

ECONOMIC DEVELOPMENT ELEMENT

DRAFT

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ECONOMIC DEVELOPMENT ELEMENT

PURPOSE

The purpose of the Economic Development Element is to review economic conditions in Douglas County, current strategies to promote economic development, including redevelopment activities, and to present issues and opportunities.

The Economic Development Element concludes with Goals, Policies, and Actions to support and sustain economic development in Douglas County during the next five to ten years.

ECONOMIC DEVELOPMENT IN DOUGLAS COUNTY

Douglas County's economic development efforts are focused on five guiding principles:

- 1) Improve business climate
- 2) Preserve the natural environment and improve infrastructure
- 3) Enhance education and workforce
- 4) Maintain exceptional quality of life
- 5) Be unique and marketable

Drawing from these guiding principles, the County's economic development efforts are centered on three focus areas:

Develop Distinctive Downtowns. This focus area includes the Towns of Gardnerville, Genoa, and Minden and the casino core at Stateline. The purpose is to provide assistance and funding to help revitalize the downtowns and spur investment. This includes working with Gardnerville, Minden, and the Carson Valley Chamber of Commerce to implement the Valley Vision Plan (2013). This focus area also includes collaboration on the Gardnerville and Minden Main Street programs. For Stateline, this involves working with casinos, resorts, and other property owners in the Stateline core to implement the South Shore Vision and South Shore Area Plan and to continue to diversify the economy and reduce reliance on gaming revenues.

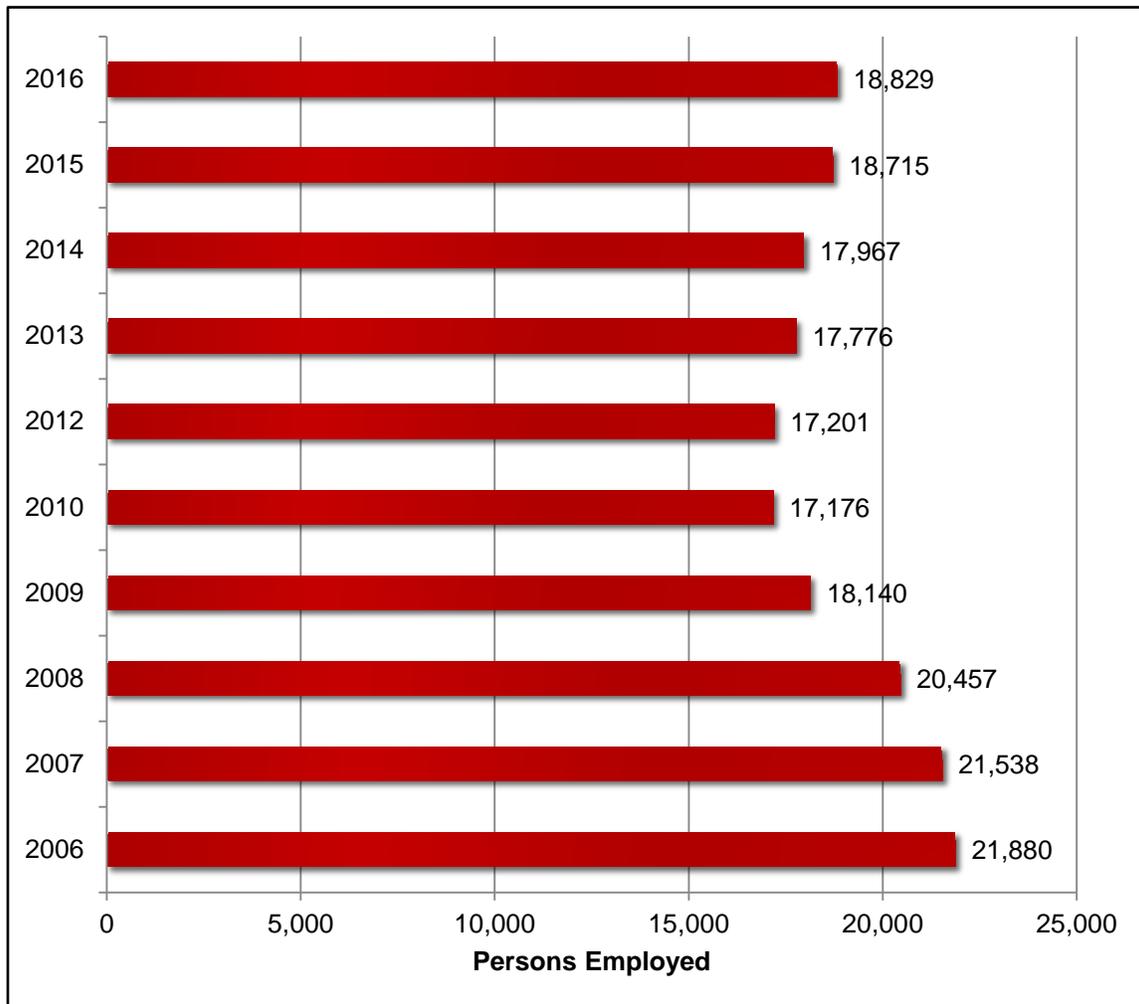
Capitalize on Outdoor Recreation and Lifestyle. This focus area includes efforts to capitalize on the County's greatest asset – its spectacular natural environment. The purpose is to expand resources such as the County's trail network, opportunities such as outdoor recreation experiences and events, and to explore concepts that embrace the County's historical and agriculture culture.

