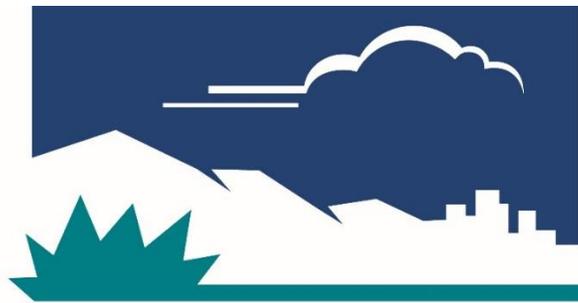


**Greater Reno-Sparks  
Economic Development  
Three-Year Strategic Plan  
UPDATE**

**May 27, 2015**



**Reno**  
**Sparks**  
**Tahoe**

**ECONOMIC DEVELOPMENT AUTHORITY  
OF WESTERN NEVADA**

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## INTRODUCTION

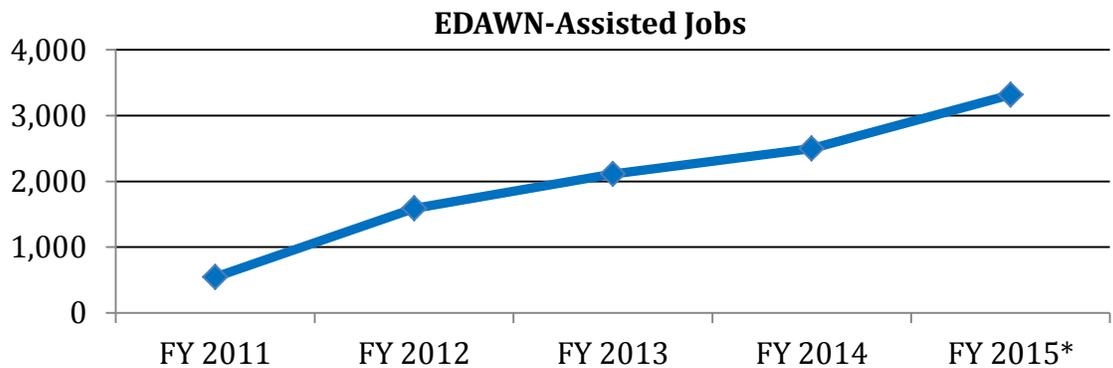
In 2012, EDAWN developed a region-wide economic development strategic plan that aligned with the Governor’s Office of Economic Development’s goals and programs and identified specific strategies to address the Great Recession’s impact on the region, particularly the fourteen percent unemployment rate and slowing job growth in Reno-Sparks. The region has realized several positive results from those strategies, particularly, a more consistent, strong rate of annual new jobs from new and existing companies in the region:

EDAWN-Assisted Jobs										
Fiscal Year	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015*	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Total Assisted Jobs	n/a	544	1,500	1,591	2,000	2,112	2,100	2,500	2,400	3,527+

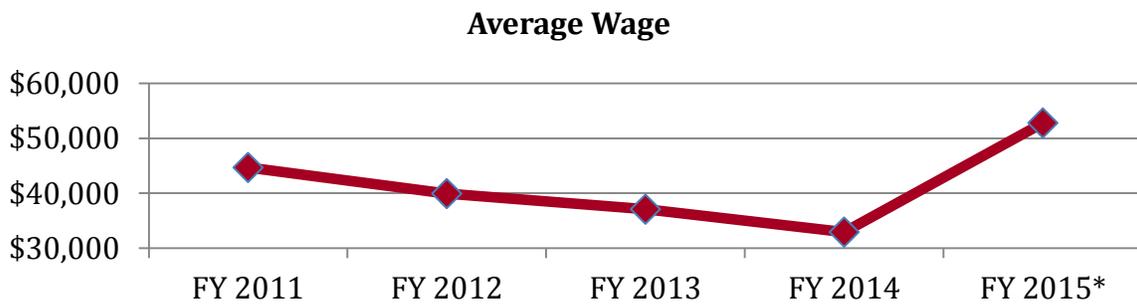
\*Through March 2015  
 + Includes 700 Tesla Year 1 Jobs

Three years later, the Reno-Sparks of 2015 is in a different, arguably better, situation. However, there are new challenges that this updated strategic plan focuses on while continuing the momentum begun three years ago.

While the number of EDAWN-assisted jobs consistently increased year-over-year since 2011, the average wage showed a decline.



