lead Agency: Area chambers

Support: LVGEA

Activities:

- * Strengthen relationships between higher education and the region's business community
- * Establish a university/business alliance to explore options and investigate faculty expertise to assist existing employers, start entrepreneurs in Southern Nevada
- * Foster stronger ties between higher education and the region's business community and policy makers through various activities and the business community
- * Promote opportunities for technology transfer and commercialization
- * Work with UNLV officials to catalog and publicize R&D efforts that have the greatest potential for local commercialization
- * Identify stakeholders to champions to support (financially or otherwise) technology transfer efforts
- * Celebrate local success stories (when launched or significant contracts are secured) in local media through press releases and other means
- * Utilize job placement programs to assist current students and recent graduates in finding local career opportunities with local businesses

Objective 2: Build upon the existing workforce and economic development partnership between the Nevada Department of Employment, Training and Rehabilitation (DETR) and the College of Southern Nevada (CSN)

Program 1: Continue to work with employers, educators, and other stakeholders to raise awareness of regional opportunities in technical trades and other careers

Lead Agency: DETR

Support: Clark County School District Area higher education, Workforce Connections

Activities:

- * Support DETR and CSN's continued use of the ACT WorkKeys skills assessment system and award of National Career Readiness Certificate and document foundational skills that employers have identified as critical to the workplace using the system as a recruitment and marketing tool.
- * Support the collaboration between DETR and CSN in using skill assessment and industry system data to forecast workforce trends, document skill levels, match skills to industry sectors and in designing and delivering programs needed for preparation of high-demand jobs.
- * Support DETR and CSN's efforts to connect employers with skilled workers and customized training. Promote technical skills and Southern Nevada and other regional institutions.
- * Leverage and better utilize the Workforce Investment Act (WIA) that Nevada already receives
- * Identify state and national initiatives that could be a model or that could be leveraged in promoting career fields. Examples (<http://www.gobuildalabama.com>) or Make it Work in Texas (<http://www.makeitworkintexas.com/>)
- * Help promote the creativity and problem-solving aspects of technical careers to enhance their appeal to younger generations. Linking to offerings with events such as the recent Las Vegas mini "Maker Faire" is a good example (See <http://makerfairevegas.com/>)
- * Support the creation of systems to keep school guidance counselors and teachers updated about trades and other non-traditional skilled requiring vocation/technical training
- * Support the availability of summer "internships" for area school teachers and guidance professionals with companies that employ production workers to enhance their understanding of these career opportunities

Program 2: Expand the number of degrees and certifications conferred within areas that align with the state's clusters

Lead Agency: Area higher education

Support: DETR, Workforce Connections

Activities

- * Conduct workforce mapping initiatives for key occupations in target sectors. These are designed to get sectors and their needs identified.
- * Document specific skills and abilities needed by employer
- * Identify any barriers to entry
- * Suggest alternate paths for recruitment or advancement into the occupations
- * Share this information with educators
- * Convene working groups on a regular basis to address specific occupational shortages or recruitment challenge
- * Work with postsecondary institutions to ensure available training is aligned with current and future needs of employers and a (e.g., reciprocity agreements or articulation issues) identified in the mapping process
- * Support regional initiatives designed to identify and share best practices in the industry. Examples of regional training consortiums created in partnership with industry include
 - * The Consortium for Alabama Regional Center for Automotive Manufacturing (www.carcam.org/)
 - * The Automotive Manufacturing Technical Education Consortium (www.autoworkforce.org/)

Program 3: Continue developing customized training programs, based on a competency model, to support the needs of existing employers, especially for technical occupations that require specialized and/or technical skills (e.g., mechanics, electricians, engineers)

Lead Agency: DETR

Support: Area higher education Workforce Connections

Activities:

- * Continue to support initiatives designed to expand the use of skills assessments (e.g., National Career Readiness Certificate) and industry-accepted credentials
- * Identify creative solutions for providing training in work settings to encourage incumbent workers to maintain and enhance skills. For example, Florida Gateway College (formerly Lake City Community College) worked with state and local partners to create a provider training, satellite program that could be delivered in the workplace to address a critical shortage of trained and certified RV technicians
- * Explore the feasibility of establishing targeted regional scholarships (or expanding existing programs) designed to attract students to high-demand occupations
- * Prepare a strategy to leverage the anticipated increase in the number of immigrants that are expected to transition to civilian careers over the next few years

Objective 3: Focus workforce development on target sector opportunities

Program 1: Establish a formal process to build and maintain support for workforce development and engage area businesses

Lead Agency: DETR

Support: Area higher education, Workforce Connections

Activities:

- * Establish an annual Workforce Development Summit, bringing together major employers, economic development organizations, DETR, and higher education institutions, to ensure each stakeholder is up to date on Southern Nevada's labor force openings availability, talent assets, and training capabilities available for potential employers seeking to expand in the region
- * Continue visiting existing employers to ensure they are made aware of workforce development incentives (e.g., customized training incentives, tuition reimbursement tax credits)
- * Support new and expand existing internships/apprenticeship programs (if demonstrated need is determined through Workforce Development Summit) that help place vocational/technology students with regional employers
- * Pursue options for obtaining private funding for the Southern Nevada Workforce Investment Board to augment its budget and improve business services.
- * Continue to use the Healthcare Sector Council as a model for other new sector councils to follow

Objective 4: Recruit talented individuals to the Las Vegas region

Program 1: Create a Las Vegas Region Alumni Network to assist in talent recruitment through a "Come home to Southern Nevada" program

Lead Agency: Area chambers

Support: LVGEA, Area Higher Education

Activities:

- * Develop and launch a market social media, outreach strategy to build awareness of the network to invite and encourage people to participate in the network
- * Define the benefits and reasons for joining and participating in the network
- * Design a brand to build a strong identity for the network, along with related marketing materials

- * Create an official online presence, including a website and pages on social media hubs such as Facebook, The sets should be linked primary marketing tools for the campaign
- * Designate a staff person to be responsible for managing the network
- * Organize a board that includes influential alumni as well as young professionals to be champions for the network, creates a sound plan for the online network hubs, and assist in planning events
- * Utilize existing networks to recruit network participants
- * Identify the Southern Nevada "Top 100" influential or prominent alumni to recruit specifically to the network. Reach out to these people personally encourage them to recruit other participants from their own network
- * Partner with UNLV and other education alumni networks to contact alumni from these institutions
- * Engage the Vegas Young Professionals to spearhead the recruitment of other young professionals with roots in the region
- * Engage young alumni as early as possible
- * Plan a graduation event or career event for high school seniors and offer reduced membership rates for a limited time after graduation
- * Consider hosting tailgate parties at college football games and/or holiday parties for college students who are home for the holidays
- * Set up a summer internship program to help young alumni in college find summer jobs in the region
- * Encourage network participation through valuable programs
- * Post current information on initiatives and events that may be of interest to the alumni participation and opportunities for members
- * Set up a mentoring program that will connect young alumni with more experienced alumni in their respective industries to assist with professional development and career advancement
- * Hold regular networking events in metro areas with high concentrations of Southern Nevada alumni
- * Offer discounts or special packages on services such as travel, insurance, or even banking provided by regional businesses for members
- * Hold an annual alumni event in the region, possibly in conjunction with SX Vegas or another local event / festival
- * Create online forums where alumni can interact with one another

Program 2: Recruit new talent to Southern Nevada

Lead Agency: Area chambers

Support: LVGEA, Private sector staffing firms

Activities:

- * Recognizing that the image of Las Vegas can be detrimental to some companies, Area Chambers and the LVGEA should coordinate together the business marketing campaign for Southern Nevada
- * Investigate the institutional barriers that prohibit talented individuals from locating in Southern Nevada
- * Develop regional cluster task force teams, comprised of experts within each field, to assist in recruiting talent to Southern Nevada
- * Coordinate efforts with businesses and capital funds to recruit entrepreneurs to the region
- * Assist our regional LP systems in recruiting top level talent to the region. Special emphasis should be placed on positions, such as math, science, and special education
- * Leverage existing networking events, trade shows, and conventions to target individuals



Goal Five: Expand the LVGEA so that it has the organizational capacity and regional support to be successful.