Develop a Thriving Climate for Business & Learning. This focus area involves growing targeted sectors, working closely with education partners to align curriculum and educational experiences to target the needs of business, and to evaluate opportunities for development process improvement.

EMPLOYMENT AND WAGES

The total number of persons employed in the private and public sectors has been improving since 2010 but has still not recovered to pre-recession levels. The unemployment rate for Douglas County has steadily improved, dropping from 13.2 percent in 2011 to 5.6 percent for 2016. As shown in Figure 1, the average annual employment was 18,829 for calendar year 2016. In 2006, however, the average annual employment reached 21,880.

Figure 1
Douglas County Employment, Annual Average, 2006-2016



Employment and payroll data for Nevada’s counties is based on “covered” employment. There are several categories of employees that are not covered, including the self-employed, railroad workers, elected officials, agricultural labor on small farms, employees in small non-profit organizations, commissioned real estate workers, and some workers in religious organizations. The covered employees are classified into different groups based on the North American Industry Classification System (NAICS). NAICS breaks down the data into 12 super sectors and 21 sectors. The Natural Resources and Mining Super Sector, for example, includes two sectors: 1) Agriculture, Forestry, Fishing and Hunting; and 2) Mining. The Leisure and Hospitality Super Sector also includes two sectors: 1) Arts, Entertainment, and Recreation; and 2) Accommodation and Food Services. Table 1 contains the break out of industry clusters, super sectors, and sectors.

