



Douglas County, Nevada
A Community to Match the Scenery

Economic Vitality Plan

9/13/10

Community Journey

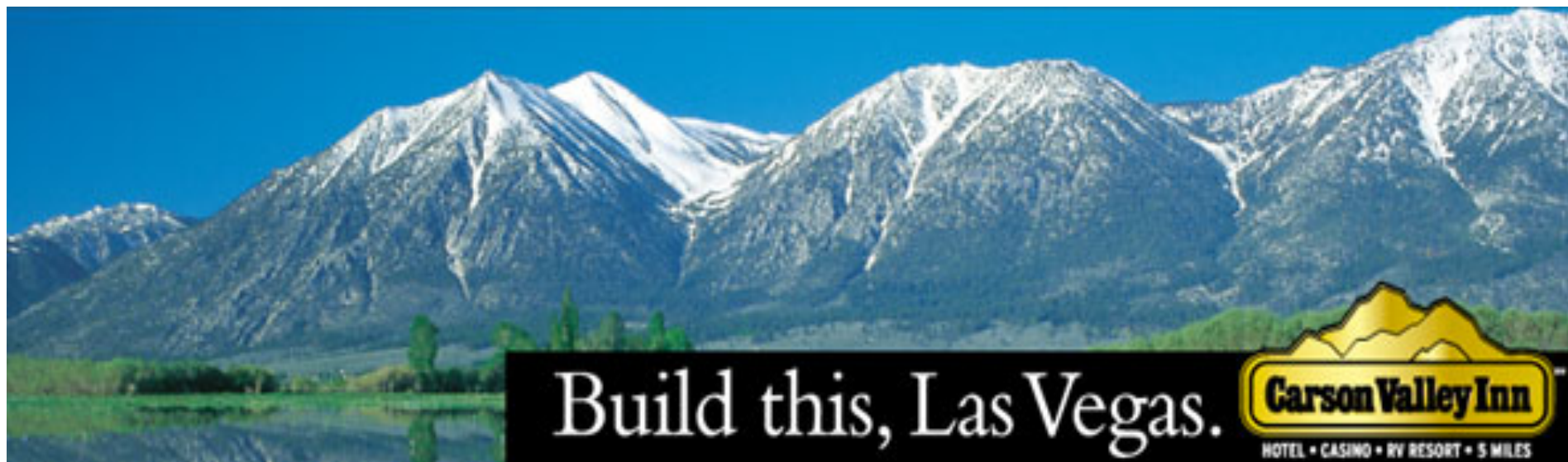
- 10 years - 10 plans
- 900 recommendations
- Celebrated what has been completed!
- Look at what was in-process or on-the-horizon
- Prioritize projects
- Identify leadership + resources + importance

Douglas County Economic Vitality Vision & Goals



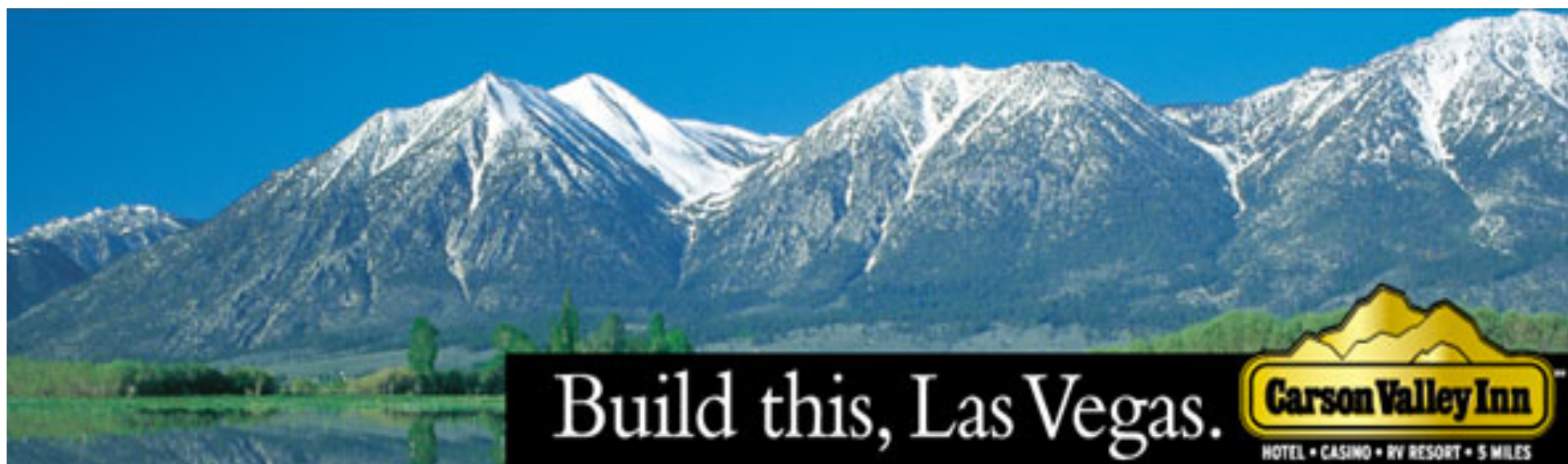
Douglas County Economic Vitality Vision & Goals

