



# 2016 - 2017 ACTION PLAN

CHAMPIONING A PROSPEROUS, DIVERSE  
AND CONNECTED REGIONAL ECONOMY

[WWW.LVGEA.ORG](http://WWW.LVGEA.ORG)

UPDATED FOR FY 2017

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# A MESSAGE FROM OUR CHAIRMAN & CEO



**JOHN DELIKANAKIS**  
CHAIRMAN OF THE BOARD

Over the past four years, thanks to rapidly growing support from business, community and education leaders, the Las Vegas Global Economic Alliance has become one of Nevada's leading organizations for business. Together, we have doubled the size of our budget, built a talented team, and provided unprecedented levels of assistance to help businesses both small and large thrive in Southern Nevada.

In order to realize the next level of success in building for the future, we've transitioned from startup power to staying power. As we continue to push for new growth, we set our eyes toward a new goal — to become one of the most productive and influential economic development organizations in the Southwestern U.S. This plan is designed to set LVGEA on course for achieving that goal by delivering maximum value to our residents in the form of new jobs, increased capital investment, and a globally competitive business environment.



**JONAS PETERSON**  
PRESIDENT & CEO

As you read through the plan you'll notice some shifts in our priorities. We're working to bring economic development to the forefront, build research capacity and establish new, productive partnerships. Additionally, we're planning on further engaging the remarkable leadership of our board, investors and partners.

Our goals are ambitious and will only be realized as we move forward united in vision and purpose to help our residents thrive by growing the economy of Southern Nevada. In order to be successful, we're asking for your leadership, involvement, and support. Together, with your help, we can improve Southern Nevada for generations to come.

# LVGEA PLANNING PROCESS

The Las Vegas Global Economic Alliance (LVGEA) is a 501(c)6 membership organization dedicated to developing the economies of Las Vegas, Clark County, Henderson, North Las Vegas, Boulder City, Mesquite, and Nye County through regional and global cooperation, trade, and connectivity.

Originating from the Nevada Development Authority, the LVGEA brand was established in 2013. The organization's heritage is forged from a rich history of economic development achievements dating back to 1956. Throughout its various iterations, the organization has embodied a mission that unified diversification and infrastructure planning with the overall goal of facilitating economic growth in Southern Nevada. LVGEA will expand upon these efforts by advancing community development projects, building research capacity and enhancing efforts to attract, retain and expand businesses.

This action plan is the product of an iterative process between the staff of the LVGEA, the LVGEA Strategic Planning Committee, and the LVGEA Board of Directors.

The plan was developed to complement Southern Nevada's Comprehensive Economic Development Strategy (CEDS). Collectively, our planning and budget documents are designed to guide LVGEA's efforts to strengthen and diversify Southern Nevada.



# VISION

To help our residents thrive in a global economy by fostering a more prosperous, diverse, and connected regional economy.

# MISSION

To grow the economy in Southern Nevada through connectivity, community development and aggressive business recruitment, retention and outreach.

# VALUES

1. Focused on **Jobs**
2. Driven by **Leadership**
3. Enhanced through **Partnerships**
4. Fueled by **Information**
5. Accelerated through **Innovation**

# STRATEGIC IMPERATIVES

1. Lead, Facilitate & Steward Regional Economic Development
2. Elevate Nevada's Position As a Global Business Location
3. Deliver Impactful Marketing & Communications
4. Maintain Operational Excellence



# EXECUTIVE SUMMARY

1

## ECONOMIC DEVELOPMENT

Over the next two years, LVGEA will identify and attract next generation and emerging-market firms while retaining and expanding existing business in the Las Vegas region. In order to accomplish our goals, the LVGEA will engage community and business leaders in the economic development process as well as coordinate and collaborate with local and statewide partners.

