

Appendix

Strategies in Detail: Entrepreneurial Growth

- 1.1 Develop an entrepreneurial continuum providing support throughout growth cycles. Identify current and needed resources to support entrepreneurs through all phases of growth from start up to expansion. This strategy is closely tied to strategies 1.2 and 1.3.
- 1.2 Strengthen EDAWN's position and serve as overarching clearinghouse for entrepreneurship in Greater Reno-Sparks-Tahoe.
Hire a full time professional to identify all resources and serve as the 'connector' between Greater Reno-Sparks-Tahoe's entrepreneurs and resources in the region / state.
- 1.3 Develop a single portal as clearinghouse for entrepreneurship in region, centralizing resources. Create an online resource center representing and connected to all organizations that support entrepreneurship and start-up companies.
- 1.4 Develop a \$10MM community venture fund.
This fund will target lower return opportunities, serving to fill the gap in the region's current funding resources between seed / angle funds and bank-sourced loans.
- 1.5 Enhance local venture, angel and other sources of capital; facilitate connections to entrepreneurs. Through centralizing resources and more effectively identifying the entrepreneurial efforts in the region, EDAWN will provide quality opportunity information to angel, venture and other sources of capital. This will serve to demonstrate that there are investment opportunities in the region with positive potential for return.
- 1.6 Foster regional incubation of start-ups.
Contingent on strategies 1.1, 1.2 and 1.3, the region's incubator resources and entrepreneurs will be connected and promoted.
- 1.7 Cooperate with and actively support research institutions' commercialization and technology transfer efforts
Allowing the technology transfer office of UNR and DRI to lead the effort, EDAWN will provide support, as needed, including promoting programs (see strategy 1.9), successes and connecting researchers to potential capital sources, prospects and established, local companies, etc.
- 1.8 Support Dandini Research Park
As companies look to locate, expand to or in the region, EDAWN will recommend Dandini Research Park as both a potential location and a regional asset. Actively promote the research park and work to get companies to locate there.
- 1.9 Promote research and development efforts, successes.
EDAWN will share UNR's, DRI's and local entrepreneurs' successes both in-market with the business community, media and stakeholders as well as out-of-market as evidence of the region's innovation culture and potential. Develop a public relations campaign that raises the level of awareness of entrepreneurial successes in the region.
- 1.10 Attract entrepreneurs to the region.
Greater Reno-Sparks-Tahoe offers a particularly unique appeal to entrepreneurs who "have a life:" work and play hard and value quality of life as much as business success. For example, to the entrepreneur

who loves to ski, Greater Reno-Sparks-Tahoe offers world-class skiing as well as a collaborative, supportive entrepreneurial community.

Strategies in Detail: Retention & Expansion

- 2.1 Drive sector and cluster advancement that create jobs
By focusing on the industry sectors that show the most potential to succeed in Greater Reno-Sparks-Tahoe, the region will realize more new jobs. See strategy 2.2.
- 2.2 Create and manage sector industry groups.
Creating industry groups will serve to demonstrate to companies outside of the region that the Greater Reno-Sparks-Tahoe has considerable industry presence by sector. These groups will also coalesce the region's industries so that they can better share resources and collaborate on problem resolution. During industry focus groups, it was clearly conveyed that each industry sector in the region would like to be better connected to other companies, vendors and workforce/education resources in their sectors.
- 2.3 Increase interactions and visits to strengthen relationships with local, primary companies.
Critical to keeping companies in the region is having strong relationships with those companies' key decision makers and demonstrating that when challenges or problems arise, the region's economic development community is willing and able to help resolve those issues. Stronger relationships will also allow us to help companies tap in to resources to encourage expansion and job growth. This strategy is also a defensive measure against other regions 'recruiting' Greater Reno-Sparks-Tahoe's primary companies to leave for another market.
- 2.4 Formally transition, then assist newly relocated primary companies to maximize potential future expansion.
Similar to strategy 2.3, EDAWN will maintain long-term relationships with newly relocated companies to ensure that expansions can and do happen with as little resistance as possible. New companies will be given an initial, no cost membership, in EDAWN to facilitate their connection to the organization.
- 2.5 Increase company-to-company interactions to foster mutually beneficial relationships.
Through EDAWN's relationships with and knowledge of local, primary companies and their needs, make introductions and allow for interactions between companies doing business in the region. This is designed to help local businesses grow from business in the region.
- 2.6 Develop company database of product / service capabilities of local companies.
In collaboration with NNDA, create an online database that will demonstrate the resources, vendors and partners available to the regions' companies—effectively ensuring companies in the region go to local partners *first* for development, prototypes, manufacturing, services, etc.
- 2.7 Launch a region-wide Think Local program.
Develop and then expand a Think Local programs. This program will serve to increase in-market awareness and pride of the companies doing business in the region; as well as maximize local companies' in-market revenue.
- 2.8 Increase exports and foreign direct investment.
In cooperation with GOED and through strategies 2.3 and 2.4, EDAWN will identify companies that have the potential and need support exporting their products / services, especially internationally. Additionally, EDAWN will work with companies to facilitate their connection to the China market.
- 2.9 Identify and assist primary companies in GR-S-T that may be planning an expansion or that meet high growth criteria. The majority of growth in a region comes from their existing industry so an aggressive outreach effort to identify and facilitate this growth will result in significant job growth.