- Our vision, **To Create A Community to Match the Scenery**, is inspired by our greatest natural assets



Douglas County Economic Vitality Vision & Goals

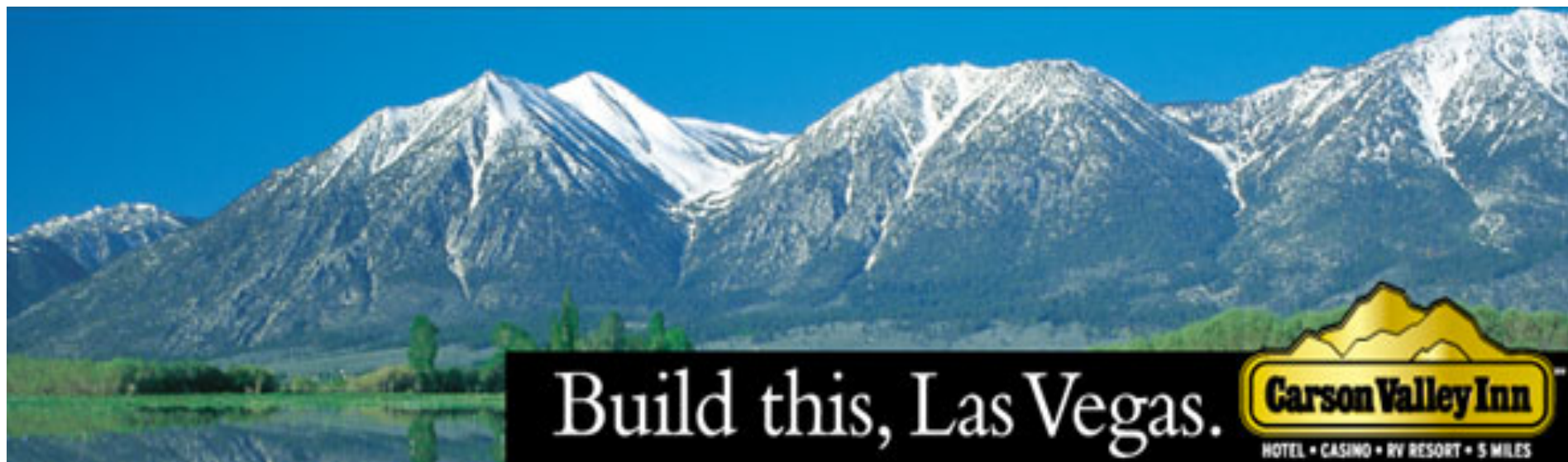
- Our goal is to be recognized by 2022 as **One of the Best Communities to Live, Work and Play**



Douglas County Economic Vitality Vision & Goals

We will achieve this goal by focusing our leadership and resource commitment toward

- **Education & Innovation**
- **Outdoor Recreation & Lifestyle**
- **Historic & Distinctive Downtowns**



A dramatic sunset or sunrise over a dark horizon. The sky is filled with dark, heavy clouds, with a bright light source breaking through in the center, creating a glowing path of light. The bottom of the image is a dark, flat horizon line. A solid black horizontal bar is overlaid across the middle of the image, containing the text "A Crisis Is A Terrible Thing To Waste" in a white, serif font.