For three years, Southern Nevada has endeavored to create a consistent economic development systems. The LVGEA is the product of these efforts. The role of the LVGEA is not just as a leader of regional economic development, but also a driver of legislative agenda and effort to make Southern Nevada one of the premier regions in the world to live, work, and play. For it to be successful, it must do the following:

Objective 1: Build the LVGEA structure internally, so it can continue to be successful

Program 1: Develop the human resources necessary to implement the strategic plan

Lead Agency LVGEA

Activities:

- * Conduct an analysis of successful regional economic development organizations to determine best practices and understand organizational structure
- * Perform needs assessment to determine the resources necessary to manage the recommend programs and identify any gaps in capacity
- * Devise a new organizational mission
- * Reorganize the structure of the board using best practices from successful regional organizations
- * Assemble a team of talent based on the best practices and needs assessment mentioned above

Program 2: Secure diverse funding streams to support the new organizational structure

Lead Agency: LVGEA

Support: GOED, Private Sector

Activities:

- * Encourage the Governor and legislative leaders to establish a dedicated revenue stream for economic development
- * Negotiate agreements between public entities to clarify roles and expected outcome
- * Establish an investor membership scheme, using practices from successful regional economic development agencies.
- * Conduct a capital campaign to raise funds for strategic initiatives and projects

Objective 2: Coordinate and collaborate with regional and statewide partners

Program 1: Coordinate efforts with municipal economic development organizations and utilities critical to economic development

Lead Agency: LVGEA

Support: Cities, Counties, Mesquite Regional Business Center, Area Chambers, DETR, Area Utilities

Activities:

- * Convene a Regional Economic Development Advisory Council, composed of economic development representatives from LVGEA, Cities, Counties, GOED, the Southern Nevada Water Authority, NV Energy, and Southwest Gas on a monthly basis to create a regular forum for communication sharing
- * Form independent business working groups to advance topics important to regional economic development and provide updates to Development Advisory Group as needed.
- * Participate in State Workforce Sector Councils to facilitate information sharing

Program 2: Establish an effective system for managing relationships with regional and local partners

Lead Agency: LVGEA

Support: Cities, County, GOED, Real estate sector trade groups

Activities:

- * Negotiate agreements with partners that clearly outline expectations in terms of LVGEA activities and outcomes
- * Implement a prospect management system that includes a prompt notification of local partners with information and prospect site for proposals
- * Create an online, GIS, searchable site inventory where partners can list available sites. (examples: LocationOne, GIS Planning)
- * Report regularly via an electronic newsletter to partners on prospect activities and labors, project updates on projects
- * Solicit feedback from partners to gauge “customer satisfaction” and to improve relationships

Objective 3: Create a nonprofit partner, Grow -LV, to support foundational economic development efforts in Southern Nevada

Program 1: Use Grow-LV to enhance and expand existing entrepreneurship support programs in Southern Nevada

Lead Agency: Grow-LV

Support: JumpstartLV, Vegas Tech Fund, The Rob Roy inNEVAdistricts, Area Chambers, Area Higher Education, NSBDCs, Business Success Center, Henderson Business Development Center, SCORE

Activities:

- * Assist in the creation of a Southern Nevada Entrepreneurship Task Force to support area startups and small business owners, entrepreneurs, investors, and other stakeholders
- * Act as an advocate for entrepreneurs by facilitating local government assistance and addressing issues and challenges
- * Assist in the development of a coordinated entrepreneurial program involving area chambers, higher education institutions, the Downtown Project, and area chambers
- * Encourage local lenders to offer small business financing to aid area startups and strengthen the Clark County community
- * Meet regularly with current and potential entrepreneurs in Southern Nevada to better understand issues affecting their businesses
- * Assist in promoting networking opportunities for area professionals and emerging leaders
- * Advocate for the creation of an angel investment capital network for later stage companies.

Program 2: Pursue investment for economic development infrastructure through the EB-5 Regional Center Program

Lead Agency: Grow-LV

Support: Cities, Counties, RTC, Southern Nevada Strong, LVGEA

Activities:

- * Investigate the feasibility of establishing a Regional Center under the umbrella of Grow
- * Apply for the Regional Center designation based upon the seven sectors outlined in the Comprehensive Economic Development Strategy
- * Investigate the feasibility of financing infrastructure projects through EB

Program 3: Investigate opportunities for the expansion of developable land through the EPA Brownfields program



Lead Agency: Grow-LV

Support: UNLV, Cities, Counties, LVGEA

Activities:

- * Conduct research on land impacted by environmental factors
- * Pursue grants from the EPA to study and clean up land for future development

Program 4: Explore community development opportunities

Lead Agency: Grow-LV

Support: UNLV, Cities, Counties, LVGEA, Nevada Strong

Activities:

- * Investigate the possibility of becoming a regional community development organization
- * Identify local and neighborhood level community development opportunities
- * Raise funds for community development projects

Program 5: Conduct industry and country-specific research on Nevada's assets and liabilities in the global economy

Lead Agency: Grow-LV

Support: Brookings Mountain West, Area Higher Education, LVGEA, Cities, Counties, Southern Nevada Strong

Sample resources:

- * International Trade Administration <http://web.ita.doc.gov/td/shared/tdindustry/industryreports> lists are useful in recommending alternative publications to fit specific interests, and pointing out broad trends affecting the industries they cover. While their primary focus is on companies export, these industry specialists can also be useful advisors
- * The Census Bureau's Current Industrial Reports provide data on production and value of shipments for selected industries (<http://www.census.gov/manufacturing/cir/>)
- * Once specific companies have been identified within an industry, the US Securities and Exchange Commission's EDGAR search tool (<http://www.ecs.gov/edgar.sh>) provides access to filings for publicly traded companies. These filings, such as annual reports, can often provide information about trends affecting performance within a particularly industry

Program 6: Do a regional asset, opportunity, and infrastructure study to position Las Vegas at the center of the Southwest's regional economy

Lead Agency: Grow-LV

Support: Brookings Mountain West, Area Higher Education, LVGEA, Cities, Counties, Southern Nevada Strong, Neighboring Counties and

Sample resources:

- * Central Florida's New Regional Agenda (<http://www.myregion.org/index.php?src=gendocs&ref=ResearchPublications&category=About&submenu=Research>) reset the economic development conversation in the region, and Southern Nevada and its surrounding jurisdictions could adapt a similar process
- * Advocate for economic development causes and smart growth
- * Advocate for reform and increased investment in schools and foundation development resources

Industries Compatible with our Global Vision

When the recession began in 2008, community leaders came together to focus on economic development. In particular, UNLV, our state's largest university, became an active player in the discussion on economic development. UNLV saw an opportunity to use their relationships to engage national thought leaders on economic development in Southern Nevada and the broader Southwest. Brookings Institution became engaged in the conversation about economic development in Southern Nevada. In 2009, the Brookings Institution set up a branch on the campus of UNLV to focus on metropolitan policy. Since then, the Brookings Institution has influenced economic development policy, pushing state government leaders to redesign economic development structures and focus their efforts on particular industries.

In 2011, Brookings Mountain West published the *Mountain West Report: Regionalize, Diversify*, which highlighted seven sectors important to statewide economic growth. Subsequently, the State of Nevada published a plan based largely on the recommendations of the *Brookings Report Plan* highlighted ten industries as important for Nevada's future.

As a region, Southern Nevada's economy is a little different than the state's economy as a whole. Southern Nevada has more international flights than any other region in the state, thanks to McCarty International Airport. Our economy is underdeveloped. To address this problem, the Las Vegas Global Economic Alliance will focus on sectors that have natural synergies with our main industry, tourism. Besides tourism, the Economic Alliance will focus on the following six industry clusters:

- * Logistics, Manufacturing, and Assembly
- * Health Care, Life Sciences, and Medical Tourism
- * Business IT Ecosystems
- * Clean Technology
- * Defense and Unmanned Aerial Vehicles
- * Global Banking and Finance

Besides tourism, many of these industries have natural synergies with other sectors, both foundational and developmental. The Las Vegas Global Economic Alliance will use these synergies to build our community and invest in these clusters and grow the regional economy. One thing is abundantly clear, however: the growth of all of these industries is dependent on the improvement of the education of our workforce. Therefore, before we can really be successful, we must invest in the foundations that will make our region successful.

Gaming, Tourism, and Conventions

The gaming, tourism, and convention industries are the largest private employers in the region. Quite simply, gaming has put Southern Nevada on the world stage. Though the efforts of the Las Vegas Convention and Visitors Authority, Las Vegas is known globally as a premier destination. This international recognition gives us advantages that other regions do not have, including the infrastructure to support international business. The actions below will help to support these industries, while simultaneously helping to grow the economy.