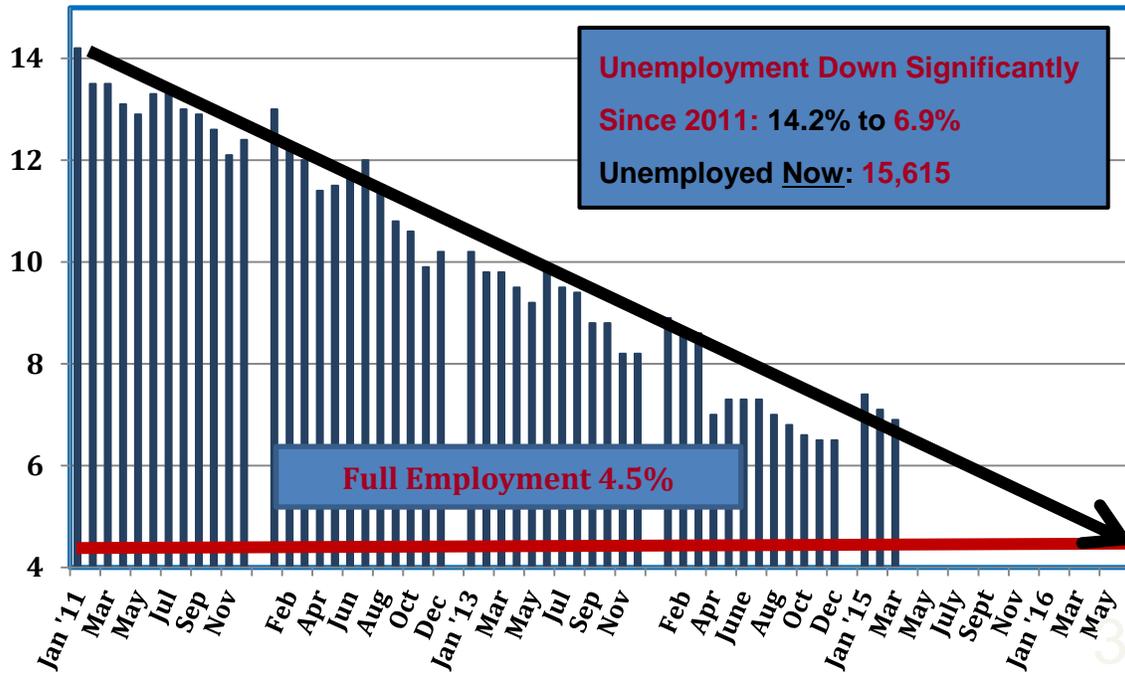
\*Through March 2015



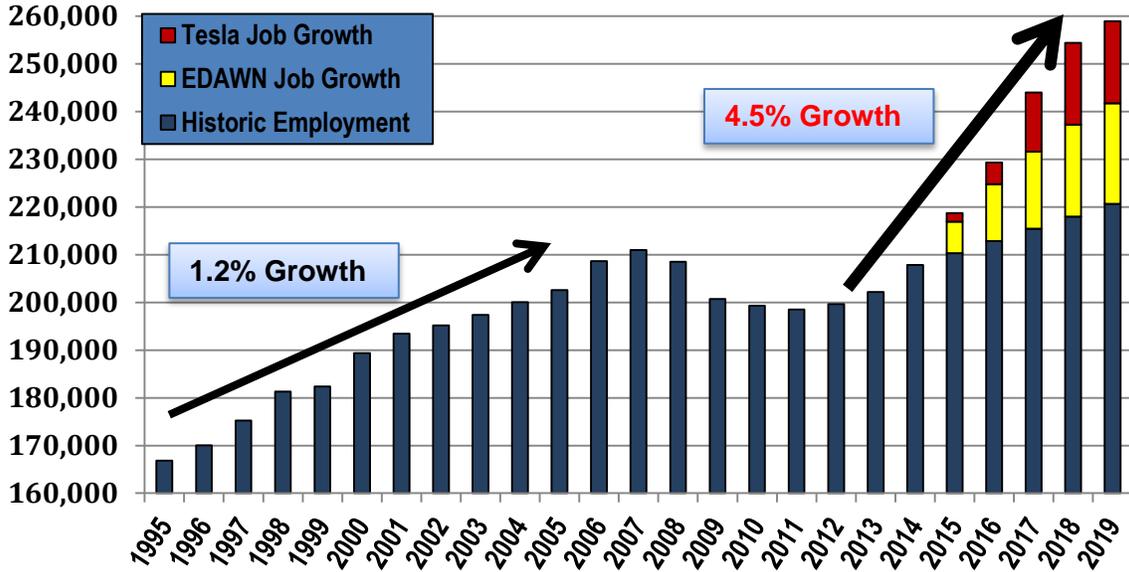
\*Through March 2015

Indicators are from the first half of fiscal 2015 that the average wage is increasing; EDAWN's objective moving forward is to ensure that there is a balance between the average wage, number of new jobs and rate of economic growth that benefits employers, the workforce and the greater community.

The current unemployment rate (6.4% for Washoe County) along with near and long-term economic models project that workforce demand is going to increase dramatically, the available workforce will tighten and wages will continue to rise.



EDAWN projects that for the next five years, there will be more than fifty-thousand new jobs added in the region—this projection is based on conservative estimates. Clearly, as the unemployment rate continues to decline (Nevada’s state average unemployment rate before the Great Recession was 5.15%) and the available jobs grow, it will be important to focus some economic development efforts to ensure the region has the skilled workforce to meet current and future employers need.



## RENO-SPARKS ECONOMIC DEVELOPMENT OBJECTIVES

The region will continue its efforts around entrepreneurial growth, retaining and supporting the expansion of existing Reno-Sparks companies as well as attracting new employers to the region. An increased emphasis over the next three years will be on: workforce development—so that the region can keep up with demand from current and future employers; and community development so that the region continues to develop an environment that enables the attraction of a skilled workforce.

The region’s economic development objectives for the next three years continue with:

1. Attracting companies from outside the Greater Reno-Sparks region that provide jobs with salaries above the regional average in target sectors.
2. Retaining and expanding existing Greater Reno-Sparks companies and jobs;
3. Entrepreneurial growth;

New objectives for the next three years:

4. Attract skilled workers to the region and facilitate the workforce development of the existing Reno-Sparks workforce to meet the needs of current and future employers;
5. Enhance the community and advocate for improvements to the community so that Reno-Sparks continues to evolve as an attractive, competitive place to do business and live.

The change in economic development objectives represents a shift to adapt to the changing economy, growth, and increased demand from employers for a skilled workforce. EDARN will continue its successful strategies and implement new strategies to adapt to Reno-Sparks’ needs and economic development opportunities:

EDARN’S FOCUS			
	Fiscal Years 2012 - 2015		Fiscal Years 2016 - 2018
Attraction	QUANTITY of Jobs Primary Quality of Jobs Secondary		QUALITY of Jobs Primary Quantity of Jobs Secondary
Retention	Inventory of Primary Companies		Prepare and Help Companies with Change
Entrepreneurship	Grow Infrastructure to Foster Entrepreneurial Development		Mentor, Support and Attract Entrepreneurs to the Region
Community	Brand Reno-Sparks		Brand Reno-Sparks & Revitalize Downtown
Workforce	Assess Needs of Employers		Coordinate the Region to Meet Employers’ Workforce Needs

The strategies and quantifiable metrics and outcomes are detailed in this plan and represent the input from stakeholders in the region.