A Crisis Is A Terrible Thing To Waste

The New Economic Reality

Old Ideas – Get Cheap	New Ideas – Get Better
Being a cheap place to do business was the key	Being a place rich in talent and ideas is the key
Attracting companies was the key	Attracting educated people is a key
A high-quality physical environment was a luxury that stood in the way of attracting cost-conscious businesses	Physical and cultural amenities are key in attracting workers
Economic development was government-led	Only bold partnerships among businesses government, and nonprofit sector can bring about change

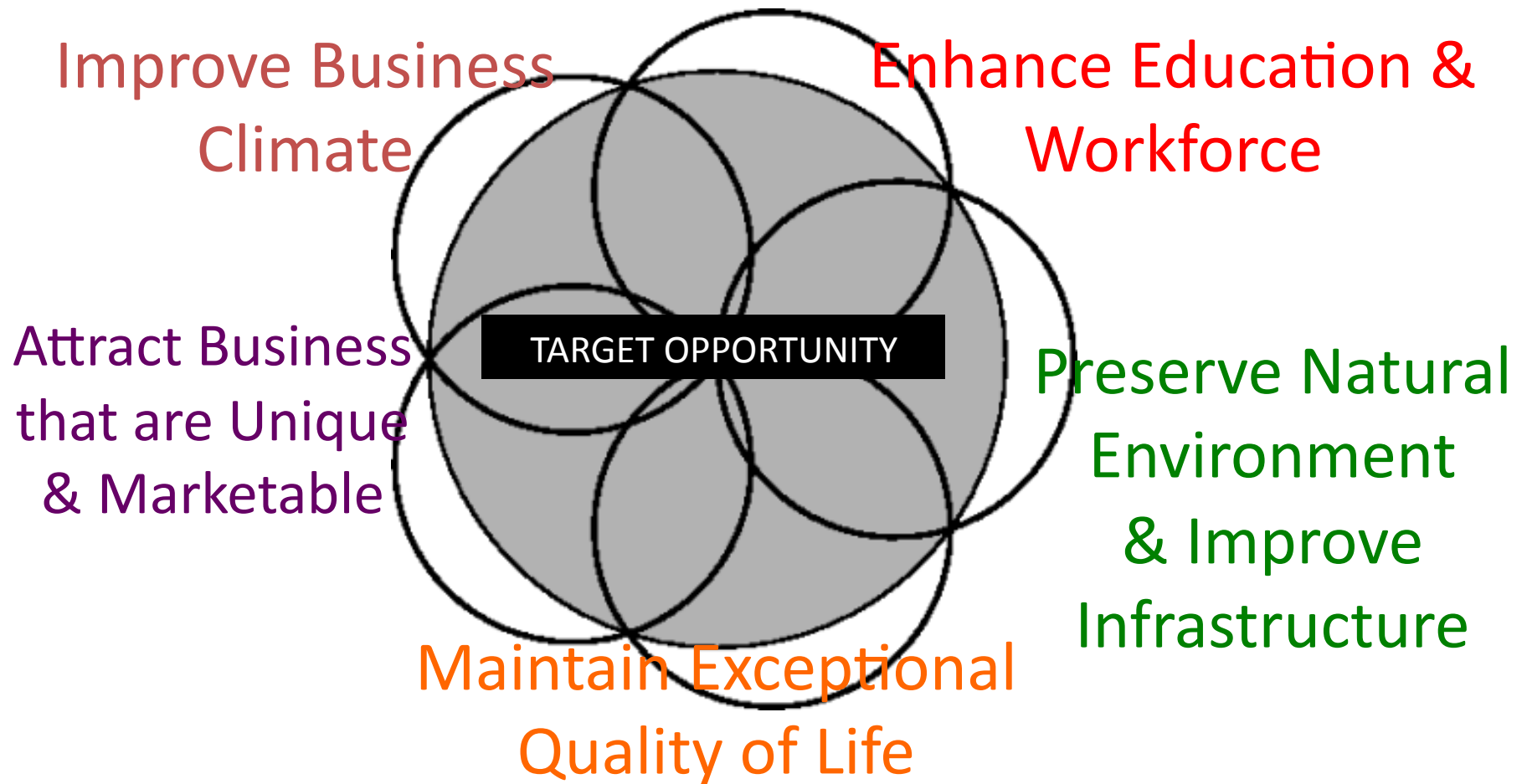
Economic Vitality Workshop

4/29/10



YES – The Plan is On Target

Guiding Principles For Project Priorities



Three Focus Areas

Distinctive
Downtowns

Outdoor
Recreation
& Lifestyle

Education &
Workforce



Distinctive Downtowns	Outdoor Recreation & Lifestyle	Education, Innovation & Workforce
<p style="text-align: center;">TAHOE REVITALIZATION</p>	<p style="text-align: center;"><i>Tremendous Trails</i></p>	<p style="text-align: center;">Maximize WNC Facility</p>
