



NEVADA

COMMISSION ON
ECONOMIC DEVELOPMENT

Excerpt from
"A Strategy for Economic Diversification—2009"



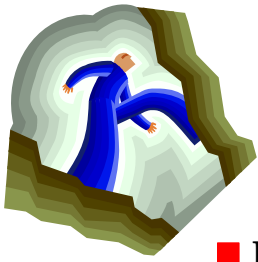
NCED – Mission & Vision

Mission:

The Nevada Commission on Economic Development promotes a robust, diversified and prosperous economy, enriching the quality of life for Nevada citizens by stimulating business expansion and retention, encouraging entrepreneurial enterprise, attracting new businesses and facilitating community development to enable economic growth and prosperity.

Vision:

Founded on principles of innovation, sustainability and inclusiveness, Nevada's economic platform will be driven by renewable energy, future-based technology and human ingenuity to promote new business opportunity in every community. Through collaboration and strategic alliances Nevada will become the national model for economic and community prosperity by 2015.



Major Challenge Areas (MCAs):

■ Insufficient Employment Opportunities:

Opportunities to improve the quality of life often appear in the form of employment and income advancement.

- The jobs concentration - two sectors only: Leisure & Hospitality, and Gaming
- Lack of economic diversification
- High unemployment rate, specially in metro counties Clark, Washoe, Carson Region

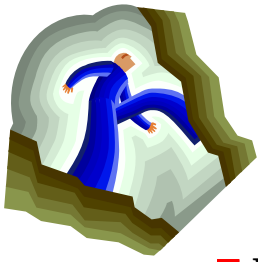
Employment opportunities, in current economic environment, are limited for Nevadans. Lack of industry diversification creates a volatile and unstable environment with no opportunities for income advancement..

■ Inadequate Infrastructure in Rural Nevada:

- Water & Wastewater facilities – need repair, expansion or replacement;
- Utility and Communication Infrastructure – high cost of development and lack of available funds, unaffordable utility rates for low income users;
- Insufficient affordable housing –families live in substandard facilities
- 86% Nevada’s land – owned and managed by BLM

Inadequate infrastructure leads to

- health problems,
- imposes burden on rural jurisdictions,
- limits attraction,
- retention or expansion of business necessary for economic prosper.
- BLM ownership offers no financial motivation to use land to its full potential and best interest.



Major Challenge Areas (MCAs):

■ Negative Perception of Doing Business in Nevada:

- Lack of understanding business advantages NV offers
- Caused by public exposure to unfavorable news

Negative perception & publicity results in:

- Difficult time developing prospects and creating leads,
- Reduces options for attracting new business
- Counters many programs established to build economy.

■ Inadequate capable workforce

- Lowest ranking based on general education
- Limited availability of education and training facilities in rural Nevada
- Amount of resources to finance education and training limited
- Declining trend of younger workers entering workforce

Inadequate capable and skilled workforce - major reasons for business to locate outside Nevada.

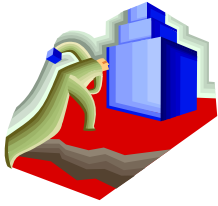
■ Community Capacity Issues in Rural Nevada:

- No strong leadership in civic, educational, and business areas
- Inadequate strategic planning and no community vision
- Lack of resources, inward investments and youth-out migrations

Under-capacitate areas (rural Nevada) – likely to be weak in terms of growth and development

■ Aggressive Incentives in Competitive States:

- No prohibitions on investment in companies
- Quality job “funds” to close deals



Key Strategic Initiatives:

1. Center of Excellence for Renewable Energy:

Renewable Energy – capitalizing resource for economic growth:

- Nevada has abundant, most diverse and valuable renewable resources
- Creation of job growth and economic diversification (research & development, manufacturing, Professional development niche)
- Nevada has market proximity

Initiatives to achieve goal:

- Business development recruiting efforts – connecting and involving government (rural Nevada) and private sector
- Aggressive posture at key industry trade shows & conferences
- Educating industry leaders about existing potentials for them to facilitate business in Nevada
- Marketing Message - expand communities development, manufacturing & production (domestic & international)
- Utilize integrated “Strike Team” of state agencies and partner organizations to increase success rate

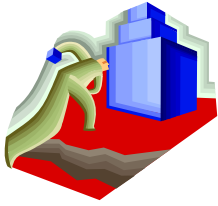
2. Technology Commercialization:

Technology Commercialization – investing in research & development that will be result in commercial applications creating new business and companies necessary for long term economic growth.