Objective 1: Support and partner with the LVCVA on its regional, national, and global business outreach

Program 1: Coordinate travel to market Southern Nevada as a global business destination

Lead Agency: LVCVA

Support: LVGEA, GOED

Synergy: Global finance sector, Logistics sector, Business IT sector, Clean technology sector, Medical tourism sector

Activities:

- * Partner together to travel to events and conventions of global significance
- * Support LVCVA's efforts to attract high-profile conventions to Southern Nevada
- * Help the LVCVA represent Southern Nevada during conventions that align with Southern Nevada's Comprehensive Strategic Economic Development Plan
- * Seek out opportunities to cultivate relationships with international companies through trade missions to attract international convention attendees and exhibitors

Program 2: Meet regularly with the LVCVA and other transportation stakeholders to advance plans on the Global Business District

Lead Agency: LVCVA

Support: RTC, LVGEA, Cities, Counties, LGrow

Synergy: Foundational workforce development, Global finance sector, Logistics sector, Clean technology sector

Activities:

- * Use cooperative relationships to help advance the business district
- * Conduct research and provide information support of the Global Business District

Objective 2: Collaborate to support the workforce necessary for a successful gaming, conventions, and tourism industry

Program 1: Support the institutions that provide the tourism workforce in Southern Nevada

Lead Agency: LVCVA,

Support: LVGEA, Area higher education, DETR

Synergy: Foundational workforce development

Activities:

- * Serve on the DETR gaming workforce sector council
- * Partner with UNLV to help attract the gaming industry to Nevada
- * Partner with UNLV to develop Las Vegas into the global intellectual capital for meetings and conventions

Program 2: Direct future workforce development programs toward the success of the gaming technology industry

Lead Agency: Area higher education, DETR

Support: LVGEA, LVCVA

Synergy: Foundational workforce development, Business IT sector, Entrepreneurial infrastructure

Activities:

- * Serve on the DETR gaming workforce sector council
- * Partner with UNLV to help attract the gaming technology industry to Nevada
- * Support entrepreneurial efforts in the gaming technology sector

Objective 3: Support the infrastructure necessary for a successful tourism industry

Program 1: Support connectivity in and around the Las Vegas Strip and the convention corridor

Lead Agency: RTC

Support: LVGEA, LVCVA, Cities, Counties

Synergy: Transportation infrastructure, Logistics sector

Activities:

- * Support future improvements along I-15
- * Implement the RTC's Workforce Mobility Plan
- * Work with LVCVA Transportation Committee to derive solutions for moving people between and around the Strip resort corridor and Downtown Las Vegas.

Program 1: Support future expansion at McCarran International Airport

Lead Agency: Clark County Aviation

Support: LVGEA, LVCVA, Cities, Counties

Synergy: Logistics sector

Activities:

- * Continue international flight recruitment efforts
- * Expand outreach to international business visitors
- * Pursue a best-in-class customer experience for international

Logistics, Manufacturing, and Assembly

Objective 1: Explore the relationship between logistics and the tourism economy

Program 1: Conduct an asset and opportunity study on McCarran International Airport

Lead Agency: LVGEA

Support: Clark County Aviation, COED, Area Chambers

Synergy: Tourism sector, Clean technology sector

Activities:

- * Explore the opportunities to export goods created in neighboring regional economies through McCarran
- * Investigate opportunities to export goods created in the Las Vegas area through international airport service
- * Explore the possible uses of the Union Pacific rail spur running through McCarran

Objective 2: Explore improving local transportation infrastructure to support the logistics economy

Program 1: Support the growth and optimization of surface transportation infrastructure

Lead Agency: LVGEA

Support: Area Chambers, Growth, LV, Cities, Counties,

Synergy: Tourism sector, Clean technology sector

Activities:

- * Support the index the fuel tax to provide more funding for roads that support logistical infrastructure
- * Support the construction to further the growth of the logistics economy
- * Explore alternatives for goods movement
- * Identify optimal areas for infrastructure like weigh stations

Objective 3: Expand the use of the Foreign Trade Zone

Program 1: Market the Foreign Trade Zone regionally

Lead Agency: LVGEA

Support: GOED, Area chambers

Synergy: Clean technology sector

Activities:

- * Identify exporting manufacturers in Southern Nevada and the surrounding jurisdictions
- * Employ a marketing strategy to increase the use of the FTZ regionally
- * Initiate a progressive fee schedule aimed at promoting small businesses exports from Southern Nevada
- * Partner with the LCVCA to determine opportunities with its World Trade Center efforts

Program 2: Market the Foreign Trade Zone globally

Lead Agency: LVGEA

Support: GOED, Area chambers

Synergy: Clean technology sector, Global finance sector

Activities:

- * Identify markets and countries that could benefit from the FTZ
- * Conduct global outreach to promote the FTZ in developing economies

Program 3: Identify and prioritize the best places in the region to expand the Foreign Trade Zone

Lead Agency: LVGEA

Support: GOED, Area chambers

Synergy: Clean technology sector, tourism sector

Activities:

- * Explore the possibility of setting up a Zone specifically to assist importers and exporters
- * Investigate the ways in which the Zone could assist the convention industry
- * Determine opportunities related to CVI's World Trade Center.

Objective 4: Explore strategies to increase exports of manufactured goods from Southern Nevada

Program 1: Conduct outreach to area exporters

Lead Agency: LVGEA

Support: GOED

Synergy: Clean technology sector

Activities:

- * Make contact with small and large businesses that export from Southern Nevada
- * Incentivize the use of Free Trade Zone
- * Reach out to other regional economies to spur exports from Southern Nevada

Health Care, Life Sciences, and Medical Tourism

Objective 1: Market and promote medical tourism in Southern Nevada

Program 1: Leverage the research capacity of UNLV to promote the medical tourism industry

Lead Agency: UNLV

Support: Las Vegas HEALS, LVGEA, LVCVA, Mesquite Health Care Coalition

Synergy: Tourism sector

Activities:

- * Embrace the findings of the Medical Tourism Regional Plan
- * Leverage the prominent UNLV Harrah Hotel College to train medical professionals in patient centered service
- * Explore opportunities through the Patient Centered Outcomes Research Institute
- * Market the region's significant spa and wellness infrastructures as a medical tourism asset

Program 2: Market the regions medical centers of excellence

Lead Agency: Las Vegas HEALS

Support: LVCVA, LVGEA, Cleveland Clinic Lou Ruvo Center for Brain Health, Mesquite Health Care Coalition

Synergy: Tourism sector

Activities:

- * Survey the region's medical centers of excellence
- * Establish an Mayors Conference on Brain Health in partnership with the Cleveland Clinic Lou Ruvo Center for Brain Health
- * Promote continuing medical education through meetings attracted to Las Vegas NV
- * Expand opportunities for continuing medical education credits by bringing Nevada existing CME labs
- * Promote the availability of clinical trials in Southern Nevada
- * Utilize the medical meetings held in Las Vegas as a means to attract skilled health care professionals

Objective 2: Create a regional medical and health services plan

Program 1: Foster a cooperative climate between health care providers

Lead Agency: LVGEA

Support: Southern Nevada Medical Industry, Carlin, Area higher education, DETR

Synergy: Workforce development

Activities:

- * Convene regular meetings between the LVGEA and area hospitals and health care providers
- * Promote the creation of medical centers of excellence
- * Encourage collaboration between competitors to maximize the impact of available resources
- * Work with medical providers to incentivize the use of available local resources in continuing medical education

Objective 3: Expand and co-locate public health care and medical research infrastructure

Program 1: Establish and support a medical district in the City of Las Vegas

Lead Agency: City of Las Vegas

Support: LVGEA, The Downtown Project, Southern Nevada Strong, DRC, GOED, Area higher education

Synergy: Workforce development

Activities:

- * Conduct research to identify obstacles and opportunities to the realization of a downtown medical district
- * Support the location of research infrastructure in the medical district
- * Reach out to area health providers to educate them about associated opportunities in the medical district

Program 2: Promote the co-location of other medical assets in Southern Nevada

Lead Agency: Cities, Counties

Support: LVGEA

Synergy: Workforce development

Activities:

- * Support the expansion of medical districts in Clark County and in the City of Henderson
- * Support the expansion of Boulder City's medical facilities, and rural medical facilities across the region

Objective 4: Grow a right-sized health care workforce

Program 1: Keep more health care and life science professionals in Southern Nevada

Lead Agency: Area higher education, DETR

Support: LVGEA, Las Vegas HEALS, NevBip Mesquite Health Care Coalition

Synergy: Workforce development

Activities:

- * Increase the number of medical residencies available to graduates
- * Continue to build upon the success of DETR's Health Care Industry Sector Council
- * Support and expand established bioscience incubators in Southern Nevada
- * Support the efforts of NSHE and private area health care workforce training through University and Roseman University, to expand and create new programs

Business IT Ecosystems

Objective 1: Support gaming technology's presence in Southern Nevada

Program 1: Foster an online gaming economy in Southern Nevada

Lead Agency: GOED

Support: LVGEA, Nevada Resort Association

Synergy: Tourism sector, Entrepreneurship infrastructure

Activities:

- * Continue to advocate for the expansion of responsible online gaming in Nevada
- * Support the growth of gaming related startups in Nevada
- * Help established gaming technology companies export their goods through the Foreign Trade Zone

Objective 2: Support the realignment of P-16 curriculums to build a tech-centric workforce

Program 1: Promote tech education in Southern Nevada

Lead Agency: Clark County School District, Area higher education

Support: LVGEA, Area chambers, The Downtown Project, The Boy in NEVation Center

Synergy: Clean technology sector, Entrepreneurship infrastructure, Defense sector

Activities:

- * Leverage nonprofit partners to promote high tech education in area schools
- * Create programs that foster interest in technology among students
- * Expand the availability of technology in public schools

Objective 3: Explore the expansion and utilization of local broadband networks to support and enhance the regional business core

Program 1: Expand the availability of free or low-cost broadband in the region's business cores

Lead Agency: Cities, Counties,

Support: LVGEA, Area chambers, The Downtown Project, The Rob RoyinNEVation Center, Southern Nevada Strong, LGCA, Growth Economic Development Groups

Synergy: Entrepreneurship infrastructure

Activities:

- * Expand the availability of free broadband in Downtown Las Vegas
- * Explore the expansion of broadband into surrounding areas

Objective 4: Continue efforts to recruit the cybersecurity industry to Southern Nevada

Program 1: Develop higher education assets to accommodate the cybersecurity industry

Lead Agency: Area higher education

Support: The Downtown Project, The Rob RoyinNEVation Center, Southern Nevada Strong, LGCA, Nevada National Security Site Economic Development Groups

Synergy: Entrepreneurship infrastructure, Defense sector

Activities:

- * Revisit the establishment of an information center
- * Leverage the presence of national security infrastructure to recruit companies to Southern Nevada

Program 2: Continue to explore the use of Yucca Mountain as a center for government cybersecurity infrastructure

Lead Agency: Federal delegati

Support: LVGEA, GOED

Synergy: Entrepreneurship infrastructure, Defense sector

Activities:

- * Continue outreach to government Chief Information Officers in an effort to make the case for Nevada
- * Highlight the presence of Defense and Energy security in Southern Nevada

Clean Technology

Objective 1: Create a government advocacy agenda for clean technology

Program 1: Support policies that will develop the clean energy economy in Southern Nevada

Lead Agency: LVGEA

Support: GOED, area utilities, NRETR, Growth, Southern Nevada Water Authority, Local Economic Development Groups

Synergy: Workforce development

Activities:

- * Support changes to Nevada's renewable portfolio standard that will promote the production of clean energy in Southern Nevada
- * Leverage funding for clean energy projects in Southern Nevada with the EB
- * Support water conservation efforts that foster regional economic development

Objective 2: Market the region's successes in clean technology

Program 1: Participate in regional, national, and global conferences that position Nevada as a clean technology capital

Lead Agency: LVGEA

Support: Area chambers, Growth, GOED, Area Utilities, Area Higher Education

Synergy: Tourism sector

Activities:

- * Actively promote and participate in the annual National Clean Energy Summit
- * Actively promote and participate in the annual WaterSmart Innovations Conference
- * Market the clean technology successes of Southern Nevada

Objective 3: Expand and commercialize research in clean technology

Program 1: Expand technology commercialization programs in clean technology sectors

Lead Agency: Area higher education

Support: LVGEA, GrowLV, GOED

Synergy: Logistics sector

Activities:

- * Support the efforts of DRI and UNLV to commercialize clean technology
- * Highlight successes in clean energy technology commercialization
- * Conduct research to quantify the value of technology commercialization programs

Defense and Unmanned Aerial Systems

Objective 1: Promote the testing and development of unmanned aerial systems in Southern Nevada

Program 1: Petition the Federal Aviation Administration to permit Nevada to become a testing range for unmanned aerial systems

Lead Agency: GOED

Support: LVGEA, State Legislators, Federal Delegation, Counties

Synergy: Entrepreneurial infrastructure

Activities:

- * Pass resolutions of support for unmanned aerial system testing on the local and state levels
- * Lobby Nevada's federal delegation on the importance of unmanned aerial systems to the regional economy
- * Investigate as well as opportunities in neighboring states, and identify the advantages of unmanned aerial system testing in Nevada

Objective 2: Support the missions of region's military installations and impact

Program 1: Form a regional non-profit organization to advance the mutual interests of the military installations and defense impacted industries, organizations, and institutions in Southern Nevada

Lead Agency: Area chambers

Support: Cities, Counties, LVGEA, State Legislators, Federal Delegation

Synergy: Workforce development

Activities:

- * Develop a list of defense needs, opportunities, and strategies in the region
- * Inform regional leaders on defense issues
- * Lead education and advocacy efforts on future rounds of Base Realignment (BRAC)
- * Serve as a liaison between Nellis and Creech and neighboring communities and organizations



- * Support the region's efforts to promote the mission and regional impact of Nellis and Creech in Carson City and Washington
- * Lead other planning efforts dealing with growth

Program 2: Help the region's bases demonstrate their "military value"

Lead Agency: Area chambers

Support: Cities, Counties

Synergy: Workforce development

Activities:

- * Establish a formal and ongoing mechanism for communication with commanders (COs) at the military installations
- * Schedule "commander's briefings" for the congressional delegation on a regular basis
- * Build a grassroots relationship with the command structure at the base. This goes beyond friendly relations, public affairs, veteran, and retiree groups should all build relationships with local commanders
- * Utilize the online BRAC library. Learn what has been said and written about the base and similar operations in

Objective 3: Work with area higher education to train defense industry professionals

Program 1: Create a workforce ready for the defense economy

Lead Agency: Area higher education

Support: LVGEA, GOED, DETR, Clark County School District

Synergy: Logistics sector

Activities:

- * Identify best practices from other regional workforce development programs, specifically those that Nevada with the College of Southern Nevada
- * Reach out to retired military personnel in Nevada for input on the development of workforce training programs
- * Actively participate in the DETR's Defense Workforce Sector Council
- * Expand K12 programs that serve the needs of the defense industry

Global Banking, Finance, & Business Services

Objective 1: Identify local businesses that work overseas

Program 1: Develop a regional retention and expansion strategy around businesses with a global connection

Lead Agency: LVGEA

Support: Cities, Counties, GOED, LVCVA, Local Economic Development Groups

Synergy: Logistics sector

Activities:

- * Reach out to regional leaders in the business community
- * Promote the use of the Foreign Trade Zone to facilitate regional business expansion
- * Create a regional foreign business council to promote the expansion of foreign businesses in Southern Nevada

Objective 2: Pursue greater penetration into the industrial banking industry

Program 1: Identify the reasons for the heavy presence of the industrial banking industry in Nevada

Lead Agency: LVGEA

Support: Area chambers

Synergy: Logistics sector

Activities:

- * Survey heads of the industrial banking industry in Nevada
- * Develop a strategy to promote and attract industrial banks to Nevada
- * Explore the differences between domestic and global industrial banks, and advocate for policies that will allow global industrial banks to do business in Nevada

Objective 3: Identify barriers to international banks setting up ATMs or branch locations in Nevada

Program 1: Conduct research to determine Nevada's liabilities in the global banking sector

Lead Agency: LVGEA

Support: GOED

Synergy: Logistics sector

Activities:

- * Conduct global outreach to banking institutions in target markets
- * Promote Southern Nevada as a hub for global tourism and global business
- * Study regulations around global banking, and lobby for policies that would ease banking penetration into the Nevada market

Objective 4: Leverage Nevada's business laws to increase penetration in the intangibles industry

Program 1: Develop pitch materials for domestic and international companies about the intangibles industry in Nevada

Lead Agency: LVGEA

Support: Area chambers

Synergy: Multiple Sectors

Activities:

- * Identify companies that house their intangible assets in Nevada
- * Conduct outreach to these companies, and other companies that may assist intangible holding companies

Clark County

Blue Diamond Business Park Area (north of Blue Diamond Road and the east side of the UPRR)

Sector: Business IT Ecosystems, Logistics & Manufacturing

The Blue Diamond Road area west of I-15 has seen significant development over the past 15 years bringing major infrastructure improvements into the area. As Blue Diamond Business Park continues to develop, this will bring thousands of jobs to the area. Also, because of at least 3 master planned communities that use Blue Diamond Road as a main artery, this corridor will benefit from additional public transit systems and utility upgrades and improvements.