<p style="text-align: center;">Minden Momentum</p>	<p style="text-align: center;">Ascent Douglas</p>	<p style="text-align: center;">ENERGY SCIENCE PARK</p>
<p style="text-align: center;">Genoa Destination</p>	<p style="text-align: center;">Sports Aviation Destination</p>	<p style="text-align: center;"><i>Experiential Education</i></p>
<p style="text-align: center;">Main Street Gardnerville</p>	<p style="text-align: center;"><i>Inspired Mobility</i></p>	<p style="text-align: center;">MULTI-GENERATIONAL COMMUNITY CENTER</p>

What will make this plan different?

- Organizations don't do projects...

People do projects...

What's Different About This Plan?

Projects Lead by Champions

- Champions live & breathe their passions
- Info & access to a variety of resources to leverage
- Responsive government teamwork

Leadership & Teamwork

- Champion + County Manager
- Champion & Core Team
- County Staff Team Member
- Stakeholder Communication
- Washoe Tribe, Non-Profits & Agencies

12 Projects & Champions

Each Moving At Different Speeds



Projects Fired Up!

- Genoa Destination
- Main Street Gardnerville
- Ascent Douglas
- Sports Aviation Destination



#1

Genoa Destination

“Genoa is the GEM of the Sierra Nevada”

