

## STRATEGIES & METRICS

### Attraction: FY 2012 – FY 2015 Progress Report

#### Objective 1: Attract Companies from Outside the Reno-Sparks Region that Provide Jobs with Salaries Above the Regional Average in Target Sectors METRICS

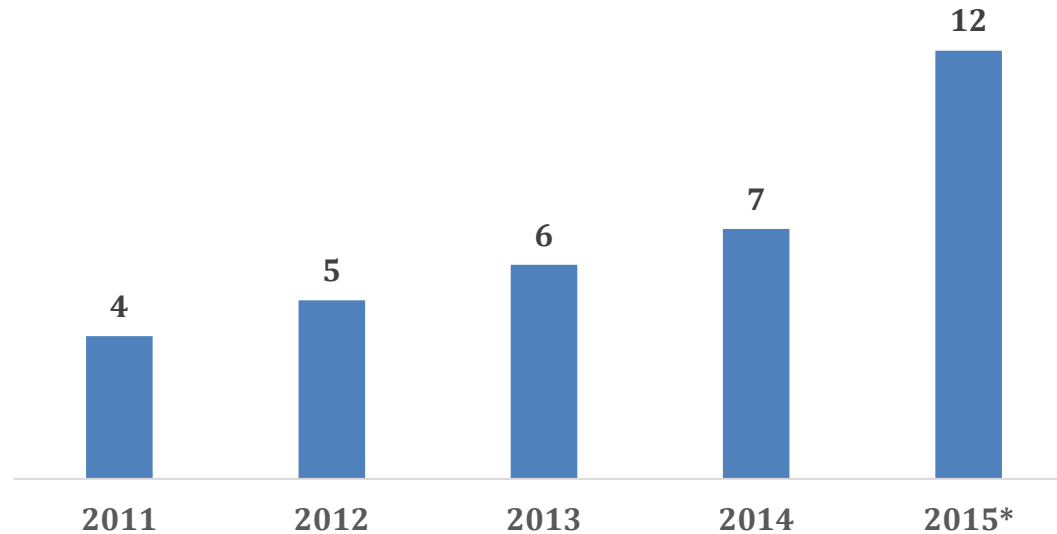
Fiscal Year		FY 2012		FY 2013		FY 2014		FY 2015	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual to Date**
<b>Metric #1</b>	Assisted Jobs	1,500	1,591	2,000	2,112	2,100	2,500	2,400	3,527+
<b>Metric #2</b>	Average salary of jobs from outside region	\$45K	\$39,936	\$45K	\$37,089	\$45K	\$32,897	\$40,000	\$53,990
<b>Metric #3</b>	Percent of companies in target sectors (cumulative)	70%	100%	70%	91%	70%	100%	70%	100%
<b>Metric #4</b>	Prospect closure rate	50%	83%	50%*	86%	70%*	72%	70%	82%
<b>Metric #5</b>	New corporate / national headquarters	5	5	6	6	7	7	8	12
<b>Metric #6</b>	Physically meet with 50% of top 100 consultants	n/a	35%	50%	61%	50%	60%	54%	25%
<b>Metric #7</b>	Prospect visits to Greater Reno-Sparks (cumulative)	55	65	84	106	96	121	100	88
<b>Metric #8</b>	New Prospects (cumulative)	100	103	100	125	100	182	125	96

\* Goals originally in 2012 Strategic Plan modified {up} by EDAWN Board

\*\*Through March 2015  
+ Includes 700 Tesla Year 1 Jobs

Headquarters bring highly skilled and well-paid jobs to the region. HQs also make meaningful contributions to their communities because the company's executives are part of the community and have a personal interest in seeing it succeed and grow positively.

### New Corporate Headquarters FY 2011 - FY 2015 YTD\*



\*Through March 2015

This increase in new corporate headquarters is also an indicator of the improved perceptions of Reno-Sparks image: more companies are willing to put Reno on their corporate letterhead.