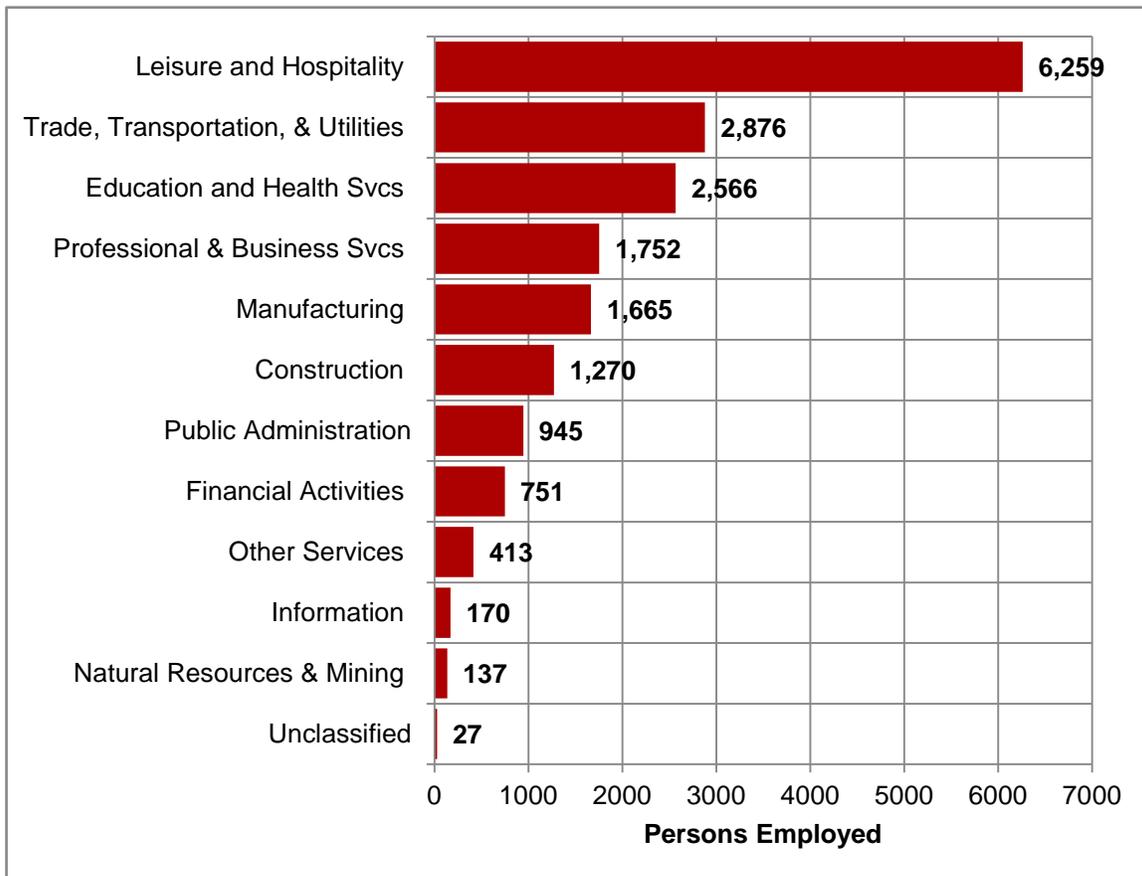
**Table 1
NAICS Clusters, Super Sectors, and Sectors**

Clusters	Super Sectors	Sectors
Goods Producing	Natural Resources and Mining	11- Agriculture, Foestry, Fishing and Hunting 21- Mining
	Construction	23 – Construction
	Manufacturing	31-33 Manufacturing
Service-Producing	Trade, Transportation & Utilities	42-Wholesale Trade 44-45 Retail Trade 48-49 Transportation and Warehousing 22- Utilities
	Information	51-Information
	Financial Activities	52 – Finance and Insurance 53-Real Estate and Rental and Leasing
	Professional and Business Services	54-Professional, Scientific and Technical Services 55-Management of Companies and Enterprises 56-Administrative and Support and Waste Mgmt and Remediation Svcs
	Education and Health Services	61-Education Services 62-Health Care and Social Assistance
	Leisure and Hospitality	71-Arts, Entertainment and Recreation 72-Accommodation and Food Services
	Other Services	81-Other Services (except Public Administration)
	Public Administration	92-Public Administration
	Unclassified	99-Unclassified

Figure 2 compares employment levels across all of the super sectors for 2016 and includes private and public employment. The leisure and hospitality super sector is still the dominant industry in Douglas County, with the majority of these jobs in the accomodation and food services sector. For 2016, for example, 88.3 percent of the 6,259 leisure and hospitality super sector jobs belonged to Industry Sector 72, Accomodation and Food Services.

The next highest employment sectors were Trade, Transportation, and Utilities, and Education and Health Services at 2,876 and 2,566 respectively.