- 2006 Carson Valley Tourism & Visitors Assessment



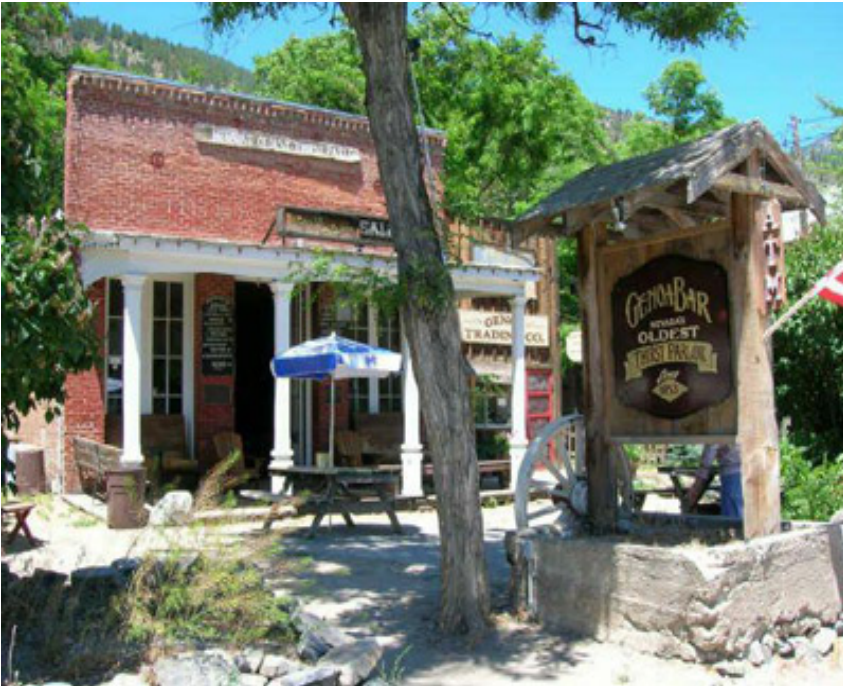
Dave Whitgob, Champion

Team: Dan Aynesworth + Chad Coons + Randy Falcke +
Sheryl Gonzales + Lisa Granahan



Genoa Destination Goal & Objective

- Genoa is an active business community providing services and unique experiences for visitors and residents, we will



- Create the Destination
- Amplify the Destination

Genoa Destination

Create the Destination

Strategy	Timeline	Milestones
Revisit & consider implementation of the Genoa Main Street Master Plan (2002 landscape plan)	2010 - 2014	<ul style="list-style-type: none">• Energize Existing Businesses• Attract new businesses• Incorporate pathways that guide tourists and residents• Respect historic nature of Town
Mormon Station Possibilities	2011 - 2017	<ul style="list-style-type: none">• Revisit 2005 Mormon Station Master Plan

Genoa Destination

Amplify the Destination

Strategy	Timeline	Milestones
Cemetery Beautification	2011-2013	<ul style="list-style-type: none"> • Explore Partnerships
Roadway Cleanup	2010	<ul style="list-style-type: none"> • Jack's Valley & Foothill right-of-way cleaned-up
Reassess Signage: <ul style="list-style-type: none"> • Existing Signage • Monument Signage 	2011-2013	<ul style="list-style-type: none"> • Draw attention to 1st Settlement • Hwy 395 & Genoa Lane • Kingsbury Grade & Foothill Rd
Explore Creative Solutions to Zoning, Code, Parking Issues	2011-2014	<ul style="list-style-type: none"> • Improve existing uses or • Allow for the relocation of existing • Concern for businesses, residents and visitors with consideration of the Town's historic nature

Genoa Funding Recipe Leveraging Resources



Redevelopment
Agency



Redevelopment
Agency

Nevada
Recreational Trails



The Nature
Conservancy /
Question 1

Redevelopment Agency

Nevada Recreational Trails



The Nature Conservancy / Question 1

Department of Transportation

Nevada Commission on Tourism

Redevelopment
Agency

Businesses &
Individuals

Nevada
Recreational Trails

31 Private
Foundations in
Douglas County



The Nature
Conservancy /
Question 1

Department of
Transportation

Nevada
Commission on
Tourism

Redevelopment
Agency

Businesses &
Individuals

Nevada
Recreational Trails

**Bold partnerships
among business,
government &
nonprofit sectors
can bring about change**

31 Private
Foundation in
Douglas County

The Nature
Conservancy /
Question 1

Department of
Transportation

Nevada
Commission on
Tourism



2

Main Street Gardnerville

“The Clothing & Accessories sector shows significant leakage (that) translates to a \$5 million dollar opportunity for Main Street Gardnerville.”

- 2010 Market Analysis



Main Street Gardnerville

Paula Lochridge, Champion

Margaret Pross + Lisa Granahan

Main Street Gardnerville Board of Directors & Volunteers



Main Street Gardnerville

Goals & Objectives

- Revitalize downtown Gardnerville utilizing design, organization, promotion, and economic restructuring to develop the unique identity and preserve the historic nature of our community
 - Recruit 10 new businesses by 2020
 - Create 50 new jobs by 2020
 - Approx 5 new jobs per year
 - Generating approx \$1.3M wages annually

Main Street Gardnerville

Strategy	Timeline	Milestones
Recruit small independent retail businesses	2011-2015	<ul style="list-style-type: none">• Mixed-Use infill projects• Target: 1) Clothing & Accessory sector; 2) Book, Periodical & Music Stores; 3) Sporting Goods, Hobby & Musical Instrument Stores
Pedestrian Friendly & Convenient Parking	2011 - 2018	<ul style="list-style-type: none">• Parking District created• 395 Landscape Plan NDOT
Basque Old Town Center	2012-2017	<ul style="list-style-type: none">• Pelota & Fronton Courts• Local-to-International tournaments