There are a number of multinational firms that currently have a presence in Reno-Sparks. There are also many small high growth companies that must decide where to grow, many located in our target areas in California. Our strategic location, reasonably good air service, low cost of doing business including no corporate tax, and proximity to the Bay Area make this region attractive to smaller corporate headquarters. Part of our marketing strategy is to identify these firms, establish contact with them both locally and nationally, build a strong relationship with them, and encourage them to expand their operations to the region, if they do not include their headquarters in the initial move, EDAWN works to attract their headquarters in the long term. We will also mine nationally for companies that are looking for a headquarters presence in the West but do not want to locate in California. The addition of Tesla, Apple, Switch and others makes locating a headquarters in the Reno-Sparks area more palatable. In the past several years we have grown from attracting just 4 company headquarters a year to more than 12.

## Attraction: FY 2016 – FY 2018 Strategies

### Objective 1: Attract Companies from Outside the Reno-Sparks Region that Provide Jobs with Salaries Above the Regional Average in Target sectors STRATEGIES

#### FY 2016 – FY 2018 STRATEGIES

1.1	Drive sector and cluster advancement for Advanced Manufacturing
1.2	Continue to support GOED's efforts to attract foreign investment, especially on-shoring
1.3	Advocate / support a viable EB5 program to attract global workforce / companies
1.4	Effectively market the region and its pertinent sectors
1.5	Provide easily accessible, customizable regional economic development information, including regional assets
1.6	Attract high-growth companies and HQs
1.7	Maintain outbound and in-bound visits with prospective companies
1.8	Continue to develop / strengthen relationships with key site selectors, national and local real estate executives
1.9	Strengthen and target marketing materials and website for sales efforts for key industry sectors
1.10	Highlight strategic location for distribution 11 Western states and proximity to Bay Area
1.11	Attract employers to downtown
1.12	Engage the broader community in marketing activities and promoting the region

Attraction efforts will continue to target:

**Advanced Manufacturing:** Given the tremendous success of attracting manufacturing and advanced manufacturing to the region over the past three years, this sector remains the top target industry for the area. The region is attractive to advanced manufacturing for several reasons including: adequate and affordable trained workforce (although this is becoming an issue as more companies relocate to the area); supportive business and government environment for manufacturing; low cost of doing business (this includes buildings and land, taxes, labor, water and utilities); strategic location for distribution to the West; a university and community college that are very supportive of advanced manufacturing; and several major manufacturing companies that have located in the area including Tesla and Ardagh. While this region is working to develop a cluster of support for advanced manufacturing, there is already a developing cluster of food manufacturing due to the reasons above as well as the low humidity and lack of bugs.

**Technology and Data Centers:** With the addition of Tesla, Switch and Apple as well as the significant increase in start-up and entrepreneurial activity in the region, the growth of technology companies is increasing. Additionally, the gaming industry is heavily dependent on technology employees and several cyber-security companies have announced relocations to the area, further establishing this area as a place where technology is gaining ground. Finally, the University's success and region's proximity to the Bay Area where quality of life is declining for mid-level technology workers, especially those with a family, make Reno-Sparks very attractive for millennials and others of the creative class that commonly fill these technology jobs. The region also meets the critical selection criteria for data centers: affordable power; low risk of natural disasters; water; cool, but not cold weather; and low latency. With Switch, Apple and other likely data center announcements, the availability of quality technology jobs continues to increase making technology and data centers an overall growth industry.

**Logistics and E-Commerce:** Nevada is a West Coast hub of transport, distribution, and operations because of its location and geographic advantages for easily reaching the entire Western U.S. Solid infrastructure, lower costs and fewer regulatory hurdles (relative to neighboring states), lower congestion, and overall ease-of-doing-business add to the value proposition. Focus opportunities include: warehousing and distribution; advanced logistics; air cargo; integrated manufacturing-distribution; e-commerce; and freight transportation (ground and rail). The link between e-commerce and the region's strategic location has enabled companies like Urban Outfitters and Amazon to locate here and accomplish a one-day ground transport to most of the 11 Western states.