- 2.10 Identify existing industry issues and predictors of reasons for leaving GR-S-T and resolve. These issues will be identified through strategies 2.3 and 2.4 as well as through ‘exit interviews’ with companies that do choose to leave the region. It is important to keep the existing industry happy so identifying and resolving their issues is important to the retention of these employers.
- 2.11 Advocate for necessary improvements to the region’s business environment. Through strategies 2.3, 2.4, 2.5, 2.9, 2.10, EDAWN will identify the region’s business climate issues and approach the appropriate economic development partner(s) to determine how to best resolve the issues. EDAWN will use it’s relationships on the board and in the community to address business climate issues that are identified.
- 2.12 Improve higher education to business and downtown relationships. This is in support of objective #4 but as the retention and expansion efforts take place there will be opportunities to facilitate the business to education connection.
- 2.13 Enhance image of GR-S-T as clean, green, energy efficient
To be competitive, the region must promote its clean and green energy initiatives as well as continue to expand the number of sustainability initiatives. Sustainability, and a community’s image in this area, is increasingly important to companies looking to relocate or expand. EDAWN, wherever possible, will work with cities, counties, companies and individuals to enhance facilitate education and investment of resources to this end.

Strategies in Detail: Attraction

- 3.1 Drive Sector and cluster advancement that create jobs
By focusing on the industry sectors that show the most potential to succeed in Greater Reno-Sparks-Tahoe, the region will realize more new jobs. The synergy created by having a cluster increases the need for suppliers for that industry and helps that industry attract talent and align educational programs needed to meet their workforce needs.
- 3.2 Attract foreign investment, especially on-shoring with focus in near-term on China
EDAWN will actively participate in GOED’s sales missions to China to promote Greater Reno-Sparks-Tahoe as an ideal location for Chinese companies’ manufacturing and distribution facilities and as an optimal region for domestic companies looking to return manufacturing or distribution to the U.S. to save on overseas shipping. Additionally, EDAWN will work with the Reno Tahoe Airport to bring together a coalition of companies that do business with China to develop programs that will facilitate economic growth.
- 3.3 Advocate / support a viable EB5 program to attract global workforce / companies.
EDAWN will work with NNDA and the Las Vegas EB-5 program to ensure that foreign companies or individuals that want to take advantage of the program have connections in the state that will help them invest in our region.
- 3.4 Effectively market the region and its pertinent sectors.
Through face-to-face sales, online, advertising and public relations ensure that the Greater Reno-Sparks-Tahoe’s business assets, brands and benefits are consistently communicated. EDAWN has drafted a marketing plan that includes visits with site selectors, prospects in target industries and companies that may want to expand their presence in the West. The initial focus will be on distribution and manufacturing to take advantage of the manufacturing flight from California, the on-shoring increase and the central location of Reno in the 11 western states and one day proximity to 50 million people.
- 3.5 Provide easily accessible, customizable regional economic development information, including regional assets.

As both an in-market resource and as a sales tool to out-of-market companies and site selectors, detailed, current, accurate information will be developed and available online.