## STRATEGIES & METRICS

### Attraction: FY 2012 – FY 2015 Progress Report

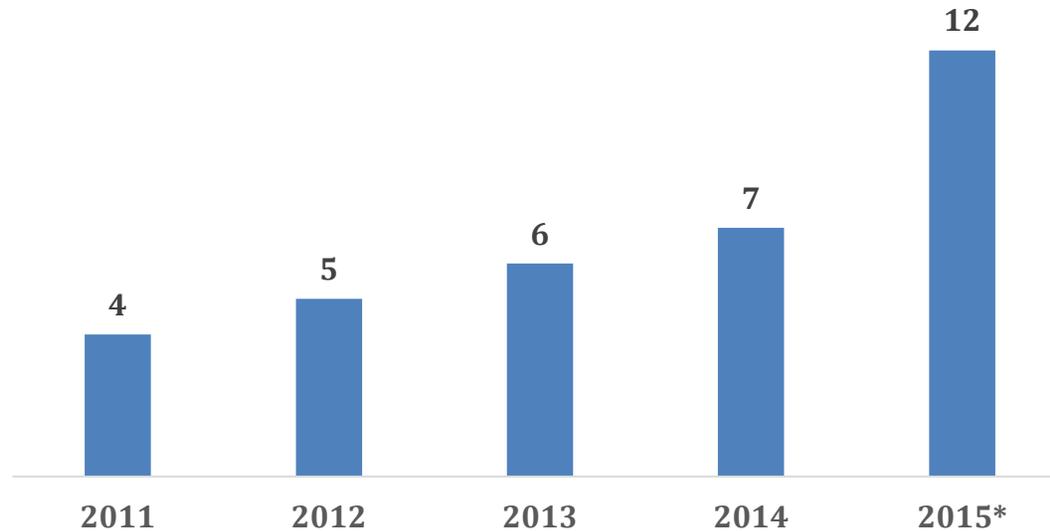
<b>Objective 1: Attract Companies from Outside the Reno-Sparks Region that Provide Jobs with Salaries Above the Regional Average in Target Sectors METRICS</b>									
<b>Fiscal Year</b>		<b>FY 2012</b>		<b>FY 2013</b>		<b>FY 2014</b>		<b>FY 2015</b>	
<b>Metrics</b>		<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual to Date**</b>
<b>Metric #1</b>	Assisted Jobs	1,500	1,591	2,000	2,112	2,100	2,500	2,400	3,527+
<b>Metric #2</b>	Average salary of jobs from outside region	\$45K	\$39,936	\$45K	\$37,089	\$45K	\$32,897	\$40,000	\$53,990
<b>Metric #3</b>	Percent of companies in target sectors (cumulative)	70%	100%	70%	91%	70%	100%	70%	100%
<b>Metric #4</b>	Prospect closure rate	50%	83%	50%*	86%	70%*	72%	70%	82%
<b>Metric #5</b>	New corporate / national headquarters	5	5	6	6	7	7	8	12
<b>Metric #6</b>	Physically meet with 50% of top 100 consultants	n/a	35%	50%	61%	50%	60%	54%	25%
<b>Metric #7</b>	Prospect visits to Greater Reno-Sparks-Tahoe (cumulative)	55	65	84	106	96	121	100	88
<b>Metric #8</b>	New Prospects (cumulative)	100	103	100	125	100	182	125	96

\* Goals originally in 2012 Strategic Plan modified {up} by EDAWN Board

\*\*Through March 2015  
+ Includes 700 Tesla Year 1 Jobs

Headquarters bring highly skilled and well-paid jobs to the region. HQs also make meaningful contributions to their communities because the company's executives are part of the community and have a personal interest in seeing it succeed and grow positively.

### New Corporate Headquarters FY 2011 - FY 2015 YTD\*



\*Through March 2015

This increase in new corporate headquarters is also an indicator of the improved perceptions of Reno-Sparks image: more companies are willing to put Reno on their corporate letterhead.

There are a number of multinational firms that currently have a presence in Reno-Sparks. There are also many small high growth companies that must decide where to grow, many located in our target areas in California. Our strategic location, reasonably good air service, low cost of doing business including no corporate tax, and proximity to the Bay Area make this region attractive to smaller corporate headquarters. Part of our marketing strategy is to identify these firms, establish contact with them both locally and nationally, build a strong relationship with them, and encourage them to expand their operations to the region, if they do not include their headquarters in the initial move, EDAWN works to attract their headquarters in the long term. We will also mine nationally for companies that are looking for a headquarters presence in the West but do not want to locate in California. The addition of Tesla, Apple, Switch and others makes locating a headquarters in the Reno-Sparks area more palatable. In the past several years we have grown from attracting just 4 company headquarters a year to more than 12.