Laughlin – 9000 acres, events center, UMC medical health, energy efficiency upgrades-clean energy, freight transportation (ground and rail)

Sector: Logistics & Manufacturing, Tourism, Clean Technology

Laughlin, a rural community of approximately 7,500 people, is located at the southern tip of Nevada and is characterized by a high population of retirees. Existing public facilities are minimal and suited to the needs of a small town. Clark County successfully attracted a renewable energy company to develop approximately 9,000 acres for solar manufacturing, utility scale and clean power production. The notion of building a city over time. Several thousand jobs are contemplated for the solar panel manufacturing and energy production with more in successive years.

The challenge for Laughlin is that the existence of retail, medical, education, and other facilities that support development are insufficient while such services are presently located miles away in Bullhead City, Arizona. Major investments are needed to prepare Laughlin to capitalize on the success of job growth that is in the process.

McCarran International Airport, Ivanpah Airport and 5 General Aviation (GA) Airports owned by Clark County

Sector: Logistics & Manufacturing

The Clark County Department of Aviation (CCDoA) owns and manages the assets which include thousands of acres of land available for airport and support related uses. McCarran International Airport has completed its final expansion for the first time in its history, with 53 million passengers per year. As air demands rise, so will the number of jobs needed to operate the CCDoA facilities. The CCDoA employs 300 people and approximately 14,000 additional employees work for the airlines. Plans to meet future air travel demand include the development of the Ivanpah Airport located at the California/Nevada state line. Ivanpah and the other airports located in the area present with a difficult option of costly extension of utilities and transit infrastructure to support

Southwest 215/I15 Corridor (generally all nonresidential planned areas between Warm Springs and Oquendo, and between Eastern and Fort Apache)

Sector: Business IT Ecosystems, Tourism, Logistics & Manufacturing

This corridor has an established by gaming, and industrial development presence. Many companies have already located in the area including Switch, Konami Gaming, and Caesars Entertainment. Opportunities for new companies to locate in the region exist within established business parks, the UNLV Harry Reid Research and Technology Park and on Clark County Department of Aviation lands. In 1997, Clark County purchased 5,226 acres of land generally located west and southwest of the east/west runways of the McCarran International Airport. At the time, much of the land has been sold or leased for private development. Many County owned parcels remain which can be utilized on the lands. Challenges within this area include infrastructure extensions of public transit systems.

Sunrise Mountain Land Fill (adaptive reuse)

Sector: Clean Technology, Logistics & Manufacturing

Republic Services discontinued use of the Sunrise Mountain Land Fill, approximately 500 acres located on the east side of the Las Vegas Valley, in late 1993. The Apex Land Fill is presently used for solid waste disposal. Clark County conducted an adaptive reuse feasibility study which suggests various uses for the site upon final closure by Republic Services. Many of the uses are acceptable to the EPA. Depending on the use, jobs may be created in the area for construction and maintenance and operation of the facilities. However, development of the site will require the costly extension of existing infrastructure and services including pressure zones.

UMC Medical District / Dental School, School of Medicine

Sector: Health Care

This area has recently seen significant public and private investments, specifically with the upgrades to the University Medical Center, UNLV Dentistry and various medical service offices. This is an older part of the community and as redevelopment plans take place, higher standards for infrastructure can be challenging and costly (power, drainage, sewer lines, etc.). Reprofitting the existing infrastructure and facilities is needed for future growth.

UNLV Area Surrounding the Campus and Paradise Road (Stadium for UNLV, commercial planned areas generally south of Flamingo Road, North of Tropicana Avenue, along Maryland Parkway, and east of Paradise Road)

Sector: Workforce Development, Business IT Ecosystems

UNLV has a growing student population and is experiencing challenges to fund necessary and beneficial infrastructure. Recently, UNLV began studying a location on campus for a 60,000 seat sports/events stadium. Areas adjacent to the UNLV campus are also major redevelopment presenting challenges to meet new infrastructure standards, specifically flood control improvements along Maryland Parkway, which flanks the UNLV campus to the east, is the third most utilized bus rapid transit corridor in the State.

Henderson

Henderson Business Resource Center

Sector: Entrepreneurship Infrastructure

Henderson is home to one successful incubator program (Henderson Business Resource Center) which has been in operation for over 10 years. Tenants have included a variety of professional services firms and a successful advanced technology (K2 Energy). However, this incubator lacks the facilities to accommodate the needs of more specialized science-based enterprises as it lacks appropriate zoning and facilities (e.g. wet labs, specialized equipment). Parallel Innovations Labs, an incubator with appropriate zoning, equipment and web infrastructure address these unmet needs in the community.

Redevelopment Areas

Sector: Health Care, Entrepreneurship Infrastructure

The City of Henderson’s Economic and Redevelopment Division would like to apply for an EDA grant for the development and job creation activities in the Eastside Redevelopment Area of the City of Henderson. With the anticipated development of the project commencing in early 2013, it is anticipated that there will be interest in adjacent development and around that project which is located at the junction of I-15 and Galleria Drive. Through the use of EDA grant funds, it is hoped that the City of Henderson will be able to leverage developer interest that will result in construction of adjacent complementary land uses creating new job growth in this area of the Las Vegas that has historically been slow to redevelop. In comparison to all other areas of both Henderson and Las Vegas Valley, the I-15 and I-215 corridors along Highway have always been socio economically challenged with higher poverty levels, crime rates, and lower income levels. These areas have also seen a higher decline in property values and also high unemployment numbers. EDA approval would be used to attract development through the use of grants to potentially pay for on and off site infrastructure costs to create, develop, and improve grants, and on-the-job training grants that will attract development and job creation.

In addition to the above request, the City of Henderson’s Economic and Redevelopment Division would like to apply for an EDA grant to further economic and redevelopment activities in the Downtown Redevelopment of the City of Henderson for the purpose of a landscape enhancement program along unimproved roadway. The particular location is on the south side of Lake Mead Parkway, 2.5 km from Van Nuys Parkway.

St. Rose Parkway “Z Park”

Sector: Logistics & Manufacturing

The St. Rose Parkway area “Z Park”, owned and controlled by the City of Henderson, is a potential site for business and commercial uses. Generally located south of St. Rose Parkway and just west of Seven Hills Drive, infrastructure utility upgrades/extension, roadway capacity expansion, property slope, and drainage mitigation. Addressing these needs will better prepare the area for future business and commercial uses.

Union Village

Sector: Health Care

Union Village will be the first Integrated Health Village in the world. Listed as the top healthcare facility in the world by Health Management, the visionary model for health care will consist of a hospital complex and health center, residential, entertainment and specialty space, a vibrant senior retirement community and a civic and cultural arts center integrated into a master plan. Infrastructure needs include fill and grading, utility upgrades/extension, roadway capacity expansion and upgrading. The project is located on the east side of US 95, between the Russell Road and Galleria Interchanges.