- 3.6 Attract high-growth companies and HQs.
Target industry sectors offer high-growth (jobs and community investment) potential; through sales efforts, EDawn will vet the prospects that offer high growth potential. High growth companies may be in a location that is not friendly to growth yet the company may be reluctant to relocate. A strategy of “Grow in Reno” will target the high growth companies that have a near term need to expand. The long-term goal is to get the expansion in the Reno-Sparks-Tahoe area so that the company can over time experience the favorable business and tax climate so that they then consider a migration of their company from their other location to our region. Headquarters are of particular value as they tend to bring high wage jobs and invest substantially in their local communities.
- 3.7 Forge/strengthen relationships with out-of-market HQs of local companies.
Several of the companies doing business in the region are not headquartered here. Headquarters are particularly valuable to a community not just because of the high wage jobs they generally provide, but because they tend to invest in the community’s development and quality of life. If a division or branch is in Greater Reno-Sparks-Tahoe and that company has enjoyed success doing business here, there is potential to draw the headquarters to the region. Additionally, there is a need to stay connected with the decision makers out of state in the event company is considering downsizing or consolidation. The connection with the decision makers will enable EDawn to make the case for our region over others before a decision is made.
- 3.8 Outbound / tradeshow visits and in-bound visits.
Attending / participating in industry tradeshows is another way to reach many companies in a given industry at one location. It is also an opportunity to convey Greater Reno-Sparks-Tahoe’s advantages as a place to do business. Also valuable is bringing prospective companies to the region. Typically, a visit to Greater Reno-Sparks-Tahoe quickly dispels misperceptions about the region and demonstrates that there are successful companies already in their industry thriving here and a business community that will welcome and support them.
- 3.9 Develop / strengthen relationships with key site selectors, national and local real estate executives.
Given site selectors’ influence on some companies looking to expand or relocate, ensuring they have a positive and accurate understanding of the region is critical. This will be accomplished most effectively through strong relationships, in- and out-bound visits and providing current data about the region’s workforce, real estate, incentives, taxes, etc.
- 3.10 Strengthen and target marketing materials and website for sales efforts for key industry sectors.
Provide current, accurate data relevant to each industry in an easy-to-access and customizable format online.
- 3.11 Highlight key Western location for distribution to 11 states.
Greater Reno-Sparks-Tahoe’s geographic advantages and easy access to the Western U.S. are not widely understood. Increasing awareness of this competitive advantage will effectively convince more companies that need access to the Western U.S. and U.S. ports to consider locating in the region.
- 3.12 Attract employers to downtown.
Vital to the region’s image as a place to live and work is a vibrant downtown with people living, working and playing in the region’s center. Where appropriate, EDawn will encourage companies to consider locating / relocating downtown to enhance the live / work potential of this core.
- 3.13 Engage the broader community in marketing activities and promoting the region.
In all aspects of EDawn’s sales efforts, including stakeholders and partners will continue to be a key strategy. For example, allowing higher education partners to speak directly to the workforce concerns of a company considering relocating or expanding to the region will serve to both eliminate misperceptions and concerns and raise higher education’s awareness of employers’ needs. This collaboration can be done

with virtually all economic development partners. Research has shown that the more stakeholders ‘at the table,’ the more a prospective company feels that the region is willing to do what it takes to ensure their success.

- 3.14 Focus marketing where the GR-S-T region offers competitive advantages versus markets with higher costs / poor business climates.
There are markets where Greater Reno-Sparks-Tahoe’s cost of living, cost of housing and costs of doing business are more than competitive. Efforts and programs will be focused on those markets rather than markets that enjoy lower costs.
- 3.15 Leverage and market to relevant trade and industry conventions.
Every year, thousands of convention and tradeshow attendees converge on Greater Reno-Sparks-Tahoe and experience the region first-hand. Some of these conventions and tradeshows offer the opportunity to pitch the region as a place to do business to key decision makers. Working with RSCVA and the hotel/casinos, EDAWN will coordinate marketing messages and attend events that offer exposure to relevant industries.