FY '17

**ATTRACT/EXPAND 35 BUSINESSES + 2300 JOBS**

**CREATE EXPANDED BOARD ROLES IN ECONOMIC DEVELOPMENT**

**ENHANCE LEAD IDENTIFICATION**

**GROW ONLINE BIZCONNECT SERVICES**

**UPGRADE SITE SELECTOR FAMILIARIZATION TOURS**

2

## GLOBAL COMPETITIVENESS

LVGEA will lead the implementation of our Comprehensive Economic Development Strategy and engage organizations to advance regional planning. We will advocate for a prepared workforce, globally competitive infrastructure, enhanced quality of life, access to capital and advance a pro-economic development legislative agenda. Concurrently, we will enhance research capabilities and elevate the profile of the CEO.

FY '17

**ADVANCE LOCAL, STATE, AND FEDERAL PUBLIC POLICY PRIORITIES**

**ENHANCE WORKFORCE ROLES FOR REGIONAL DEVELOPMENT AUTHORITIES**

**ELEVATE AND BRAND BOARD OF DIRECTORS**

**REVISE TARGET INDUSTRIES**

3

## MARKETING & COMMUNICATIONS

Over the next two years, the LVGEA will implement an integrated multi-channel marketing campaign as well as a strategy that will promote Southern Nevada as a great location to live and work. Through the delivery of impactful marketing and communications, we will raise the profile of Las Vegas as a global business location.

FY '17

**DEPLOY QUALITY OF LIFE CAMPAIGN**

**ENHANCE VIDEO CONTENT & PRODUCTION CAPABILITIES**

**MARKET SMALL BUSINESS SERVICES**

**LAUNCH ECONOMIC INDICATOR ELECTRONIC NEWSLETTERS**

**EXPAND MAPPING CAPABILITIES**

4

## OPERATIONAL EXCELLENCE

The LVGEA will ensure adequate funding to deliver results and responsibly steward funds. To maintain operational excellence, we will attract, develop, and retain an extraordinary team of people. We'll need to align operations with the Action Plan and budget in order to ensure we operate effectively and efficiently and develop and expand enterprise capability.

FY '17

**COMPLETE DRIVE TO 50 CAMPAIGN**

**INCREASE RESERVE FUND BY AT LEAST \$100,000**

**BECOME RECOGNIZED AS ACCREDITED ECONOMIC DEVELOPMENT ORGANIZATION**

**ESTABLISH ENTRY-LEVEL INVESTOR OPTIONS**

# LEAD, FACILITATE & STEWARD REGIONAL ECONOMIC DEVELOPMENT

1

*Goals & objectives - listed in order of priority*

## 1) Identify and attract next generation and emerging-market firms

### 1.1) Concentrate attraction efforts on the following target industries:

- o Logistics, Manufacturing and Assembly
- o Healthcare and Life Sciences
- o Global Finance, Banking, and Business Services
- o Business and IT Ecosystems
- o Clean Technology
- o Aerospace, Defense and UAVs
- o Gaming, Tourism and Conventions

### 1.2) Systematically grow the deal flow pipeline and capacity to generate new leads

- o Conduct out of market lead identification trips
- o Leverage Governor's Trade Missions to identify relocation prospects
- o Proactively identify and recruit companies that could benefit from Southern Nevada's operating environment

### 1.3) Leverage entrepreneurial support programs to give Southern Nevada an advantage when recruiting targeted industries

### 1.4) Identify business prospects from cluster niches through a strategic marketing campaign targeting industry leaders and corporate site selectors

- o Build awareness among corporate site selectors
- o Host familiarization tours for relocation prospects and corporate site selectors
- o Build awareness among decision makers within identified industry clusters
- o Establish an aggressive conference and convention strategy linked to target industries
- o Launch a site selector newsletter

## 2) Retain and expand existing businesses in the Las Vegas region

### 2.1) Expand regional business retention & expansion program

- o Launch digital BizCONNECT program to medium and small businesses
- o Create enhanced web presence for BizCONNECT resources