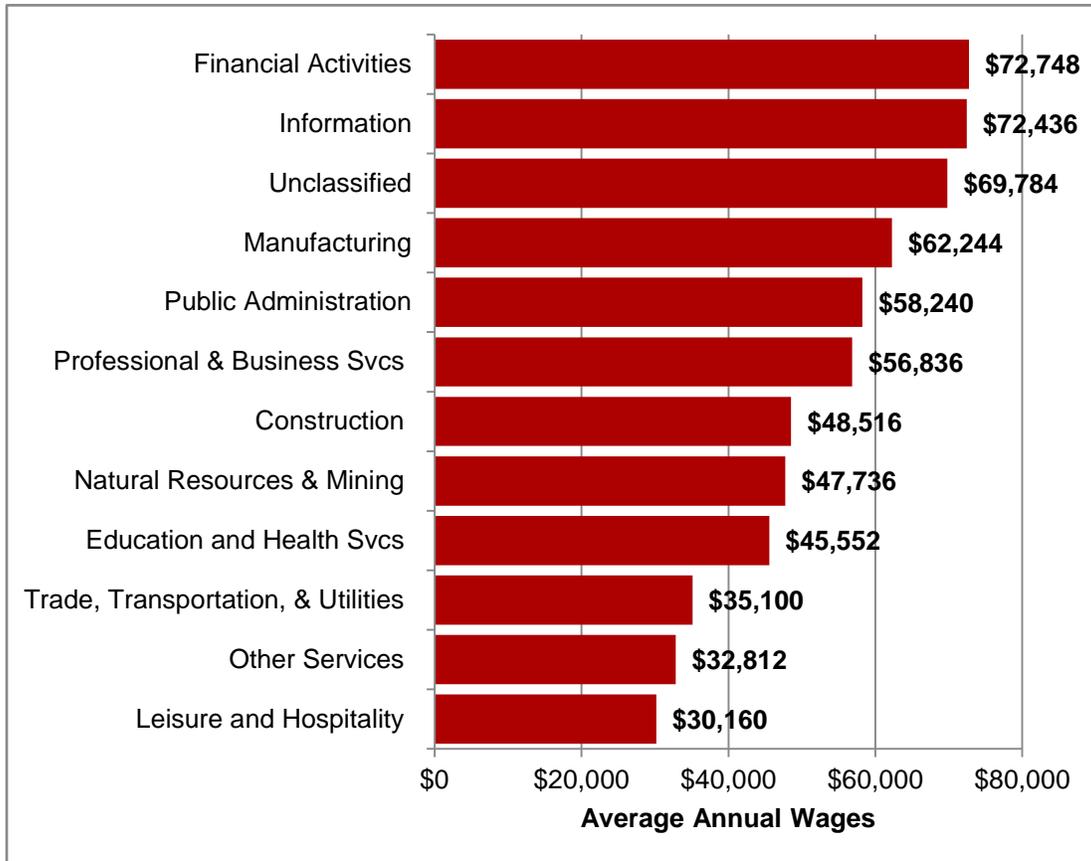
Figure 2
Douglas County Average Annual Employment by Industry, 2016
(Total = 18,831 Employees)



Source: DETR

The average annual wage for Douglas County workers was \$39,033 in 2011 and increased to \$43,316 in 2016 (based on an Average Weekly Wage of \$833), an increase of 10.97 percent. The highest average wages were associated with the financial activities and information super sectors. The Financial Activities Super Sector includes two sectors: 1) Finance and Insurance; and 2) Real Estate and Rental and Leasing. As shown in Figure 3, the financial activities super sector had an annual average wage of \$72,748. By comparison, the leisure and hospitality sector had the lowest annual average wage at \$30,160.

Figure 3
Douglas County Average Annual Wage, by Industry, 2016



Source: DETR

The manufacturing sector accounts for 8.8 percent of the jobs in the County. Although the number of manufacturing jobs has not changed significantly during the last six years, the number of manufacturing worksites in Douglas County has continued to increase during the last five years, as shown in Table 2. There were 72 worksites reported by DETR for the first quarter of 2011. For the first quarter of 2016, the number of worksites had increased to 82.