**Back Office, Business Support:** Opportunities in this sector include high-end or technical call centers/customer service centers; back office operations, especially accounting, business process outsourcing operations, shared services, cyber security support and others. The attractiveness of the region is the significantly lower costs associated with these operations as compared to California. The Reno-Sparks region is no longer attractive to traditional call centers as the average wages in the region are moving above the wages normally paid by this industry.

**Aerospace and Defense:** Nevada has a solid base of defense expertise with a particular focus on testing and training and the state's geographic characteristics with low population density enable extensive testing operations. The designation as a national test site for UAVs reinforces these advantages. The state can build on this base of infrastructure and expertise to solidify an important role for the Aerospace and Defense industry in its economic future. Target opportunities include: unmanned aerial vehicle (UAV) supply; assembly and testing; and maintenance, repair and overhaul (MRO) of aircraft systems.

**Attraction: FY 2016 – FY 2018 Metrics**

<b>Objective 1: Attract Companies from Outside the Reno-Sparks Region that Provide Jobs with Salaries Above the Regional Average in Target sectors STRATEGIES</b>						
		<b>Fiscal Year</b>	<b>FY 2015 To-Date*</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Metrics</b>			<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
<b>Metric #1</b>	Assisted jobs		3,319+	3,000	3,000	3,000
<b>Metric #2</b>	Average salary of jobs from outside region		\$53,990	\$45,000	\$47,550	\$50,000
<b>Metric #3</b>	Percent of companies in target sectors (cumulative)		100%	70%	70%	70%
<b>Metric #4</b>	Prospect closure rate		82%	70%	70%	70%
<b>Metric #5</b>	New corporate / national headquarters		12	8	10	12
<b>Metric #6</b>	Physically meet with top site consultants (150)		25%	60	70	70
<b>Metric #7</b>	Prospect visits to Greater Reno-Sparks (cumulative)		88	100	100	100
<b>Metric #8</b>	New Prospects (cumulative)		96	100	100	100

\*Through March 2015

+ Includes 700 Tesla Year 1 Jobs

## Retention & Expansion: FY 2012 – FY 2015 Progress Report

### Objective 2: Retain and expand existing Greater Reno-Sparks companies and jobs METRICS

Fiscal Year		FY 2012		FY 2013		FY 2014		FY 2015	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual to Date+
<b>Metric #1</b>	Local jobs expansion (Non-assisted)	200	77	200	1,120	200 (500)	734	500	356
<b>Metric #2</b>	Number of primary employers visited by EDAWN	180	60	180*	204	180*	188	180	160
<b>Metric #3</b>	Primary employers' critical issues resolved	95%	100%	95%	100%	95%	95%	100%	95%
<b>Metric #4</b>	Visit newly located, started companies in first year	100%	100%	100%	100%	100%	100%	100%	95%
<b>Metric #5</b>	Attraction opportunities identified	12	2	18*	5	24*	6	6	8
<b>Metric #6</b>	Business to business connections made	12	4	10	22	18	32	35	36

\* Goals modified by EDAWN Board

+ Through March 2015

## Retention & Expansion: FY 2016 – FY 2018 Strategies

### Objective 2: Retain and Expand Existing Reno-Sparks Companies and Jobs STRATEGIES

#### FY 2016 – FY 2018 STRATEGIES

2.1	Lead and manage sector industry groups
2.2	Continue interactions and visits to strengthen relationships with local, primary companies
2.3	Formally transition, then assist newly relocated primary companies to maximize potential future expansion
2.4	Increase company-to-company interactions to foster mutually beneficial relationships
2.5	Identify and assist primary companies in GR-S that may be planning an expansion or that meet high growth criteria
2.6	Identify primary companies' issues and provide resources and resolutions
2.7	Advocate for and represent primary companies in the region at the state level and with education stakeholders