### 2.2) Identify strategic regional partners to develop plans to mitigate potential layoffs or plant closures

### 2.3) Explore strategies to increase foreign trade

- o Identify and gather information that supports import and export activities for business
- o Conduct outreach to local importers to assess the cost benefits of Foreign Trade Zone #89

### 2.4) Publish Business Resource Guide

# LEAD, FACILITATE & STEWARD REGIONAL ECONOMIC DEVELOPMENT

1

*Goals & objectives - listed in order of priority*

## **3) Engage community and business leaders in the economic development process**

**3.1) Create contact plan for continuous outreach and lead identification with public and private sector leaders**

**3.2) Maintain ongoing, formal partnerships with broker & developer advisory groups to provide assistance and help advance attraction, retention and expansion projects**

## **4) Coordinate and collaborate with regional and statewide partners**

**4.1) Expand efforts with municipal economic development organizations, business support organizations and utilities critical to economic development**

- o Revise structure of Economic Development Advisory Group to increase efficiency

**4.2) Explore collaboration opportunities with leaders from western regional economies, to engage in regional issues and cooperate in the global economy**

**4.3) Work with Governor's Office of Economic Development to improve management and functionality of Executive Pulse database:**

- o Business retention & expansion surveys and diagnostics

- o Investor relations management database and tracking

- o Marketing activity database and tracking

**4.4) Improve partnerships with federal, state, and local workforce agencies and groups to improve regional workforce pipeline**

**4.5) Partner with WaterStart to attract companies and strengthen the local water industry**

- o Integrate WaterStart into foreign recruitment strategy

- o Provide communications assistance to WaterStart

**4.6) Explore the relationship between target sectors and the tourism economy in partnership with LVCVA**

- o Explore new strategies to leverage conferences and trade shows to generate new leads

- o Work with the Las Vegas Convention and Visitors Authority to maximize the region's exposure at trade shows and conventions



# 12-MONTH MILESTONES

1

- o Attract and/or expand 2,300
- o Provide attraction or expansion assistance to 35 businesses
- o Create expanded board roles in economic development
- o Enhance Lead Identification
- o Grow online BizCONNECT services
- o Upgrade site selector familiarization tours

## KEY PERFORMANCE METRICS

- A) Businesses attracted
- B) Jobs attracted
- C) Businesses expanded
- D) Jobs expanded
- E) Retention/expansion visitation (In-person)
- F) Retention/expansion visitation (Electronic)
- G) Client inquiries
- H) Client site visits
- I) Capital investments
- J) 1-year fiscal impact
- K) 1-year economic impact
- L) Global Relocations
- M) Corporate HQ Relocations
- N) Convention + Tradeshow Participation

# ELEVATE SOUTHERN NEVADA'S POSITION AS A GLOBAL BUSINESS LOCATION<sup>2</sup>



*Goals & objectives - listed in order of priority*

## **1) Lead implementation of Comprehensive Economic Development Strategy (CEDS)**

- 1.1) Coordinate and track CEDS implementation with public, private and educational partners**
- 1.2) Review and update CEDS**

## **2) Enhance Research & Analysis Capabilities**

- 2.1) Launch partnership-driven research center**
- 2.2) Pursue research to improve local market and industry knowledge**
- 2.3) Pursue research and analysis to understand and address community development issues**
- 2.4) Build capacity in research, issue analysis, community polling and forecasting**

## **3) Advocate for a Prepared and Educated Workforce**

- 3.1) Work with business and educational leaders to improve our educational system (K-12 & Higher Education)**
- 3.2) Work with business, educational and workforce leaders to improve the alignment between education, workforce and economic development systems**
- 3.3) Promote education and workforce success stories to internal and external business audiences**

## **4) Advocate for efficient and globally competitive infrastructure**

- 4.1) Work closely with the Regional Transportation Commission and other community organizations to support the growth and optimization of surface transportation infrastructure as it relates to our emerging logistics sector**
- 4.2) Work with State & Federal leaders to improve transportation linkages to regional markets**
- 4.3) Work with water, electric, gas and telecom leaders to support globally competitive infrastructure for business**