Table 2
Douglas County Manufacturing Worksites
First Quarters, 2011-2016

	First Quarter, 2011	First Quarter, 2012	First Quarter, 2013	First Quarter, 2014	First Quarter, 2015	First Quarter, 2016
Manufacturing Worksites	72	70	77	81	81	82

There were 1,665 manufacturing jobs in 2016 compared to 1,673 jobs in 2010. As shown in Figure 4, the highest employment number occurred in 2008 when there were 2,209 manufacturing jobs in Douglas County.

Figure 4
Number of Douglas County Employees in Manufacturing Industry, 2006-2016

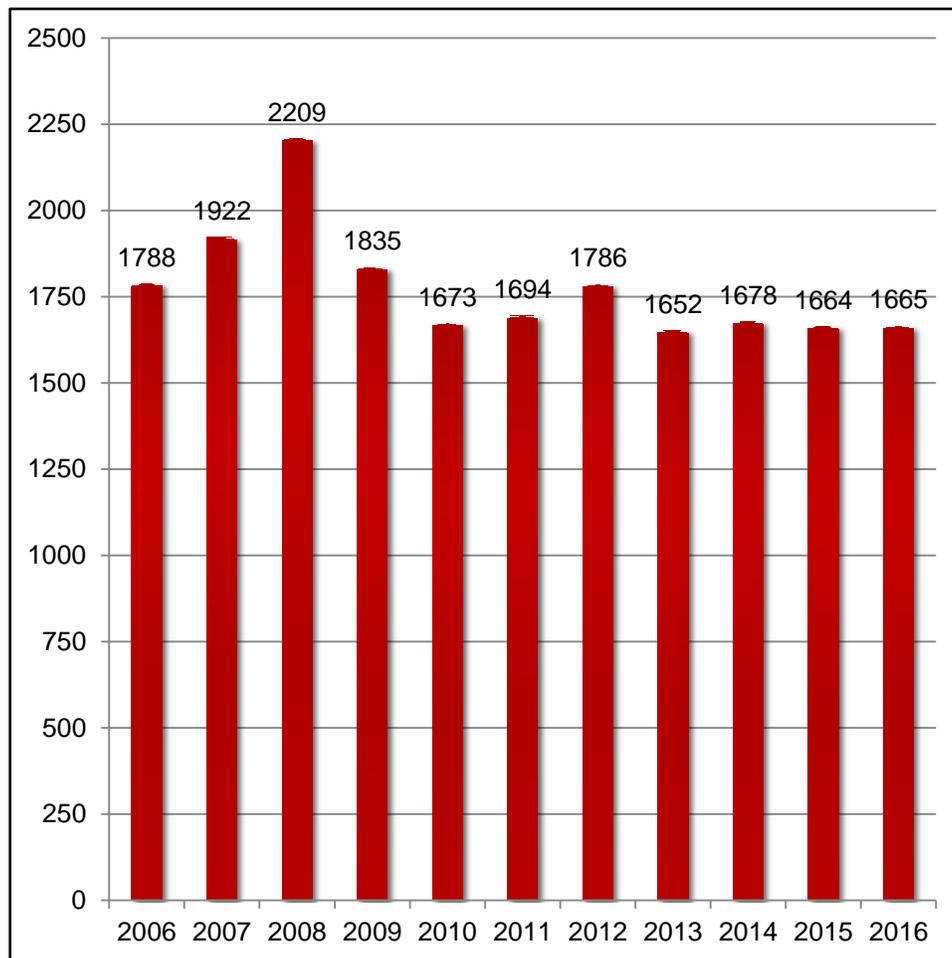


Table 3 provides information on the largest employers in Douglas County. The domination of the leisure and hospitality super sector, particularly the accommodation and food service sector, is clear when looking at the largest employers in the County. Harrah's continues to be the largest employer in the County, followed by the Douglas County School District and Douglas County.