#3

Ascent Douglas

“What recession? US outdoor gear makers 'buoyant’

– Associated Press 8/8/2010



Ascent Douglas

Jim Slade, Champion

Team: Rob Hooper + Andrew Strain + John Endter + Lisa Granahan + RKPR



Ascent Douglas

Goal & Objectives

- Recruit, retain and expand Outdoor Recreation & Lifestyle Industry jobs
 - Approx. 20 jobs per year average

Ascent Douglas

Strategy	Timeline	Milestones
Outdoor Retailer World's largest Outdoor Sports Industry Gathering	2010 - 2015	<ul style="list-style-type: none">• 50 leads per year• Follow up strategy per lead• NV bottom-line snapshot for 3 leads• 3 site visits per year
Online Social Media Initiative	2010-2013	<ul style="list-style-type: none">• Google Analytics rising for FB, Twitter, Flickr, YouTube activity• 10% AscentDouglas.com click-through• 10 business requests generated
Network local Outdoor Recreation Manufacturers	2010-2013	<ul style="list-style-type: none">• 4 in 5/2010 baseline• Networked to 8 in 8/2010• Network of 15 in 2012• Network of 100 inc. athletes & retailers in 2013

#4

Sports Aviation Destination



Sports Aviation Destination

Champion: Linda Mae Draper

Team: Terry Lalonde + Mike Bradford + Bobbi Thompson

- Elevate Minden-Tahoe Airport to the world's premiere sport aviation destination by developing
 - *Community Involvement*
 - *International Awareness*
 - *Learning Center*

Sports Aviation Destination

EDUCATION	AWARENESS	BUSINESS DEVELOPMENT
International Soaring Museum	Minden Soaring Summit 2011	Aviation Trade Shows Attend & Invite
Learning Center	Soaring Society of American Annual Conference 2012	On-Airport Sports Aviation businesses, services & manufacturing
Sister-City with Omarama, North Otago, New Zealand	National Soaring Championship 2016	Off-Airport aviation & outdoor recreation, lifestyle manufacturing
	World Soaring Championship 2018	Sports Complex & Retail

Projects Gaining Altitude

- Tremendous Trails
- Tahoe Revitalization
- Minden Momentum
- Multi-Generational Community Center



#5 Tremendous Trails

Melissa Shaw Granat, Champion

Team: Bill Hay + Kirsten Wolle + Juan Guzman + Lisa Granahan

Douglas County's #1 Asset, our *spectacular natural environment*, is the backdrop to the finest network of marked & maintained trails in North America to be enjoyed by residents & visitors year-around



possible view of Lake Tahoe and around every turn at Heavenly Ski Resort. Photo courtesy of Lake Tahoe Visitors Authority

“Geotourism aims to put Douglas County on the map”

- Record Courier, 6/27/10



#6 Tahoe Revitalization

Mike Bradford, Champion

+ Scott Morgan

The Tahoe Basin Prosperity Plan will require a new level of collaboration between the private and public sector in a shared agenda for action. The Prosperity Plan is based on three major economic clusters which represent two-thirds of the Basin's economy:

- **Tourism & Visitor Services**
- **Environmental Innovation**
- **Health & Wellness**



#7

Multi-Generational Community Center

Janice Rice, Champion

Team: Steve Lewis + Travis Lee + Brian Fitzgerald



#8 Minden Momentum

Using the momentum of major investments along Hwy. 395 radiating from the Buckeye Gateway, pedestrian friendly and traffic calming improvements will be pursued to inspire a vibrant downtown including mixed-use, infill and adaptive reuse of historic buildings