## Attraction: FY 2016 – FY 2018 Strategies

### Objective 1: Attract Companies from Outside the Reno-Sparks Region that Provide Jobs with Salaries Above the Regional Average in Target sectors STRATEGIES

#### FY 2016 – FY 2018 STRATEGIES

1.1	Drive sector and cluster advancement for Advanced Manufacturing
1.2	Continue to support GOED's efforts to attract foreign investment, especially on-shoring
1.3	Advocate / support a viable EB5 program to attract global workforce / companies
1.4	Effectively market the region and its pertinent sectors
1.5	Provide easily accessible, customizable regional economic development information, including regional assets
1.6	Attract high-growth companies and HQs
1.7	Maintain outbound and in-bound visits with prospective companies
1.8	Continue to develop / strengthen relationships with key site selectors, national and local real estate executives
1.9	Strengthen and target marketing materials and website for sales efforts for key industry sectors
1.10	Highlight strategic location for distribution 11 Western states and proximity to Bay Area
1.11	Attract employers to downtown
1.12	Engage the broader community in marketing activities and promoting the region

Attraction efforts will continue to target:

**Advanced Manufacturing:** Given the tremendous success of attracting manufacturing and advanced manufacturing to the region over the past three years, this sector remains the top target industry for the area. The region is attractive to advanced manufacturing for several reasons including: adequate and affordable trained workforce (although this is becoming an issue as more companies relocate to the area); supportive business and government environment for manufacturing; low cost of doing business (this includes buildings and land, taxes, labor, water and utilities); strategic location for distribution to the West; a university and community college that are very supportive of advanced manufacturing; and several major manufacturing companies that have located in the area including Tesla and Ardagh. While this region is working to develop a cluster of support for advanced manufacturing, there is already a developing cluster of food manufacturing due to the reasons above as well as the low humidity and lack of bugs.

**Technology and Data Centers:** With the addition of Tesla, Switch and Apple as well as the significant increase in start-up and entrepreneurial activity in the region, the growth of technology companies is increasing. Additionally, the gaming industry is heavily dependent on technology employees and several cyber-security companies have announced relocations to the area, further establishing this area as a place where technology is gaining ground. Finally, the University's success and region's proximity to the Bay Area where quality of life is declining for mid-level technology workers, especially those with a family, make Reno-Sparks very attractive for millennials and others of the creative class that commonly fill these technology jobs. The region also meets the critical selection criteria for data centers: affordable power; low risk of natural disasters; water; cool, but not cold weather; and low latency. With Switch, Apple and other likely data center announcements, the availability of quality technology jobs continues to increase making technology and data centers an overall growth industry.

**Logistics and E-Commerce:** Nevada is a West Coast hub of transport, distribution, and operations because of its location and geographic advantages for easily reaching the entire Western U.S. Solid infrastructure, lower costs and fewer regulatory hurdles (relative to neighboring states), lower congestion, and overall ease-of-doing-business add to the value proposition. Focus opportunities include: warehousing and distribution; advanced logistics; air cargo; integrated manufacturing-distribution; e-commerce; and freight transportation (ground and rail). The link between e-commerce and the region's strategic location has enabled companies like Urban Outfitters and Amazon to locate here and accomplish a one-day ground transport to most of the 11 Western states.

**Back Office, Business Support:** Opportunities in this sector include high-end or technical call centers/customer service centers; back office operations, especially accounting, business process outsourcing operations, shared services, cyber security support and others. The attractiveness of the region is the significantly lower costs associated with these operations as compared to California. The Reno-Sparks region is no longer attractive to traditional call centers as the average wages in the region are moving above the wages normally paid by this industry.

**Aerospace and Defense:** Nevada has a solid base of defense expertise with a particular focus on testing and training and the state's geographic characteristics with low population density enable extensive testing operations. The designation as a national test site for UAVs reinforces these advantages. The state can build on this base of infrastructure and expertise to solidify an important role for the Aerospace and Defense industry in its economic future. Target opportunities include: unmanned aerial vehicle (UAV) supply; assembly and testing; and maintenance, repair and overhaul (MRO) of aircraft systems.

**Attraction: FY 2016 – FY 2018 Metrics**

<b>Objective 1: Attract Companies from Outside the Reno-Sparks Region that Provide Jobs with Salaries Above the Regional Average in Target sectors STRATEGIES</b>						
		<b>Fiscal Year</b>	<b>FY 2015 To-Date*</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Metrics</b>			<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
<b>Metric #1</b>	Assisted jobs		3,319+	3,000	3,000	3,000
<b>Metric #2</b>	Average salary of jobs from outside region		\$53,990	\$45,000	\$47,550	\$50,000
<b>Metric #3</b>	Percent of companies in target sectors (cumulative)		100%	70%	70%	70%
<b>Metric #4</b>	Prospect closure rate		82%	70%	70%	70%
<b>Metric #5</b>	New corporate / national headquarters		12	8	10	12
<b>Metric #6</b>	Physically meet with top site consultants (150)		25%	60	70	70
<b>Metric #7</b>	Prospect visits to Greater Reno-Sparks (cumulative)		88	100	100	100
<b>Metric #8</b>	New Prospects (cumulative)		96	100	100	100

\*Through March 2015  
 + Includes 700 Tesla Year 1 Jobs

## Retention & Expansion: FY 2012 – FY 2015 Progress Report

### Objective 2: Retain and expand existing Greater Reno-Sparks companies and jobs METRICS

Fiscal Year		FY 2012		FY 2013		FY 2014		FY 2015	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual to Date+
<b>Metric #1</b>	Local jobs expansion (Non-assisted)	200	77	200	1,120	200 (500)	734	500	356
<b>Metric #2</b>	Number of primary employers visited by EDAWN	na	60	180*	204	180*	188	180	160
<b>Metric #3</b>	Primary employers' critical issues resolved	95%	100%	95%	100%	95%	95%	100%	95%
<b>Metric #4</b>	Visit newly located, started companies in first year	100%	100%	100%	100%	100%	100%	100%	95%
<b>Metric #5</b>	Attraction opportunities identified	12	2	5*	5	6*	6	6	8
<b>Metric #6</b>	Business to business connections made	12	4	10	22	18	32	35	36

