



# Advance Targeted Sectors and Opportunities In the Region

**E**conomic diversification does not mean abandoning our traditional sectors of tourism, mining, and agriculture. Rather, other industries will expand to establish a broader economic foundation. The Brookings/SRI report called out over 30 opportunities and categorized them across seven sectors. It is within these opportunities, and others that may be identified by the regions, that Nevada will realize its potential for producing high-quality jobs.

Nevada's challenges shaped by geography and climate – power, water, and air quality – can create limitations on efficient and effective economic development and deserve continued attention. The State's resources will be marshaled to assist regions to develop and execute sector-specific and cross-sector strategies toward capitalizing on targeted opportunities, especially through innovation.

The variety of opportunities is the linchpin for economic diversification in Nevada. GOED's industry specialists will work closely with the RDAs and the private sector as they maximize sector development. In the process, sector plans will be developed throughout 2012 and will be included in the next iteration of the State Plan.

## *Tourism, Gaming, and Entertainment*



- Center for online gaming
- Intellectual capital of global gaming
- Gaming manufacturing
- Diversifying into niche tourism markets
- Retirees and second home owners
- Film and media

## *Clean Energy*



- Renewable component manufacturing
- Expanding transmission capacity
- Advancing and internationalizing geothermal development
- Energy efficiency upgrading

## *Health and Medical Services*



- Surgical specialties
- Geriatrics and related services
- Disaggregation of medical service delivery
- Leveraging a strong medical/health sector to build other emerging industries

### ***Aerospace and Defense***



- Unmanned Aerial Vehicle (UAV) supply, assembly, and testing
- Maintenance, Repair, and Overhaul (MRO) of aircraft systems

### ***Mining, Materials, and Manufacturing***



- Expanding participation in upstream mining activities
- Medium-value mineral supply chain development
- Manufacture of advanced composite materials
- Organizing and marketing of manufacturing base

### ***Business IT Ecosystems***



- Call centers/customer service and back office/BPO/shared services
- E-commerce operations/headquarters
- Corporate Data Centers
- Cloud computing/high-performance computing
- Cyber security

### ***Logistics and Operations***



- Warehousing and distribution
- Advanced logistics
- Air cargo
- Integrated manufacturing-distribution
- Assembly manufacturing
- Food processing operations
- Freight transportation (ground and rail)

### ***Additional Promising Possibilities***



- Agriculture
- Intangibles and Financial Enterprises
- Water technology



## Benchmarks

- Increased job growth by sector.
- State share of national sector.

## Strategic Initiatives

*Develop strong working knowledge about targeted opportunities  
Grow sectors through recruitment, retention, and expansion  
Support sector enhancement in the regions*

### *Develop Strong Working Knowledge About Targeted Opportunities*

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We will develop the necessary information about each of the sectors through stakeholder meetings, studying certain sectors in depth, and developing sector plans.

#### **Key Tactic #1**

Governor Sandoval announced that he will begin to **meet with various stakeholders** who will report on the status of their targeted sectors; identify any other possible targets of opportunity; and collaborate on initiatives to enhance existing clusters and cultivate emerging ones. Each meeting will end with the development of an action plan, assigned tasks, and reporting deadlines.

## Key Tactic #2

GOED's industry specialists will work closely with the RDAs, the private sector, and other economic development partners to deepen our cluster-based knowledge of sectors and execute action plans to grow each sector. These **Industry Specialists** will be tasked with many sector-specific duties, such as:

- Carrying out proactive in-state outreach and problem-solving;
- Strategic business recruitment;
- Identify a sector's current dynamics, such as supply chain gaps, through dialogue with regional sector leaders, company officials, and local government representatives;
- Convene multi-departmental work groups or task forces to address internal state policy barriers;
- Work with state and local workforce training and educational staff to plan and execute a strategy to combat skill shortages;
- Participate as members of the appropriate DETR Sector Councils, which provide a conduit of information about workforce development needs; and
- Mount a solid business case to targeted businesses in proactive outreach marketing.

## Key Tactic #3

GOED Industry Specialists will assist the regions to develop regionally-based **action plans for the targeted opportunities**. The expected outcome is the growth of these sectors through the expansion of businesses and the production of high-quality jobs.



## Grow Sectors Through Recruitment, Retention, and Expansion

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Several sector acceleration projects will be conducted over the next three years. At least two sectors will be subjected to a thorough analysis by experts, and Nevada businesses will have increased access to federal programs and certain funds that will help them grow.

### Key Tactic #1

To stimulate the growth and activity within sectors, it is imperative to understand the presence of research institutions and the companies that make up the various supply chains. In 2012, two **pivotal studies** will be conducted: supply-chain mapping of the manufacturing sector and a situation and opportunity analysis of the defense sector.