## **5) Advance a legislative agenda to promote regional community and economic development**

- 5.1) Work with a broad collection of public and private leaders to organize, publish and advance legislative guiding principles and/or priorities**
- 5.2) Build and maintain capacity for influencing policies that will enhance economic prosperity in Southern Nevada**

# ELEVATE SOUTHERN NEVADA'S POSITION AS A GLOBAL BUSINESS LOCATION

2

*Goals & objectives - listed in order of priority*

## 6) Enhance Quality of Life

- 6.1) Invest time and resources in community-based initiatives
- 6.2) Embed team members in appropriate efforts and organizations throughout the region

## 7) Improve Access to Capital

- 7.1) Explore hosting an access to capital conference to raise awareness of traditional and non-traditional financial products
- 7.2) Work with partners to connect small businesses with access to financial services and ongoing business development consulting

## 8) Advance regional planning

- 8.1) Work with Southern Nevada Strong to advance regional planning by integrating reliable transportation, housing, and job opportunities throughout Southern Nevada.
- 8.2) Advocate for the implementation of smart urban planning and land use to create vibrant neighborhoods and greater areas of commerce
- 8.3) Advocate for fair and efficient regulatory and permitting systems

## 9) Engage Community Organizations in the Economic Development Process

- 9.1) Establish a Council of Chambers

## 10) Elevate CEO Profile

- 10.1) Increase awareness and build consensus by presenting at community and/or partner organizations

# 12-MONTH MILESTONES



- o Advance local, state, and federal public policy priorities
- o Enhance workforce roles for Regional Development Authorities
- o Elevate and brand board of directors
- o Revise target industries

## KEY PERFORMANCE METRICS

- A) Research and/or community policy reports generated
- B) Investment in Grow-LV

# DELIVER IMPACTFUL MARKETING & COMMUNICATIONS

3

*Goals & objectives - listed in order of priority*

## 1) Implement an integrated multi-channel marketing campaign

- 1.1) Create or refine existing sales and marketing materials
- 1.2) Create a digital marketing campaign as the backbone of marketing efforts
- 1.3) Enhance video production capabilities
- 1.4) Enhance LVGEA's social media presence
- 1.5) Design and launch organizational e-newsletter
- 1.6) Leverage marketing campaign for lead generation and business development from target industries
- 1.7) Raise awareness of regional economic development efforts to better inform and engage Southern Nevada's business leadership in LVGEA's mission, strategy, and operations
- 1.8) Refine public relations plan to help LVGEA achieve its strategic objectives

## 2) Implement a branding strategy that will promote Las Vegas as a great location to live and work

- 2.1) Enhance brand messaging and value propositions through targeted campaigns around specific industries
- 2.2) Position Las Vegas as a great place to do business and live to key audiences to further business development in Southern Nevada

## 3) Raise the profile of Southern Nevada as a global business location

- 3.1) Leverage international industry events, state-led trade missions, local consular corps, and trade shows to increase volume of international leads

## 4) Enhance new media presence and capabilities with real-time data

- 4.1) Create and integrate a real-time data portal
- 4.2) Create an online geographic information system (GIS) database of available buildings and sites

# 12-MONTH MILESTONES

- o Deploy quality of life marketing campaign
- o Enhance video content and production capabilities
- o Launch economic indicator electronic newsletters
- o Expand mapping capabilities

3

## KEY PERFORMANCE METRICS

- A) Press Volume Trend
- B) Advertising Value Equivalency (AVE)
- C) Average Website Page Views (Per Month)
- D) Social Media Engagements (Per Month)
- F) Contacts in CRM database