\* Goals modified by EDAWN Board

+ Through March 2015

## Retention & Expansion: FY 2016 – FY 2018 Strategies

### Objective 2: Retain and Expand Existing Reno-Sparks Companies and Jobs STRATEGIES

#### FY 2016 – FY 2018 STRATEGIES

2.1	Lead and manage sector industry groups
2.2	Continue interactions and visits to strengthen relationships with local, primary companies
2.3	Formally transition, then assist newly relocated primary companies to maximize potential future expansion
2.4	Increase company-to-company interactions to foster mutually beneficial relationships
2.5	Identify and assist primary companies in GR-S that may be planning an expansion or that meet high growth criteria
2.6	Identify primary companies' issues and provide resources and resolutions
2.7	Advocate for and represent primary companies in the region at the state level and with education stakeholders

**Retention & Expansion: FY 2016 – FY 2018 Metrics**

<b>Objective 2: Retain and Expand Existing Reno-Sparks Companies and Jobs METRICS</b>					
<b>Fiscal Year</b>		<b>FY 2015 To-Date*</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>METRICS</b>		<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
<b>Metric #1</b>	Number of primary employers visited by EDawn	160	180	180	180
<b>Metric #2</b>	Primary employers' critical issues resolved	100%	100%	100%	100%
<b>Metric #3</b>	Visit newly located, started companies in first year	100%	100%	100%	100%
<b>Metric #4</b>	Attraction opportunities identified	8	6	7	8
<b>Metric #5</b>	Business to business connections made	36	35	40	45

\*Through March 2015

## Entrepreneurial Growth: FY 2012 – FY 2015 Progress Report

<b>Objective 3: Entrepreneurial Growth METRICS</b>									
<b>Fiscal Year</b>		<b>FY 2012</b>		<b>FY 2013</b>		<b>FY 2014</b>		<b>FY 2015</b>	
<b>METRICS</b>		<b>Goal</b>	<b>Actual</b>	<b>Goal*</b>	<b>Actual</b>	<b>Goal*</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual to Date+</b>
<b>Metric #1</b>	Increase start-up jobs	100 (new)		50	50	50	68	75	75
<b>Metric #2</b>	Community Venture Fund (New: Assist in Ent. Funding)*	n/a		n/a		\$2MM	\$1.9M	\$3.0M	\$3.43M
<b>Metric #3</b>	Contact entrepreneurial talent that would consider relocating to / investing in the region	12 (new)		4	4	4	8	10	8
<b>Metric #4</b>	Entrepreneurship events and earned media	24 (new)		20	105	100	131	100	160
<b>Metric #5</b>	Meet with and assist start-up companies	50 (new)		40	81	36	86	80	219
<b>Metric #6</b>	New Companies Started (Assisted)			4	3	4	17	10	25

\* Goal established in FY 2014

+ Through March 2015

## Entrepreneurial Growth: FY 2016 – FY 2018 Strategies

### Objective 3: Entrepreneurial Growth STRATEGIES

#### FY 2016 – FY 2018 STRATEGIES

3.1	Continue to support the entrepreneurial continuum providing support throughout growth cycles
3.2	Communicate – highlight Reno’s strengths as a place for Entrepreneurs with a life
3.3	Catalyze – Engage entrepreneurs to lead programs and community initiatives
3.4	Connect – Facilitate the connection between organizations, entrepreneurs and resources (funding, mentorship, customers)
3.5	Showcase – Highlight our startups and entrepreneurs as well as higher education’s and enterprises’ innovations and successes to bring visibility, encouragement and community support; specifically in National and Regional media
3.6	Enhance local venture, angel and other sources of capital; facilitate connections to entrepreneurs
3.7	Foster development and growth of start-ups in region
3.8	Strengthen the connection between Reno and Bay Area entrepreneurs, venture firms and start-ups to establish Greater Reno-Sparks as an extension of the entrepreneur eco-system
3.9	Attract entrepreneurs to the region
3.10	Facilitate municipal collaboration for entrepreneurs and existing businesses

## Entrepreneurial Growth: FY 2016 – FY 2018 Metrics

<b>Objective 3: Entrepreneurial Growth METRICS</b>					
<b>Fiscal Year</b>		<b>FY 2015 To Date*</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>METRICS</b>		<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
<b>Metric #1</b>	Increase start-up jobs	75	75	100	125
<b>Metric #2</b>	New Companies Started (Assisted)	25	15	20	25
<b>Metric #3</b>	Community start-up capital	\$3.43M	\$3M	\$4M	\$5M
<b>Metric #4</b>	Contact entrepreneurial talent that would consider relocating to / investing in the region	8	10	12	14
<b>Metric #5</b>	Entrepreneurship events and earned media	160	180	200	220
<b>Metric #6</b>	Meet with and assist start-ups / partners	219	200	220	240

\*Through March 2015

## Education & Workforce: FY 2016 – FY 2018 Strategies

### Objective 4: Facilitate Development of Existing and Future Workforce STRATEGIES

#### FY 2016 – FY 2018 STRATEGIES

4.1	Identify near- and long-term workforce needs of primary companies
4.2	Promote to primary companies in the region, the current workforce / skills resources available (e.g., TMCC’s graduate readiness metric)
4.3	Facilitate development of training programs for existing workforce to meet primary employers’ needs
4.4	Advocate for funding for workforce training
4.5	Facilitate connections between existing primary employers and higher education to support employers’ workforce needs
4.6	Increase industry and company involvement in higher education through internship program(s) (including WCSD signature academies)
4.7	Increase industry and company involvement in K – 12 through encouraging partnerships with WCSD schools (Education Alliance program)
4.8	Augment and support workforce training to support employers’ needs
4.9	Develop and implement a workforce attraction program
4.10	Attract Creative Class workforce / talent to facilitate growth and appeal of Greater Reno-Sparks as a place for high skill / technology employers
4.11	Connect employers with available, skilled workforce