**Retention & Expansion: FY 2016 – FY 2018 Metrics**

<b>Objective 2: Retain and Expand Existing Reno-Sparks Companies and Jobs METRICS</b>					
<b>Fiscal Year</b>		<b>FY 2015 To-Date*</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>METRICS</b>		<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
<b>Metric #1</b>	Number of primary employers visited by EDawn	160	180	180	180
<b>Metric #2</b>	Primary employers' critical issues resolved	100%	100%	100%	100%
<b>Metric #3</b>	Visit newly located, started companies in first year	100%	100%	100%	100%
<b>Metric #4</b>	Attraction opportunities identified	8	6	7	8
<b>Metric #5</b>	Business to business connections made	36	35	40	45

\*Through March 2015



## Entrepreneurial Growth: FY 2012 – FY 2015 Progress Report

<b>Objective 3: Entrepreneurial Growth METRICS</b>									
<b>Fiscal Year</b>		<b>FY 2012</b>		<b>FY 2013</b>		<b>FY 2014</b>		<b>FY 2015</b>	
<b>METRICS</b>		<b>Goal</b>	<b>Actual</b>	<b>Goal*</b>	<b>Actual</b>	<b>Goal*</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual to Date+</b>
<b>Metric #1</b>	Increase start-up jobs	100 (new)		50	50	50	68	75	75
<b>Metric #2</b>	Community Venture Fund (New: Assist in Ent. Funding)*	n/a		n/a		\$2MM	\$1.9M	\$3.0M	\$3.43M
<b>Metric #3</b>	Contact entrepreneurial talent that would consider relocating to / investing in the region	12 (new)		4	4	4	8	10	8
<b>Metric #4</b>	Entrepreneurship events and earned media	24 (new)		20	105	100	131	100	160
<b>Metric #5</b>	Meet with and assist start-up companies	50 (new)		40	81	36	86	80	219
<b>Metric #6</b>	New Companies Started (Assisted)			4	3	4	17	10	25

\* Goal established in FY 2014

+ Through March 2015

## Entrepreneurial Growth: FY 2016 – FY 2018 Strategies

### Objective 3: Entrepreneurial Growth STRATEGIES

#### FY 2016 – FY 2018 STRATEGIES

3.1	Continue to support the entrepreneurial continuum providing support throughout growth cycles
3.2	Communicate – highlight Reno’s strengths as a place for Entrepreneurs with a life
3.3	Catalyze – Engage entrepreneurs to lead programs and community initiatives
3.4	Connect – Facilitate the connection between organizations, entrepreneurs and resources (funding, mentorship, customers)
3.5	Showcase – Highlight our startups and entrepreneurs as well as higher education’s and enterprises’ innovations and successes to bring visibility, encouragement and community support; specifically in National and Regional media
3.6	Enhance local venture, angel and other sources of capital; facilitate connections to entrepreneurs
3.7	Foster development and growth of start-ups in region
3.8	Strengthen the connection between Reno and Bay Area entrepreneurs, venture firms and start-ups to establish Greater Reno-Sparks as an extension of the entrepreneur eco-system
3.9	Attract entrepreneurs to the region
3.10	Facilitate municipal collaboration for entrepreneurs and existing businesses

## Entrepreneurial Growth: FY 2016 – FY 2018 Metrics

<b>Objective 3: Entrepreneurial Growth METRICS</b>					
<b>Fiscal Year</b>		<b>FY 2015 To Date*</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>METRICS</b>		<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
<b>Metric #1</b>	Increase start-up jobs	75	75	100	125
<b>Metric #2</b>	New Companies Started (Assisted)	25	15	20	25
<b>Metric #3</b>	Community start-up capital	\$3.43M	\$3M	\$4M	\$5M
<b>Metric #4</b>	Contact entrepreneurial talent that would consider relocating to / investing in the region	8	10	12	14
<b>Metric #5</b>	Entrepreneurship events and earned media	160	180	200	220
<b>Metric #6</b>	Meet with and assist start-ups / partners	219	200	220	240