- Nevada has unique opportunity to take leading position - based on renewable energy resources and potential
- Motion picture another targeted industry
- Expanding assets to entertainment cluster

Initiatives to achieve goal:

- Develop and create necessary programs to ensure success of development renewable energy sector (government-private sector –education and research & development institutions - strong co-operation)
- Creating permanent sound stage capabilities and infrastructure for pre-and-post movie production.



Key Strategic Initiatives:

3. Infrastructure Development :

Communities with modern and developed infrastructure (Water, utilities, housing, internet and cellular phone coverage) and high quality of life – attract business.

- Infrastructure development imperative for economic development in rural Nevada in particular.

Initiatives to achieve goal:

- States participation through different programs and funding:
 1. The **CDBG Program** – grants funds for building infrastructure and housing; encourages community in participating and using Community Assessment and Hometown Competiveness program.
 2. The **Rural Economic Development Division** – grant funding through the Local Development Grant Program and Nevada Economic Development Fund – to improve infrastructure.
- Locating and utilizing sources of funding including federal, private and foundational funding

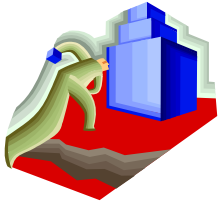
4. Rural Outreach :

Economic development for entire state depends on development of its communities and collaboration between them.

- In the past many communities have been relatively more segregated.
- Lack of capacity in rural communities to identify problems, needs and implement effectively development programs and strategies.

Initiatives to achieve goal:

- Built strong relationship between state and communities (NCED important role) and among rural communities.
- Marketing efforts through Nevada Film Office to introduce the rural Nevada opportunities to film industry and television opportunities to Clark County.
- Develop military assets in rural Nevada (Hawthorne/Fallon)



Key Strategic Initiatives:

5. Entrepreneurial Development :

Long-term economic development – successful only if based on development of new enterprises within state.

- Entrepreneurship and small business employs ½ of all private sector, and have created 60% - 80% of new jobs in last few years.

Initiatives to achieve goal:

- Providing appropriate funding resources for entrepreneurs
- Providing resources for training – particularly NxLevel training in rural communities
- Partnering with Nevada Small Business Development Center to facilitate development in rural Nevada

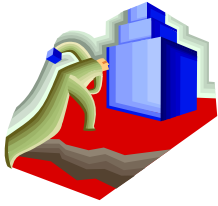
6. Building Awareness :

Marketing will restore negative image that state has and bring awareness to business about potential our state has to offer.

- Without raised awareness, business will not consider Nevada as a place of potential growth for their business.
- Public, lawmakers and business needs to be educated about value of economic development and programs offered by NCED

Initiatives to achieve goal:

- Developed public relations campaign and favorable news to bring awareness.



Key Strategic Initiatives:

7. Market Development :

Expanding and retaining business – key factor in Nevada’s long term development.

- Business locating or expanding in Nevada results in job creation, capital investments, and industrial diversification

Initiatives to achieve goal:

- Developing new markets and increasing sales to business through variety of programs:
 - The Global Trade Program – offers help with opening international markets
 - The Procurement Outreach Program (POP) – helps business to gain access to federal, state, and local government contract.
- Hosting special events to expand small business, woman-owned, service-disabled veteran – owned business.

8. Workforce Development :

Skilled workforce is imperative for business to locate in community.

- Lack of skilled workforce, specially in rural Nevada
- Nevada must find the way to attract, retain and develop skilled workforce
- Nevada must focus training funds on high wage employer

Initiatives to achieve goal:

- Community driven workforce training initiatives - developing carrier training programs in the rural communities
- Direct interaction with school boards, school principals and high-tech centers with info on training, careers and employment opportunities.
- Supporting new and on-going skills analysis for state and communities.
- Utilizing all sources of funding (federal, state, private, and funding)