## Education & Workforce: FY 2016 – FY 2018 Metrics

<b>Objective 4: Facilitate Development of Existing and Future Workforce METRICS</b>						
		<b>Fiscal Year</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>METRICS</b>			<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
<b>Metric #1</b>	Connections made between primary employers and higher education		n/a	50	50	50
<b>Metric #2</b>	Encourage primary companies to use interns (measure introductions, recommendations and connections made)		n/a	36	36	36
<b>Metric #3</b>	Growth in funding for workforce training and attraction		n/a	+10%	+10%	+10%
<b>Metric #4</b>	Participate in, conduct, support workforce recruitment and marketing programs connecting employers to workforce and advertising regional workforce needs		n/a	4	4	4

**Community Development: FY 2012 – FY 2015 Progress Report**

**Objective 5: Community Development**

		FY 2012		FY 2013		FY 2014		FY 2015*	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
<b>METRICS</b>		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
<b>Metric #1</b>	Encourage investment in community infrastructure (new projects)	1	1	1	1	1	1	1	1
<b>Metric #2</b>	New capital investment in Greater Reno-Sparks-Tahoe from EDAWN-assisted projects	\$20M	\$39.7 M	\$100M	\$160.6 M	\$150M	\$134M	\$150M	\$394M
<b>Metric #3</b>	CEDS certification for Washoe County	In progress		Completed					
<b>Metric #4</b>	Number of companies that build in Dandini Research Park+	0		1		2		n/a+	

+ Goal modified by EDAWN Board

\*Through March 2015

## Community Development: FY 2016 – FY 2018 Strategies

### Objective 5: Community Development STRATEGIES

#### FY 2016 - FY 2018 STRATEGIES

<b>5.1</b>	Continue to improve the image of the region as a place to start and do business
<b>5.2</b>	Lead the region's efforts to plan for and accommodate growth (EPIC)
<b>5.3</b>	Plan for the region's long term industrial land needs
<b>5.4</b>	Continue to enhance Reno's downtown to attract entrepreneurs, businesses, locals and the Creative Class
<b>5.5</b>	Facilitate integration of University of Nevada in to Reno's downtown
<b>5.6</b>	Create a downtown gathering place for entrepreneurs
<b>5.7</b>	Foster a welcoming environment in the region for the Creative Class
<b>5.8</b>	Continue to work with partners to improve air service
<b>5.9</b>	Improve the region's fiber connectivity

**Community Development: FY 2016 – FY 2018 Metrics**

<b>Objective 5: Community Development</b>						
		<b>Fiscal Year</b>	<b>FY 2015 To Date*</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>METRICS</b>			<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
<b>Metric #1</b>	Assisted companies locating in downtown Reno		1	2	4	6
<b>Metric #2</b>	Capital invested from EDAWN-assisted projects in region		\$394M	+10%	+10%	+10%
<b>Metric #3</b>	Positive national / regional media coverage (hits)		395	300	300	300

\*Through March

## Appendix

### Strategies in Detail: Attraction

- 1.1 Drive Sector and cluster advancement for Advanced Manufacturing.  
By focusing on the industry sector that shows the most potential to succeed in Greater Reno-Sparks, the region will realize more new jobs. The synergy created by having a cluster increases the need for suppliers for that industry and helps that industry attract talent and align educational programs needed to meet their workforce needs.
- 1.2 Continue to support GOED's efforts to attract foreign investment, especially on-shoring.  
EDAWN will occasionally participate in GOED's international trade missions to promote Greater Reno-Sparks as an ideal location for foreign companies' manufacturing and distribution facilities and as an optimal region for domestic companies looking to return manufacturing or distribution to the U.S. to save on overseas shipping. Additionally, EDAWN will work with other partners to connect with opportunities that facilitate the connection with foreign companies looking to expand or do business in the Reno-Sparks region.
- 1.3 Advocate / support a viable EB5 program to attract global workforce / companies.  
EDAWN will work with NNDA and the Las Vegas EB-5 program to ensure that foreign companies or individuals that want to take advantage of the program have connections in the state that will help them invest in our region.
- 1.4 Effectively market the region and its pertinent sectors.  
Through face-to-face sales, online, advertising and public relations ensure that the Greater Reno-Sparks' business assets, brands and benefits are consistently communicated. EDAWN has drafted a marketing plan that includes visits with site selectors, prospects in target industries and companies that may want to expand their presence in the West. The focus will continue to be on distribution and manufacturing to take advantage of the manufacturing flight from California, the on-shoring increase and the central location of Reno in the 11 western states and one day proximity to 50 million people.
- 1.5 Provide easily accessible, customizable regional economic development information, including regional assets.  
As both an in-market resource and as a sales tool to out-of-market companies and site selectors, detailed, current, accurate information will be developed and available online.
- 1.6 Attract high-growth companies and HQs.  
Target industry sectors offer high-growth (jobs and community investment) potential; through sales efforts, EDAWN will vet the prospects that offer high growth potential. High growth companies may be in a location that is not friendly to growth yet the company may be reluctant to relocate. A strategy of "Grow in Reno" will target the high growth companies that have a near term need to expand. The long-term goal is to get the expansion in the Reno-Sparks area so that the company can over time experience the favorable business and tax climate so that they then consider a migration of their company from their other location to our region. Headquarters are of particular value as they tend to bring high wage jobs and invest substantially in their local communities.
- 1.7 Maintain outbound and in-bound visits with prospective companies.  
Attending / participating in industry tradeshows is another way to reach many companies in a given industry at one location. It is also an opportunity to convey Greater Reno's advantages as a place to do business. Also valuable is bringing prospective companies to the region. Typically, a visit to Greater Reno-Sparks quickly dispels misperceptions about the region and demonstrates that there are successful companies already in their industry thriving here and a business community that will welcome and support them.