West Henderson Industrial Area

Sector: Logistics & Manufacturing, Entrepreneurship Infrastructure

Includes Limited Transition Area (LTA) properties controlled by City of Henderson. LTA consists of, two separate land parcels consisting of just 500 acres. Infrastructure needs include utility upgrades/extension, roadway capacity expansion, property slope, and drainage mitigation. Addressing these needs will facilitate the further development of much needed Henderson Park in the West

Whitney Mesa

Sector: Health Care

Whitney Mesa is an emerging business park which is presently home to a variety of medical and health science programs including Health Sciences. Available land adjacent to campus is zoned for additional medical, R&D, and health science program development as part of university's expansion program. This property is owned and controlled by the City of Henderson. Infrastructure needs include, offsites, roadway capacity expansion, property slope and drainage mitigation. Addressing these needs will help to further and better prepare the area to accommodate the attraction, retention and expansion of complementary businesses. The Whitney Mesa business park area is generally bound by Sunset Road to the west, Whitney Mesa Drive to the north, and the Whitney Mesa traversing further south along the edge of the Green Valley Park. Business

Nevada State College Master Plan

Sector: Education

The Nevada State College Campus Master Plan will guide the growth and development of building from the current operations located in leased facilities and the first campus, Liberal Arts and Sciences, the plan will guide growth on Nevada State College from 500 current enrollment of about 2,500 students to its long term projection of 25,000 students in the next 20 years. The college is controlled by the City of Henderson and presents an opportunity for complementary economic and workforce development, research & development, campus and business services.



Las Vegas

Arena / Event Center

Sector: Tourism & Conventions

City's goal is to build a world-class arena and sports entertainment district in the urban core (Symphony Park) to capitalize on millions of dollars of installed public infrastructure. The city selected the Cordish Companies as the potential sports and entertainment district on approximately 12.9 acres in downtown. The arena would be home to Las Vegas' first professional NBA and NHL arena. The arena is located in the close proximity to the existing Smith Center for Performing Arts.

Business Park Northwest

Sector: Logistics & Manufacturing

The BLM North 640 is a proposed regional business park located in the far northwest city limits of Las Vegas. The site is owned by the Bureau of Land Management but has been recognized as a job creation zone through proposed federal legislation as well as by the city of Las Vegas through its master plan as a light industry/research designation. The proposed park consists of two parcels, 176.67 ac and 408.50 ac, bisected by US 95. The property is currently controlled by Bureau of Land Management and is located in the recommended disposal boundary.

Light industry uses for the park could range from typical R & D space to site specific use such as cyber security, vehicle development & testing. The relatively flat topography of the North 640 would be ideal for cyber security, vehicle development, computing facilities and electronic storage and archiving facilities. Unmanned vehicles could use the vastness of the surrounding BLM property as a venue for unmanned flight testing, development and research. This would make the business park one of the best located by proximity to a national test facility at the Nevada Test Site.

Business Start-Up / Business Development Program

Sector: Entrepreneurship Infrastructure

The city of Las Vegas has a number of small business development programs to assist local businesses. There are many others the city should be offering.

The following programs provide financial assistance or services:

- * The Quick Start Program was launched in the fall of 2012 to encourage businesses to locate in redevelopment areas which includes downtown. The Quick Start program will reimburse qualified applicants up to \$50,000 toward the costs of rehabilitating them up to current building and fire code standards. <http://www.lasvegasnevada.gov/Government/27378.htm>
- * The Visual Improvement Program provides qualifying business owners within the city's Redevelopment Area with a rebate up to \$50,000 in upgrading the appearance of their establishment and bringing properties up to current building and fire code standards on approved exterior improvements. Improvements may be made to signs, building facades, permanent fixtures and landscaping. <http://www.lasvegasnevada.gov/Find/21328.htm>
- * The Fast Track Program assists area business owners and operators with Las Vegas area permitting procedures in order to expedite company openings. The city has assisted hundreds of owners and developers with this service. <http://www.lasvegasnevada.gov/Find/21331.htm>
- * The Retail Downtown Program assists retailers with finding locations, and aids developers, commercial brokers and property owners in finding quality tenants in our urban areas.

Cashman Center

Sector: Tourism & Conventions

Cashman Center is a multi-use facility encompassing 483,000 square feet located at 850 N. Las Vegas Blvd. near downtown Las Vegas. The facility includes 98,100 square feet of exhibit space, 12 meeting rooms, a 2,500 square foot parking garage, and a 10,000 seat baseball stadium, which is the home of the Las Vegas 51s, AAA affiliate of the New York Mets. The facility is capable of functioning independently or in any combination for conventions and trade shows, meetings, theatrical presentations, and sporting events. The zoning classification is District VC. It is located in the Cultural Corridor, a district of cultural institutions and facilities between Douglas North Las Vegas Avenue and Washington Avenue. The facility is currently owned and operated by the Las Vegas Convention and Visitors Authority (LVCVA) and should continue to be operated and maintained by the LVCVA, ownership of the facility and the city of Las Vegas. The LVCVA is exploring options that result in terminating the obligation to operate and maintain the facility.

Cleveland Clinic Expansion

Sector: Health Care

The Cleveland Clinic Lou Ruvo Center for Brain Health in Las Vegas and Cleveland Clinic is currently interested in constructing nearby medical and/or research facilities and other related facilities. Future phases are planned on Symphony Park (parcels A2, B, J & K). These parcels have been identified for medical facilities and total 12 acre campus.

Conference Center / Civic Center

Sector: Tourism & Conventions

A Downtown Convention Center could be a catalytic project for downtown. The location and size are critical as the city desires a facility that is not affiliated with gaming, offers flexibility for a variety of uses, including entertainment, food and beverages, convenient parking, located central to the downtown core. It would not be replacing the Center but would replace the Cashman Center. The constant location discussed has been as a dominant physical link between the traditional downtown environment and Symphony

Cybersecurity (Regional) Center of Excellence

Sector: Business IT Ecosystems, Entrepreneurship Infrastructure

The Commerce Department's National Institute of Standards and Technology (NIST) has established the National Cyber Security Center is a public-private collaboration for accelerating adoption of integrated cybersecurity tools and technologies. The Center brings together from industry, government and academia under one roof to develop practical, interoperable cybersecurity approaches to meet the needs of complex IT systems.

Digital Media Strategy

Sector: Business IT Ecosystems, Entrepreneurship Infrastructure

The City of Las Vegas has great potential to compete for digital and interactive media businesses, including video game development similar industries. Emphasis on this particular cluster has great potential for the downtown. Specific creative conversion of digital arts, science, technology and business for human expression, communication, and education

International Trade Marts

Sector Tourism & Conventions, Logistics & Manufacturing

Las Vegas is home to the World Market Center for the home furnishings industry. The city is poised to expand this into other industries. The World Market Center brings together all of the merchandise categories within an industry product and can efficiently explore a variety of crossmerchandising opportunities. For the seller, the Mart experience offers expanded channels of distribution and a business opportunity. The ongoing promotional activities reach to a global market creates a hub for the designated industry. Other mart concepts being considered include medical, jewelry, sports, electronics and green building technology.

Jump Start Las Vegas

Sector Entrepreneurship Infrastructure

A Chamber initiative to be located downtown that will try to connect local tech entrepreneurs with lawyers, accountants and other professionals can help them with their business plans, finding potential investors, leasing office space, getting legal and tax advice.

It is intended to support system for local startups that will involve economic development and higher education officials. The chamber is working with UNLV officials like Rob Roy in NEVation Center, the Downtown Project, the Vegas Tech Fund and executives from Zappos.com.

The goal is to ensure that Las Vegas' burgeoning tech sector is "not a fad" and will instead be a permanent, growing part of the economy.

Latin Corridor

Sector Entrepreneurship Infrastructure

The Latin Quarter would be located, generally, at the intersection of Fremont Street, Charleston Ave and Eastern. It is a proposed mixed-use entrepreneurial opportunity within a diverse ethnic enclave. The concept includes, retail, traditional and ethnic food stores, professional offices, medical offices, pharmacies, clothing and accessories, hair salons, and other independent entrepreneurs. A potential market niche developed in phases to serve an entire community and the valley.

Medical District

Sector Health Care

The existing UMC facility at West Charleston is a campus with new technologies and medical practices. The physical Campus needs to respond and become more efficient and accessible to the community and the region. The mass of the center and its location present some challenges and expansion opportunities. The southern edge of the UMC campus along Charleston Boulevard has a Medical Corridor interspersed with townhouses. This corridor has the potential to play a larger role in the expansion of community and medical needs. We need to: grow the UMC Campus, reinforce the West Charleston Corridor as a Medical Mile, encourage medical identify potential growth area for the campus.