\*Through March 2015

## Education & Workforce: FY 2016 – FY 2018 Strategies

### Objective 4: Facilitate Development of Existing and Future Workforce STRATEGIES

#### FY 2016 – FY 2018 STRATEGIES

4.1	Identify near- and long-term workforce needs of primary companies
4.2	Promote to primary companies in the region, the current workforce / skills resources available (e.g., TMCC’s graduate readiness metric)
4.3	Facilitate development of training programs for existing workforce to meet primary employers’ needs
4.4	Advocate for funding for workforce training
4.5	Facilitate connections between existing primary employers and higher education to support employers’ workforce needs
4.6	Increase industry and company involvement in higher education through internship program(s) (including WCSD signature academies)
4.7	Increase industry and company involvement in K – 12 through encouraging partnerships with WCSD schools (Education Alliance program)
4.8	Augment and support workforce training to support employers’ needs
4.9	Develop and implement a workforce attraction program
4.10	Attract Creative Class workforce / talent to facilitate growth and appeal of Greater Reno-Sparks as a place for high skill / technology employers
4.11	Connect employers with available, skilled workforce

**Education & Workforce: FY 2016 – FY 2018 Metrics**

<b>Objective 4: Facilitate Development of Existing and Future Workforce METRICS</b>						
		<b>Fiscal Year</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>METRICS</b>			<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
<b>Metric #1</b>	Connections made between primary employers and higher education		n/a	50	50	50
<b>Metric #2</b>	Encourage primary companies to use interns (measure introductions, recommendations and connections made)		n/a	36	36	36
<b>Metric #3</b>	Growth in funding for workforce training and attraction		n/a	+10%	+10%	+10%
<b>Metric #4</b>	Participate in, conduct, support workforce recruitment and marketing programs connecting employers to workforce and advertising regional workforce needs		n/a	4	4	4

Community Development: FY 2012 – FY 2015 Progress Report

**Objective 5: Community Development**

		Fiscal Year		FY 2012		FY 2013		FY 2014		FY 2015*	
		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual		
METRICS		Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Metric #1	Encourage investment in community infrastructure (new projects)	1	1	1	1	1	1	1	1	1	1
Metric #2	New capital investment in Greater Reno-Sparks from EDAWN-assisted projects	\$20M	\$39.7 M	\$100M	\$160.6 M	\$150M	\$134M	\$150M	\$134M	\$150M	\$394M
Metric #3	CEDS certification for Washoe County	In progress		Completed							
Metric #4	Number of companies that build in Dandini Research Park+	0		1		2				n/a+	

+ Goal modified by EDAWN Board

\*Through March 2015

## Community Development: FY 2016 – FY 2018 Strategies

### Objective 5: Community Development STRATEGIES

#### FY 2016 - FY 2018 STRATEGIES

<b>5.1</b>	Continue to improve the image of the region as a place to start and do business
<b>5.2</b>	Lead the region's efforts to plan for and accommodate growth (EPIC)
<b>5.3</b>	Plan for the region's long term industrial land needs
<b>5.4</b>	Continue to enhance Reno's downtown to attract entrepreneurs, businesses, locals and the Creative Class
<b>5.5</b>	Facilitate integration of University of Nevada in to Reno's downtown
<b>5.6</b>	Create a downtown gathering place for entrepreneurs
<b>5.7</b>	Foster a welcoming environment in the region for the Creative Class
<b>5.8</b>	Continue to work with partners to improve air service
<b>5.9</b>	Improve the region's fiber connectivity

**Community Development: FY 2016 – FY 2018 Metrics**

<b>Objective 5: Community Development</b>						
		<b>Fiscal Year</b>	<b>FY 2015 To Date*</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>METRICS</b>			<b>Actual</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
<b>Metric #1</b>	Assisted companies locating in downtown Reno		1	2	4	6
<b>Metric #2</b>	Capital invested from EDawn-assisted projects in region		\$394M	+10%	+10%	+10%
<b>Metric #3</b>	Positive national / regional media coverage (hits)		395	300	300	300

\*Through March