- 1.8 Continue to develop / strengthen relationships with key site selectors, national and local real estate executives.  
Given site selectors' influence on companies looking to expand or relocate, ensuring they have a positive and accurate understanding of the region is critical. This will be accomplished most effectively through strong relationships, in- and out-bound visits and providing current data about the region's workforce, real estate, incentives, taxes, etc.
- 1.9 Strengthen and target marketing materials and website for sales efforts for key industry sectors. Provide current, accurate data relevant to each industry in an easy-to-access and customizable format online.
- 1.10 Highlight strategic location for distribution to 11 Western states and proximity to Bay Area. Greater Reno-Sparks' geographic advantages and easy access to the Western U.S. are not widely understood. Increasing awareness of this competitive advantage will effectively convince more companies that need access to the Western U.S. and U.S. ports to consider locating in the region.
- 1.11 Attract employers to downtown.  
Vital to the region's image as a place to live and work is a vibrant downtown with people living, working and playing in the region's center. Where appropriate, EDAWN will encourage companies to consider locating / relocating downtown to enhance the live / work potential of this core.
- 1.12 Engage the broader community in marketing activities and promoting the region.  
In all aspects of EDAWN's sales efforts, including stakeholders and partners will continue to be a key strategy. For example, allowing higher education partners to speak directly to the workforce concerns of a company considering relocating or expanding to the region will serve to both eliminate misperceptions and concerns and raise higher education's awareness of employers' needs. This collaboration can be done with virtually all economic development partners. Research has shown that the more stakeholders 'at the table,' the more a prospective company feels that the region is willing to do what it takes to ensure their success.

## Strategies in Detail: Retention & Expansion

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

- 2.4 Increase company-to-company interactions to foster mutually beneficial relationships. Through EDAWN's relationships with and knowledge of local, primary companies and their needs, make introductions and allow for interactions between companies doing business in the region. This is designed to help local businesses grow by doing more business with other companies in the region.
- 2.5 Identify and assist primary companies in GR-S that may be planning an expansion or that meet high growth criteria. The majority of growth in a region comes from the existing industry so an aggressive outreach effort to identify and facilitate this growth will result in additional jobs in the region.
- 2.6 Identify primary companies' issues and provide resources and resolutions. These issues will be identified through strategies 2.4 and 2.5 as well as through 'exit interviews' with companies that do choose to leave the region. It is important to keep the existing industry happy so identifying and resolving their issues is important to the retention of these employers.
- 2.6 Develop company database of product / service capabilities of local companies. In collaboration with NNDA, create an online database that will demonstrate the resources, vendors and partners available to the regions' companies—effectively ensuring companies in the region go to local partners *first* for development, prototypes, manufacturing, services, etc.
- 2.7 Advocate for and represent primary companies in the region at the state level and with education stakeholders. It is important to work on behalf of the existing companies in support of or in opposition to legislation that either helps or hurts their ability to succeed in the state. Additionally, EDAWN must facilitate local industry's connection to the education system so that employee needs are understood and training is available to support the near and long term employee needs so that the companies can succeed in the region.

## Strategies in Detail: Entrepreneurial Growth

- 3.1 Continue to support the entrepreneurial continuum providing support throughout growth cycles. Identify current and needed resources to support entrepreneurs through all phases of growth from start up to expansion. This strategy is closely tied to strategies 1.2 and 1.3.
- 3.2 Communicate – highlight Reno's strengths as a place for entrepreneurs with a life. Maximize positive media on the region's start-up activity with a special emphasis on engaging social media to promote the strengths and activities in the region. See national earned media through the co-op marketing effort and connect with national organizations like Kauffman and Next Cities to help them tell our story.
- 3.3 Catalyze – engage entrepreneurs to lead program and community initiatives. Start or support new initiatives that engage and support the entrepreneurial ecosystem. When EDAWN starts an activity and finds that it is successful then the entrepreneurial team will find a partner or other member of the ecosystem to sustain the effort thus freeing up resources to start other initiatives.
- 3.4 Connect – facilitate the connection between organizations, entrepreneurs and resources (funding, mentorship, customers). Continuous engagement throughout the ecosystem will enable EDAWN to serve as the entrepreneurial connector in the region. However, not all activity need or should go through EDAWN. Enhancing connectivity throughout the ecosystem is the primary goal, including connections outside of the region in areas like the Bay Area, Carson City and Las Vegas.
- 3.5 Showcase – highlight our startups and entrepreneurs as well as higher education's and enterprises' innovations and successes to bring visibility, encouragement and community support; identifying the many entrepreneurial successes in the region is the first step in showcasing the region. Getting local support and recognition of the entrepreneurial activity will help to drive the national media recognition and promotion that is planned under 3.2; Communicate.

- 3.6 Enhance local venture, angel and other sources of capital; facilitate connections to entrepreneurs. Through centralizing resources and more effectively identifying the entrepreneurial efforts in the region, EDawn will provide quality opportunity information to angel, venture and other sources of capital. This will serve to demonstrate that there are investment opportunities in the region with positive potential for return.
- 3.7 Foster development and growth of start-ups in the region. Through the several programs and activities EDawn will encourage entrepreneurial activity. By growing the ecosystem that supports entrepreneurs and encouraging more entrepreneurial discussion and support in the education system EDawn will work to make start-ups and entrepreneurs an accepted and respected component of our economy.
- 3.8 Strengthen the connection between Reno and Bay Area entrepreneurs, venture firms and start-ups to establish Greater Reno-Sparks as an extension of the entrepreneur eco-system. Though regular trips to the Bay Area and Incline Village, EDawn will promote the deals and encourage external engagement and investment in the entrepreneurs and the ecosystem in the Reno-Spark Region.
- 3.9 Attract entrepreneurs to the region. Greater Reno-Sparks offers a particularly unique appeal to entrepreneurs who want to be an entrepreneur and still “have a life:” The unique blend of entrepreneurial and start-up activity, an affordable and family friendly community, incredible outdoor recreational opportunities, a developing mid-town and downtown that is increasingly appealing to the creative class in close proximity to the Bay Area is the message to be used to attract more entrepreneurs to the region.
- 3.10 Facilitate municipal collaboration for entrepreneurs and existing businesses. As with all of the EDawn programs our close relationship with local and state government has enable us to help businesses deal with the