Symphony Park

Sector Tourism & Conventions, Health Care

Symphony Park, an new planned urban mixed community, is taking shape on 61 acres in the heart of downtown Las Vegas. A harmonious blend of diverse developments, Symphony Park is Las Vegas' first truly modern neighborhood, designed to invigorate and dramatically enhance the downtown. As a city neighborhood with residences throughout, Symphony Park will have retail outlets, multiple entertainment venues and a two-acre central park at the core of the community, just to the north of The Strip. The park is envisioned as a beautifully landscaped area that will host outdoor concerts, art shows and festivals. Encompassing an estimated 10 million square feet, Symphony Park is on track to become the single most important development in Las Vegas history. It is a place that will finally give Las Vegas the authentic and inclusive urban experience they have been seeking and that they deserve.

Mesquite

Downtown historic facility restoration

Sector: Tourism and Redevelopment

Through the years, Mesquite has continued to provide premier recreation and facilities. As Mesquite facilities expand, the need for supporting amenities become even more apparent. A vibrant, active downtown core that honors the valley's pioneering spirit and is tied into the recreation for visitors back time and again.



Fiber Optic Connectivity

Sector: Business IT Ecosystems

The current internet service providers in Mesquite have to either go up to St. George, UT or down to Las Vegas, NV or Denver, CO. Consequently, they have to enter into multiple agreements with different companies in order to get redundant connections. Although initially the project could be costly, having a connection in the fiber loop closer to Mesquite, would eliminate the need to go through others, give companies control to open up the market for more competition and potentially drive down the cost for internet service.

Regional Athletic Facilities

Sector: Tourism

The City of Mesquite has invested significant sums of money in its regional athletic facilities. The Mesquite Sports and Event Complex includes a large, open air facility complete with three synthetic athletic fields, two natural grass fields, and many other amenities. The complex has already attracted major amateur sporting events from all over the country, and the expansion of the complex would do this niche industry.

Natural gas service to Mesquite

Sector: Logistics and Manufacturing

The City of Mesquite has no access to natural gas, and consequently lags in their development in recent years. Manufacturers in particular often require large quantities of natural gas to make their products. Mesquite is close to an interstate that gas pipelines would spur manufacturing growth in the Virgin Valley.

New Interstate Interchange and Mile Marker 118

Sector: Logistics and Manufacturing

The City of Mesquite can access Interstate 15 from two exits, one that leads to the downtown area and another that is ideal for truck traffic. This infrastructure deficit is holding back Mesquite's development in the industries and manufacturing. Interstate Interchange at Mile Marker 118 would solve this problem and provide hundreds of acres for development.

Veterans Cemetery

Sector: Community Services

Many retired veterans are making Mesquite their new home. Consequently, a permanent space needs to be created that honors these veterans and their memories. The current cemetery does not have an area specifically for veterans and it is almost guaranteed that any future developments to come will be tied to this area as the come to pay tribute to their deceased loved ones.

Mesquite Technology and Commerce Center

Sector: Logistics, Manufacturing and Clean Technology

The Mesquite Technology and Commerce Center contains hundreds of acres of land that is ready for development. Currently, the whole of Mesquite does not have access to natural gas because all the built roads are privately owned. With the possible addition of an interchange at mile marker 118, the MTCC will have two points of easy access to Interstate 15.

North Las Vegas

Apex Industrial Area

Sector: Logistics & Manufacturing, Clean Technology

Beginning in May of 2008, 11,445 acres of industrial zoned land was annexed to the City of North Las Vegas. Of that land and due to topography of area, approximately 7,000 acres is developable. Minimal access to water, power, and natural gas is a challenge for development. The Apex Industrial area offers the promise of a wide variety of employment opportunities ranging from manufacturing/distribution. The Apex Industrial Area also offers easy access to Interstate 15 and possible access to the Union Pacific Rail Road.

Downtown Redevelopment Opportunities

Sector Entrepreneurship Infrastructure

One project of significance for Downtown Las Vegas would be the development of a regional shopping center located on a 32-acre parcel. The proposed center will offer 350,000 square feet of anchor, retail and pad space including a food court. North Las Vegas has a significant unemployment rate, the City would benefit not only from the short-term jobs related to development of this project but long-term retail jobs associated with it as well. Utility capacity and Flood Control issues have been a barrier to development of this project with both water & wastewater upgrades needed within Las Vegas Boulevard North as well as drainage issues from the property adjacent

Lake Mead Island

Sector Entrepreneurship Infrastructure

Centrally located in Downtown North Las Vegas and bordered on the West by Interstate 15 and Las Vegas Boulevard, Lake Mead Island's northern and southern boundaries are formed by the north and south couplets of Lake Mead Boulevard North Fifth Street Super Arterial, connecting the northernmost North Las Vegas and southernmost Henderson neighborhoods within the Las Vegas Valley. The Lake Mead Island is also located within close proximity to Las Vegas and the Las Vegas Strip.

The Lake Mead Island Redevelopment Site consists of approximately fifty individual parcels consisting of approximately 100 acres of development potential within the Downtown Core Sub District Redevelopment Area. The Redevelopment Agency currently owns approximately seven acres of the site, which have been purchased over the past several years. The Agency also owns several other parcels (approximately four acres) directly adjacent to (west of) the Lake Mead Island.

The proximity of the North Las Vegas downtown redevelopment area to three area hospitals; North Vista Hospital, University of Nevada, Las Vegas (UNLV) and Valley Hospital sets the stage for the downtown to be converted into medical uses such as physicians, medical office buildings, medical and medical research and development.

A primary issue adversely affecting the Lake Mead Island Redevelopment site is the number of smaller parcels that need to be assembled in order to properly assemble the entire site. There are also some antiquated utility lines running throughout the development site. The proposed development project for this area could yield an abundance of employment opportunities for Downtown North Las Vegas.

Nellis AFB Defense Sector Development

Sector Defense & UAVs

North Las Vegas' proximity to Nellis AFB seems a natural choice for the attraction of defense related businesses already in the Las Vegas area. Some defense, aerospace, and technology related companies such as Bigelow Aerospace, National Security Technologies and Spacecraft Co. and there is ample land and existing building inventory that may fit the needs of others.

Northeast Industrial Area

Sector Logistics & Manufacturing, Defense & UAVs

900± acres of industrial zoned land located near the intersection of Interstate 15 and Clark County is available in the area. Currently, this area is home to manufacturing and companies such as Meadow Gold Dairy, Sysco Foods and G.E. Transportation. Currently sewer infrastructure is at capacity and access to City sewer, electrical and natural gas has proved to be a challenge. The City is interested in building facilities and establishing a presence in North Las Vegas. The City is hopeful that assistance from an EDA grant will aid in development and job creation for this area.

UNLV Higher Education Campus / Environmental Cleanup

Sector Health Care, Clean Technology, Workforce Development

Over the past several years, the City of North Las Vegas has worked with the University of Nevada, Las Vegas (UNLV) to begin a process that will culminate in the creation of a 2,000 regional education and research campus. When established, the campus, in conjunction with the Veteran Administration's Medical Complex, will become an "economic engine" for not only North Las Vegas, but all of southern Nevada and R&D employment opportunities. Before land can be transferred to the Nevada Board of Regents, the site as previously identified, will need to be completed.

Higher Education Job Creation Zone

Sector Medical, Clean Technology, Manufacturing

The City has worked with federal delegation on legislation for conveyance of 640 acres of land currently controlled by the Bureau of Land Management. The 640 acres of land are adjacent to the planned 2,009 acre planned higher education campus and are designated as a job creation zone in the North Las Vegas Comprehensive Plan.

Veteran Administration Medical Complex I Medical Sector

Sector Health Care

As identified in the State Plan, our health care system under VA Hospital and its success in North Las Vegas Southern Nevada will act as a catalyst for future medical development and associated employment opportunities. Currently, approximately 300 buildings the VA Hospital is located within the boundaries of North Las Vegas.

Implementation & Performance Measures

Implementation Matrix

The following matrix combines all the goals and strategies in a single table. It also includes potential partners, recommended timelines horizon for implementation. The purpose of the implementation matrix is to provide a graphic representation when the actions should be implemented and the most appropriate organizations to carry them out.

