STRATEGIES & METRICS

Entrepreneurial Growth: Strategies

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

Entrepreneurial Growth: Metrics

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

Retention & Expansion: Strategies

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

Retention & Expansion: Metrics

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

Attraction: Strategies

Objective 3: Attract companies from outside the Greater Reno-Tahoe region that provide jobs with salaries above the regional average in target sectors

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

Attraction: Metrics

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

Education & Workforce: Strategies

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

Education & Workforce: Metrics

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

Community Development: Strategies

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

Community Development: Metrics

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