## Strategies in Detail: Education & Workforce

- 4.1 Identify near- and long-term workforce needs of primary companies. Work with companies and workforce development partners to determine the workforce needs for the region, near and long term.
- 4.2 Promote to primary companies in the region, the current workforce / skills resources available (e.g., TMCC’s graduate readiness metric). Providing this workforce information to existing, local companies will help them find the workforce they need and assure them that the workforce they need will be available in the long term.
- 4.3 Facilitate development of training programs for existing workforce to meet primary employers’ needs. Work with the education system (K-20) to ensure that they understand the current and future employee skills needed. This is to enable the education system to enhance or develop programs and help the students in their programs develop the skills they need to qualify for the quality jobs that are coming to the community.
- 4.4 Advocate for funding for workforce training. Given the current and future workforce needs and the level of education funding at every level, EDawn will work with our community partners to support additional funding to meet our workforce education/training needs. Additionally, EDawn will work with our partners to address the substantial funding needs for our K-12 infrastructure in the region, due in large part to the significant property tax reductions during the recession and the slow recovery due to the 3% property tax cap on increases.

- 4.5 Facilitate connections between existing primary employers and higher education to support employers' workforce needs.  
EDAWN will work with our education partners (K-20) to ensure that the needs of the primary employers, especially when it comes to education and training are provided. Additionally, to facilitate these connections, EDAWN will promote the intern programs and provide opportunities for employers and education officials to connect.
- 4.6 Increase industry and company involvement in higher education through internship programs (including WCSD signature academies).  
Companies doing business in the region must have a better understanding of the quality of graduates coming out of the region's higher education institutions. One way of doing this is increasing the number of interns working at local companies. This will also provide a low-risk track for companies to find and hire quality full time employees from the region's higher education institutions.
- 4.7 Increase industry and company involvement in K-12 through encouraging partnerships with WCSD schools (Education Alliance Program)  
This will serve to both dispel negative misperceptions companies have about K – 12 as well as help WCSD secure the resources, support and advocates it needs.
- 4.8 Augment and support workforce training to support employers' needs.  
EDAWN will work with our partners to facilitate the alignment of workforce training with the needs of the current and incoming employers.
- 4.9 Develop and implement a workforce attraction program. EDAWN, in concert with our partners, will work to attract the talent to the region that is needed by our current and future employers. This may include active marketing of the region's workforce opportunities to communities outside of the region.
- 4.10 Attract Creative Class workforce / talent to facilitate growth and appeal of Greater Reno-Sparks as a place for a high skill / technology employers. In addition to the talent attraction efforts by the entrepreneurial development program, EDAWN will market the growing mid-town and downtown revitalization, through marketing materials and earned media, to promote the region to attract the creative class and millennials.
- 4.11 Connect employers with available, skilled workforce. Working with the workforce training agencies and other partners, EDAWN will facilitate the connection of employers with the employees. The external marketing of workforce opportunities will support this effort and will likely include the establishment of a website that provides a portal to support this connection.

## Strategies in Detail: Community Development

- 5.1 Continue to improve the image of the region as a place to start and do business.  
While great progress was made over the past several years, EDAWN will continue to work to improve the image of the region as a place to live and do business. This includes a unified, consistent out-of-market marketing effort by local government, tourism and the business community promoting the favorable business climate and quality of life in the region.
- 5.2 Lead the region's efforts to plan for and accommodate growth (Economic Planning Indicators Committee).  
Work with regional partners to develop conduct a study to identify the likely impacts of the coming growth so that regional partners can plan for and resolve the issues before the impact of the growth adversely affect the region. Conduct an update of the report in 18 to 24 months after its release.
- 5.3 Plan for the region's long term industrial land needs.  
Work with regional partners to ensure that there is adequate industrial land in the region to support the long term growth of manufacturing sector.

- 5.4 Continue to enhance Reno’s downtown and attract entrepreneurs, businesses, locals and the Creative Class.  
A vibrant, safe and business friendly downtown is the key to the attraction of millennials, entrepreneurs and the technology companies that seek this environment for future growth. A live, work and play environment is increasingly important to companies considering an expansion or relocation and the revitalization of our downtown is the key to our economic development success in the future. EDAWN will work with our many community partners to continue the progress made over the past three years.
- 5.5 Facilitate integration of the University of Nevada in to Reno’s downtown.  
The expansion of the University into the downtown over the next several years will complement the other revitalization efforts and accelerate the reinvention of Reno. The vibrancy associated with a “College Town” that comes with University engagement in the community is vital to the atmosphere needed to attract and retain talent and quality companies. EDAWN will work with the University and the community partners to support this community to University engagement.
- 5.6 Create a downtown gathering place for entrepreneurs.  
A vibrant, safe and business friendly downtown is the key to the attraction of millennials, entrepreneurs and the technology companies that seek this environment for future growth. Additionally, entrepreneurs seek culturally friendly places to connect and network. EDAWN will work with our many community partners to develop multiple places in the downtown (Reno and Sparks) that attract and support this type of entrepreneurial networking.
- 5.7 Foster a welcoming environment in the region for the Creative Class.  
(Same as 5.4 and 5.6)
- 5.8 Continue to work with partners to improve air service.  
Air service is an important consideration for companies, especially headquarters that are looking to expand or relocate to the region. Working with the Airport Authority and the Regional Air Service Task Force, EDAWN will support their efforts to retain or add additional air service.
- 5.9 Improve the region’s fiber connectivity.  
The creative class, millennials, entrepreneurs and technology companies are all dependent on high-speed connectivity. EDAWN will work to improve all aspects of connectivity in the region, especially fiber.