Strategies	Timeline				
	Ongoing	0-6 mos.	6-12 mos.	2-3 yrs.	4-5 yrs.
Goal One: Offer best and most innovative business climate in the Western United States and provide high quality service startup, recruitment, retention, and expansion of businesses in Southern Nevada.					
Objective 1: Develop a legislative agenda to create a truly positive business climate					
Objective 2: Design and utilize creative business development					
Objective 3: Retain and expand existing businesses in the Las Vegas area					
Objective 4: Promote the development of employment centers in the region					
Objective 5: Develop a mechanism for evaluating, prioritizing, interagency infrastructure improvements to support economic development					
Objective 6: Recruit businesses from clusters and high-growth markets					
Objective 7: Raise the profile of Southern Nevada as a global business destination					
Objective 8: Coordinate various redevelopment initiatives with other entities					
Goal Two: Support and retain Southern Nevada's entrepreneurs.					
Objective 1: Foster innovation through entrepreneurship					
Goal Three: Spur connectivity through local, regional, national, and global partnerships.					
Objective 1: Foster local connections and workforce mobility					
Objective 2: Work with regional partners to create a Western Nevada economic corridor					

Strategies	Timeline				
	Ongoing	0-6 mos.	6-12 mos.	2-3 yrs.	4-5 yrs.
Goal Four: Improve Southern Nevada’s workforce and education systems to develop a skilled, educated, and talented workforce.					
Objective 1: Pursue excellence in the region’s educational and higher education					
Objective 2: Promote technical skills and training at the College and other regional institutions					
Objective 3: Focus workforce development on target sector opportunities					
Objective 4: Recruit talented individuals to the Las Vegas region					
Goal Five: Expand the LVGEA so that it has the organizational capacity to be successful.					
Objective 1: Build the LVGEA structure internally, so it can effectively manage and execute its strategy					
Objective 2: Coordinate and collaborate with regional and state partners					
Objective 3: Create a nonprofit partner to support foundational economic development efforts in Southern Nevada					

Performance Measures

This region has never had a Comprehensive Economic Development Strategy before, so the completion of this document is a milestone for the region. That being said, our region cannot simply rest on our collective accomplishment in writing this plan. We must put actions must be evaluated to ensure their effectiveness.

After the acceptance of this document, the LVGEA will publish an annual report detailing our community's progress on indicators important to development. These indicators are as follows:

LVGEA Activities	
Indicator	Source
Amount (\$) of funding for the Knowledge Fund	Knowledge Fund Executive Director
Number of calls to existing employers	LVGEA
Number of businesses retained	LVGEA
Number of businesses relocation announcements	LVGEA
Number of jobs created in industry cluster sectors	LVGEA, DETR
Number of visits to MEDA website	LVGEA
Number of site selector visits	LVGEA
Number of industry trade shows attended	LVGEA
Number of visits from international companies	LVGEA

Regional Indicators	
Indicator	Source
Number of employers engaging secondary school students about occupation	Business interviews, surveys
Number of higher education students placed in jobs with local employers	Area higher education institutions, business interviews, surveys
Number of young professionals recruited to Southern Nevada	Area chambers, surveys
Amount (\$) of state and national funding for regional infrastructure	Southern Nevada Regional Planning Commission
Number of jobs created in industry cluster sectors	Business interviews, surveys, media, and business license records
Number of jobs obtained	Business interviews, surveys, media, and business license records
Number of new businesses formed	Business interviews, surveys, media, and business license records
Median wages of new jobs created	Business interviews, surveys, media, and business records
Amount (\$) capital investment	Business interviews, surveys, County Tax Assessor
Annual population estimates	U.S. Census American Community Survey (1 year estimates)
Population over the age of 25 with a bachelor's degree or higher	U.S. Census American Community Survey (1 year estimates)
Decrease in time required for permitting construction projects	Business interviews, surveys, area jurisdictions
Annual unemployment rate	Nevada Department of Employment, Training & Rehabilitation
Private nonfarm employment	Nevada Department of Employment, Training & Rehabilitation
Increase in median household income	U.S. Census American Community Survey (1 year estimates)
Reduction in office vacancy rates	Regional commercial office brokerage (e.g., CB Richard Ellis)
Reduction in industrial vacancy rates	Regional commercial industrial brokerage (e.g., CB Richard Ellis)
Total taxable assessed value of commercial property	County Tax Assessor
Tax base diversification (increase in residential property tax revenues)	County Tax Assessor
Office square footage added to the local market	Regional commercial office brokerage (e.g., CB Richard Ellis)
Industrial square footage added to the local market	Regional commercial industrial brokerage (e.g., CB Richard Ellis)
Number of higher education students graduating with degrees or certificates in STEM programs	Area higher education institutions

These performance measures should not be interpreted as a referendum on any one agency or a group of agencies; rather, these measures should serve as a snapshot of our regional economy.

In addition the LVGEA will convene stakeholder working groups around the five foundational goals and the seven industry sectors. These working groups will advise the LVGEA on performance measures and strategies to affect the full development of the Southern Nevada economy of the Comprehensive Economic Development Strategy, performance measures around these goals and clusters are not yet completely defined. Right now, however, the LVGEA must concentrate on building industry and stakeholder relationships to identify those and performance measures accordingly.

Foundational Goals	Stakeholder Agencies
The best business climate in the United States	LVGEA, GOED, Cities, Counties, DETR, LVCVA, Area Chambers & Business Groups, Area Higher Education, Other Economic Development Initiatives
Support and retain entrepreneurs	Area Entrepreneur Programs, LVGEA, Area Chambers & Business Groups, Grow-LV, Area Higher Education
Spur local, regional, and global connections	LVGEA, RTC, LVCVA, McCarran International Airport, Cities, Counties, Grow Area Higher Education
Improve workforce and educational systems	DETR, LVGEA, CCSD, Area Higher Education, Area Chambers & Business Groups, Area Staffing firms
Expand the organizational capacity of the LVGEA	LVGEA, GOED, GrowLV, Cities, Counties, DETR, Area Chambers & Business Groups

Industry Clusters	Stakeholder Agencies
Gaming, Tourism, and Conventions	LVGEA, LVCVA, Cities, Counties, Local Economic Development Agencies, Nevada GOED, RTC, GrowLV, DETR, Area Higher Education, Area Chambers & Business Groups
Logistics, Manufacturing, and Assembly	LVGEA, Cities, Counties, Local Economic Development Agencies, McCarran Airport, GOED, Area Chambers & Business Groups
Health Care and Life Sciences	LVGEA, Cities, Counties, Local Economic Development Agencies, Southern Nevada Higher Education, LVCVA, Cities, Counties, Area Chambers & Business Groups, GrowLV
Business IT Ecosystems	LVGEA, Cities, Counties, Local Economic Development Agencies, Switch, GOED, Education, N2S2, CCSD, GrowLV, DETR Area Chambers & Business Groups, Area Entrepreneur Programs
Clean Technology	LVGEA, GOED, Cities, Counties, Local Economic Development Agencies, Area Higher Education, GrowLV, Area Chambers & Business Groups
Defense and Unmanned Aerial Systems	GOED, LVGEA, Cities, Counties, Local Economic Development Agencies, Area Military, Cities, Counties, Area Higher Education, DETR, Area Chambers & Business Groups
Global Banking and Finance	LVGEA, GOED, Cities, Counties, Local Economic Development Agencies, State Agencies, Regulatory, Area Chambers & Business Groups

Conclusion

In their short history, the people of Southern Nevada have changed the world. Nevadans have shown the world the meaning of innovation, entrepreneurialism, and adaptability. As Southern Nevadans, we are used to constant change. We don't hold on to outmoded buildings and antiquated notions of failed economies; we build new economies. Southern Nevadans turned the driest deserts into economic activity and defined the gaming industry. We've developed and tested the world's most powerful weapons and helped to revolutionize the high-tech industry. Our region has experienced both prosperity and desolation. As we emerge from the long recession, we emerge stronger, more unified, and more determined than ever to reach our potential.

In this Comprehensive Economic Development Strategy, we present the best that our community has to offer all the people through patterns and spurred us to change behaviors. This document is not merely a wish list of fantastical projects; it is a plan of action for

Southern Nevada and its communities, Clark County, Las Vegas, Henderson, North Las Vegas, Mesquite, and Boulder City. Realize that we must build the foundations to compete in the global economy. The people of Southern Nevada are still among the most adaptable and optimistic in the world, and we embrace this challenge without hesitation. We truly believe that Southern Nevada can compete in the global economy and our entrepreneurialism will lead us back to prosperity.