Strategies in Detail: Education & Workforce

- 4.1 Improve high school graduation rate to exceed 10% above the national average.
Critical to attracting companies and jobs is improving the region’s high school graduation rate. With a competitive high school graduation rate, companies will perceive the region’s workforce as a true competitive advantage over other locations.
- 4.2 Increase industry and company involvement in K – 12 through encouraging partnerships with WCSD schools (Partners in Education program).
This will serve to both dispel negative misperceptions companies have about K – 12 as well as help WCSD secure the resources, support and advocates it needs to accomplish strategy 4.1.
- 4.3 Increase industry and company involvement in higher education through internship program(s) (including WCSD signature academies).
Companies doing business in the region must have a better understanding of the quality of graduates coming out of the region’s higher education institutions. One way of doing this is increasing the number of interns working at local companies. This will also provide a low-risk track for companies to find and hire quality full time employees from the region’s higher education institutions.
- 4.4 Annual report detailing skills and degrees needed by employers near and long-term.
Providing a concise source of data provided by higher education and K – 12, this report will detail current, accurate data on the available and future workforce. This report will be of value to both prospective companies as well as companies doing business in the region.
- 4.5 Provide annual data on graduation rates, degrees, etc.
In order to make strategy 4.4 happen, higher education and K – 12 need to provide the data on an annual basis. This data will be used in the marketing of the region.
- 4.6 Integrate education data in marketing materials.
Given the negative perceptions about the region’s education system and workforce, it is essential to make available accurate information that can dispel misperceptions.
- 4.7 Promote Greater Reno-Sparks-Tahoe educational successes.
Weighed down by national reports on Nevada’s low K – 12 rankings and low awareness of the higher education system in the state and region, the region must promote every success K – 12 and higher education achieve both in- and out-of-market. Aggressive marketing of positive education news will help to off-set the misperceptions.

- 4.8 Promote to primary companies in the region, the current workforce / skills resources available. Relying on strategy 4.5, providing this information to existing, local companies so that they can find the workforce they need and be assured it's available will have a critical retention impact.
- 4.9 Centralize workforce data and resources/assets. The region enjoys many groups and organizations looking to solve companies' workforce challenges. Unfortunately, these resources are decentralized and difficult for companies to find in some cases. Providing a single point of entry to all the resources and data will help companies solve their workforce challenges.

Strategies in Detail: Community Development

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

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

- 5.2 Clear Path to Success: responsive, integrated local government
Already in place, this group can continue its contribution to economic diversification by streamlining permitting processes and making the region a cohesive, easy place to do business.
- 5.3 Improve the image of the region as a place to live and do business
A unified, consistent out-of-market marketing effort by local government, tourism and business communities promoting the favorable business climate in the region. Survey existing companies to determine where they need help and to get testimonials of positive customer experiences.
- 5.4 Develop the Dandini Research Park
The research park offers the potential for significant investment by companies that want to do R&D in concert with and adjacent to the DRI or UNR. This is a unique economic development asset that must be promoted aggressively in order to reach its potential.
- 5.5 I-80 highway connection South
To enhance the transportation access in the region, connect I-80 with Highway 50 via a connecting highway corridor. This also provides improved access to Las Vegas.
- 5.6 Hwy 395 South expansion / enhancement
This expansion will facilitate the Eastern Sierra route from southern California to the GR-S-T region. Nevada will be well-served to advocate for continued widening and enhancements to the section of 395 between the CA/NV border and Highway 80 as the California portion of this connection is nearing completion. Improved access to the Southern California market is very good for the economy of the region.
- 5.7 Reduce / eliminate trains bypassing the region to southern CA and shipping back to GR-S-T.
Trains are going through the Greater Reno-Sparks-Tahoe region, on an increasing frequency, and not stopping to load and unload and serve distribution businesses in the region. They are continuing to southern California and sending shipments back to Greater Reno-Sparks-Tahoe via truck. This results in considerable challenges for the region's distribution and logistics companies that compete with southern California for business and increased costs for many of the businesses in the region.
- 5.8 Inland port authority.

Assembly Bill number 182 authorized the creation of inland ports / authorities to accelerate the creation of new jobs and investment through an emphasis on a logistics supply chain. This legislation may only apply to Las Vegas, but may be worth some discussion and if beneficial to the region, legislative modification.

5.9 Winter Olympics in Reno / Tahoe.

Led by the Lt. Governor's office, Greater Reno-Sparks-Tahoe is collaborating with California to bring a winter Olympics to the region. This could bring tremendous infrastructure investments and greatly increase awareness of and improve the region's image—both of which would help economic development, long term.

Partners, Stakeholders, Individuals, Companies Providing Input to Plan

Local / State /

Federal Government

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

Education/Workforce

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

Companies, Organizations, Individuals

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

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