# MAINTAIN OPERATIONAL EXCELLENCE

4

*Goals & objectives - listed in order of priority*

## **1) Ensure adequate funding to deliver results; responsibly steward funds**

### **1.1) Secure diverse funding streams and investment to support strategic imperatives**

- o Recruit 50 exceptional leaders to serve on LVGEA's Board of Directors

### **1.2) Provide consistent, accurate and prudent revenue & expense tracking and forecasting**

- o Meet and exceed approved budgets
- o Build up reserve funds

## **2) Attract, develop and retain an extraordinary team of people**

### **2.1) Maintain a culture of shared responsibility, wherein team members actively support one another**

### **2.2) Foster a fully inclusive organization, which celebrates diversity of all types and strives for individual along with shared accomplishment**

### **2.3) Ensure that sufficient staffing and support exists to achieve success**

### **2.4) Create a culture of continuous learning and improvement**

## **3) Operate effectively and efficiently**

### **3.1) Align operations with Strategic Plan and budget**

### **3.2) Improve individual, departmental, and organizational performance annually**

### **3.3) Empower every team member to focus on and achieve their responsibilities; maximize every team member's unique experience and talents**

## **4) Develop and expand enterprise capability**

### **4.1) Increase database, network and readership**

# 12-MONTH MILESTONES

4

- o Complete Drive to 50 campaign
- o Increase reserve fund by at least \$100,000
- o Become recognized as an accredited economic development organization
- o Establish entry-level investor options

## KEY PERFORMANCE METRICS

- A) Budget performance
- B) Revenue (Cash + In-Kind)
- C) Number of major investors
- D) Audited financial performance
- E) Improvement in divisional operating results



# KEY PERFORMANCE METRICS

**METRIC**

**THRESHOLD**

**TARGET**

**STRETCH**



## 1 LEAD, FACILITATE & STEWARD REGIONAL ECONOMIC DEVELOPMENT

Total Businesses Attracted or Expanded	24	35	48
Businesses Attracted	19	25	33
-Businesses Attracted (Direct)	18	20	24
-Businesses Attracted (Indirect)	1	5	9
Total Jobs Attracted or Expanded	1,500	2,300	3,000
Jobs Attracted	1,300	1,900	2,400
-Jobs Attracted (Direct)	1,275	1,825	2,275
-Jobs Attracted (Indirect)	25	75	125
Businesses Expanded	5	10	15
-Jobs Expanded	200	400	600
Retention / Expansion Outreach (In-Person)	96	120	144
Retention / Expansion Outreach (Online)	2,500	3,000	3,500
Client Leads	100	150	200
Client Site Visits	50	70	90
Capital Investment	\$150,000,000	\$200,000,000	\$250,000,000
1-year Fiscal Impact (Direct + indirect)	\$5,000,000	\$8,000,000	\$11,000,000
1-year Economic Impact (Direct + indirect)	\$100,000,000	\$200,000,000	\$300,000,000
Global Relocations	1	2	3
Corporate HQ Relocations	1	2	4
Convention + Tradeshow Participation	5	15	25



## 2 ELEVATE SOUTHERN NEVADA'S POSITION AS A GLOBAL BUSINESS LOCATION

Research or Community Policy Reports Generated	1	2	3
Invest in Grow-LV	\$0	\$25,000	\$50,000



## 3 DELIVER IMPACTFUL MARKETING & COMMUNICATIONS

Press Volume Trend	500	600	700
Advertising Value Equivalency (AVE)	2M	4M	6M
Average Website Page Views (Per Month)	6,000	8,000	10,000
Social Media Engagements (Per Month)	600	700	800
Contacts in CRM database	4,500	5,500	6,500



## 4 MAINTAIN OPERATIONAL EXCELLENCE

Revenue (Cash + In-Kind)	\$3,700,000	\$3,800,000	\$3,900,000
Number of Major Investors (\$25K+)	50	54	58

# INVESTORS

## PINNACLE INVESTOR



## PRESIDENTIAL INVESTOR



MARNELL PROPERTIES



## CHAMPION INVESTOR



## LEADERSHIP INVESTOR