Start Engines

- Maximizing WNC
- Energy Science Park
- K-12 Education
- Inspired Mobility



Education, Innovation & Workforce Development

Brian Palmer, Champion

Gintas Vildzius + Kathy Halbardier +
T. Michael Brown + Denise Castle

#10 Maximize WNC Facility

#11 Energy Science Park



#11

K-12 Education

Ray Sidney, Champion



#12 Inspiring Mobility

Carlo Luri, Champion

Team: Mahmood Azad

A broad plan that will encompass a variety of inspiring modes of transportation, while being

- Convenient
- Fun
- Affordable
- Low impact on the community



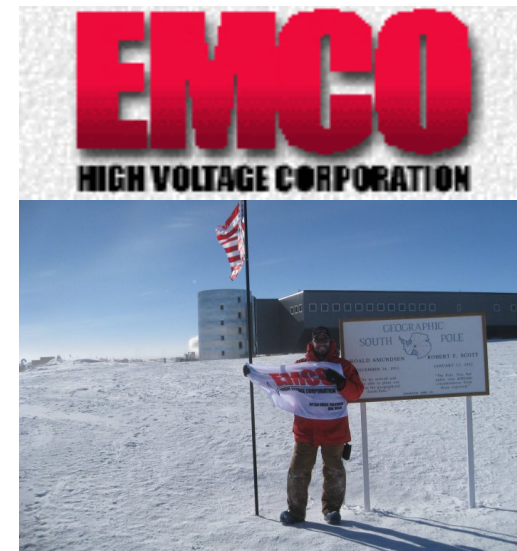
The Role of Douglas County

- Leadership
- Partnership
 - Facilitate
- Communicate
- Leverage Resources



Partnerships in Action!

New Companies & Jobs Announced Today for Douglas County



Focus on SMART Goals

- Significant
- Measurable
- Action Oriented
 - Realistic
 - Trackable

Measures & Indicators

History 2000 – Baseline 2010 – Report Cards Annually

- ### new jobs
- \$\$\$ Higher wages
- ^^^ Educational attainment
- ## Businesses Created
- \$\$ exports
- ~~~ Lower commute times
- *** Beautification projects completed

For Example:

Measure	Historical	2010 Baseline	Annual Report Cards
Private nonfarm employment	20,873 (2007)		
Per capita money Income	\$27,288 (1999)		
Educational Attainment	High School graduate 91.6% (2000); Bachelor's degree or higher 23.2% (2000)		
Private non-farm establishments	1,679 (2007)		
Manufacturers shipments (\$1000)	\$349,953 (2002)		
Mean travel time to Work	23.5 minutes		
Beautification Projects Completed			

Sources: U.S. Census Bureau: State & County QuickFacts. Data derived from Census of Population, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, consolidated federal funds report.

The Big Question: What's This Going To Cost?



The Answer...



Don't Leave Money on the Table!

- EDA
- HUD
- USDA
- RBEG
- SBA
- NDoT
- NCoT
- NCED
- DETR
- SHPO
- RDA



- Private Individuals
- Businesses
- Corporate Partners
- Businesses
- 31 Private Foundations
- Nevada Community Foundations
- In-Kind Match

Today's Milestone

- This is a 12 year work in progress
- Today we provided a feel for the different scale projects, their trajectories & pace
- Snapshots of what priorities each group is focused on accomplishing

A Community to Match the Scenery



What Will Be OUR Legacy?

Economic Vitality Strategy & Action Plan

- **Public Comment**
- **Board Discussion**



Douglas County Economic Vitality Recap

WHO: Douglas County Leadership with Champions, Teams & Partners

WHAT: 3 Focus Areas + 12 Priority Projects
Distinctive Downtowns
Outdoor Recreation & Lifestyle
Innovative Education & Workforce

WHEN: Target 2022

WHERE: Lake & Valley
Large & Small Business
Conservation & Development

WHY: Ensure the prosperity of Douglas County through diversification

HOW: Leverage resources and communication

An aerial photograph of a mountain range with a lake in the background. The mountains are covered in snow and evergreen trees. The lake is a deep blue color. The sky is a clear, light blue.

Economic Vitality Plan Requested Motion

- Approve the proposed Economic Vitality Strategy and Action Plan