### Key Tactic #2

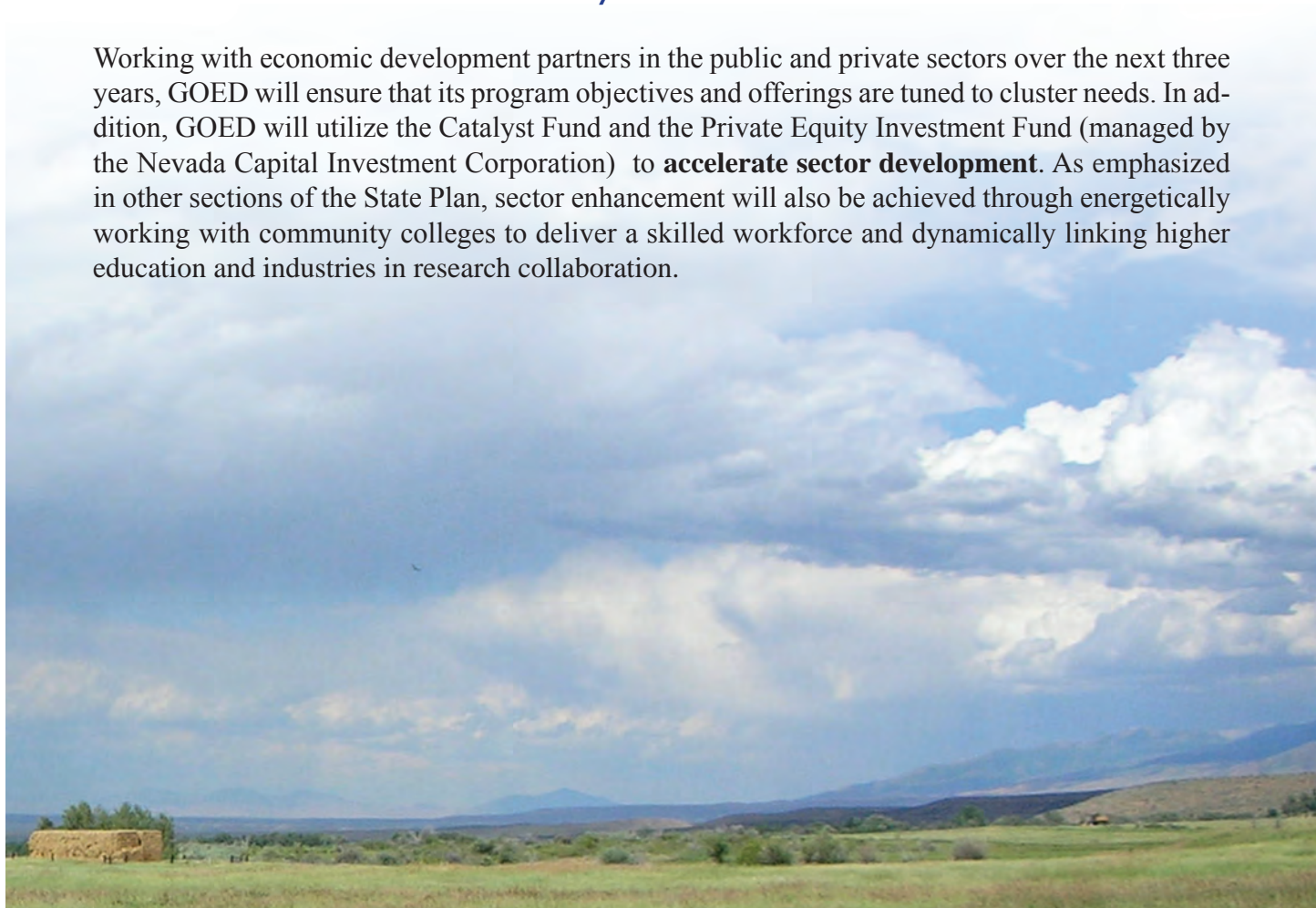
The federal **Procurement Outreach Program**, currently housed in GOED, will be utilized to connect Nevada companies with government contract opportunities at the local, state, and federal levels. This outreach will also target prime contractors seeking small- and minority-business partners to pursue joint contracts.

### Key Tactic #3

In addition, \$13.8 million in **State Small Business Credit Initiative** (SSBCI) proceeds will be made available to sector firms in 2012 and 2013. A two-pronged approach, SSBCI will provide collateral support to certain large, stable businesses and loans to low- and moderate-income entrepreneurs and microenterprises. The program is funded with federal dollars and was created in collaboration with the Small Business Administration and the Nevada banking industry. Nevada expects to generate about \$10 in new private lending for every \$1 in federal funding. GOED's website will track the names and locations of participating Nevada banks.

### Key Tactic #4

Working with economic development partners in the public and private sectors over the next three years, GOED will ensure that its program objectives and offerings are tuned to cluster needs. In addition, GOED will utilize the Catalyst Fund and the Private Equity Investment Fund (managed by the Nevada Capital Investment Corporation) to **accelerate sector development**. As emphasized in other sections of the State Plan, sector enhancement will also be achieved through energetically working with community colleges to deliver a skilled workforce and dynamically linking higher education and industries in research collaboration.





## Support Sector Enhancement In the Regions

Most of the work to grow and nurture sectors will occur at the regional level, and GOED will provide support to regional and sector-based organizations.

### Key Tactic #1

GOED intends to support cluster development and enhance sector growth within the regions by **embedding the sector specialists** in the regions as appropriate and assisting the regions in a number of additional ways. Working with the pertinent economic development partners, GOED will communicate, nationally and internationally, sector opportunities and assets to attract, expand, and retain businesses; organize incoming federal resources to coordinate local sector-building efforts; provide assistance with meetings and conferences involving sector development within the regions; and develop sector data.

### Key Tactic #2

During 2012 and 2013, GOED will conduct **familiarization tours** for site selectors who specialize in targeted industries, and these tours will provide important opportunities to display our assets to the professionals involved in decisions concerning business relocations and expansions. GOED will host two tours in FY2012 and four in FY2013.

Also in 2013, through the Team Nevada initiative, GOED will partner with Regional Development Authorities to visit key site selectors at their offices across the nation. Nevada requires an aggressive outreach program to gain the attention of this influential audience.

The expected outcome will be more new businesses, more expanded businesses, and more jobs that will also result in real, observable sector growth.