Table 3
Top 20 Employers in Douglas County
(3rd Quarter, 2016)

Rank	Name	Size	Location
1	Harrah's Stateline	1,000 to 1499	Stateline
2	Douglas County School District	900 to 999	Minden
3	Douglas County	500 to 599	Minden
4	Montbleu Resort	600 to 699	Stateline
5	Bently Nevada	500 to 599	Minden
6	Harvey's Resort	500 to 599	Stateline
7	Hard Rock Hotel	400 to 499	Stateline
8	Carson Valley Inn	300 to 399	Minden
9	Carson Valley Medical Center	300 to 399	Minden
10	Wal-Mart Supercenter	300 to 399	Gardnerville
11	Lakeside Inn Casino	300 to 399	Stateline
12	Wal-Mart Supercenter	200 to 299	Indian Hills
13	Ridge Resorts/Resorts West	200 to 299	Kingsbury
14	TCS Staff	200 to 299	N/A
15	Starbucks Coffee	200 to 299	N/A
16	Edgewood Tahoe Golf Course	100 to 199	Stateline
17	Heavenly Valley Ltd Partnership	100 to 199	Stateline
18	The Home Depot	100 to 199	Indian Hills
19	Starbucks Manufacturing Corporation	100 to 199 employees	Minden
20	Smith's	100 to 199	Gardnerville

Source: DETR

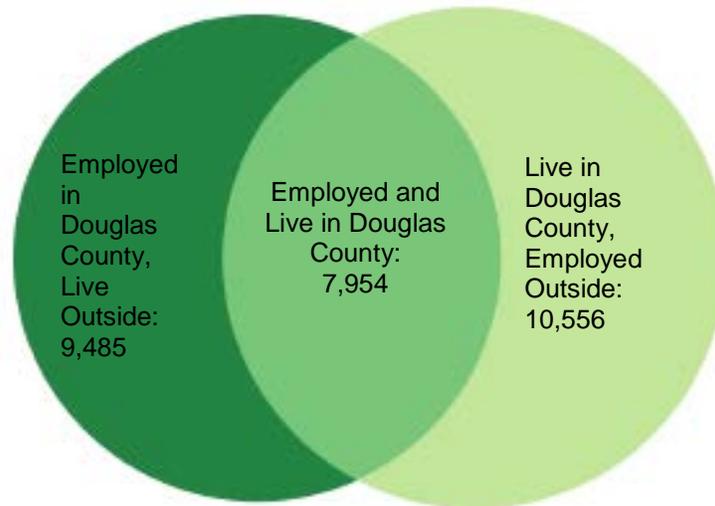
The employment origin and destination figures for 2014 (inflow and outflow counts) show that more people who work in Douglas County live outside of the County while more people who live in Douglas County work outside of the County than inside the County. For the 17,439 jobs in 2014, 54.4 percent of these jobs were filled by workers who did not live in the County. On the other hand, of the 18,510 Douglas County residents who work, 57.0 percent commute outside of the County for employment while 43.0 percent are able to work in the County. Figure 5 depicts how the inflow and outflow jobs intersect for Douglas County.

Table 4
Inflow/Outflow Counts of All Jobs in Douglas County, 2014

Worker Totals and Flows	Count	Share
Employed in Douglas County	17,439	100.0%
Employed in Douglas County but Living Outside	9,485	54.4%
Employed and Living in Douglas County	7,954	45.6%
Living in Douglas County	18,510	100.0%
Living in Douglas County but Employed Outside	10,556	57.0%
Living and Employed in Douglas County	7,954	43.0%

Source: U.S. Census Bureau, On the Map Application and LEHD Origin-Destination Employment Statistics for 2014

Figure 5
Employment Origin and Destination, 2014



Source: U.S. Census Bureau, On the Map Application and LEHD Origin-Destination Employment Statistics for 2014

REDEVELOPMENT AREAS

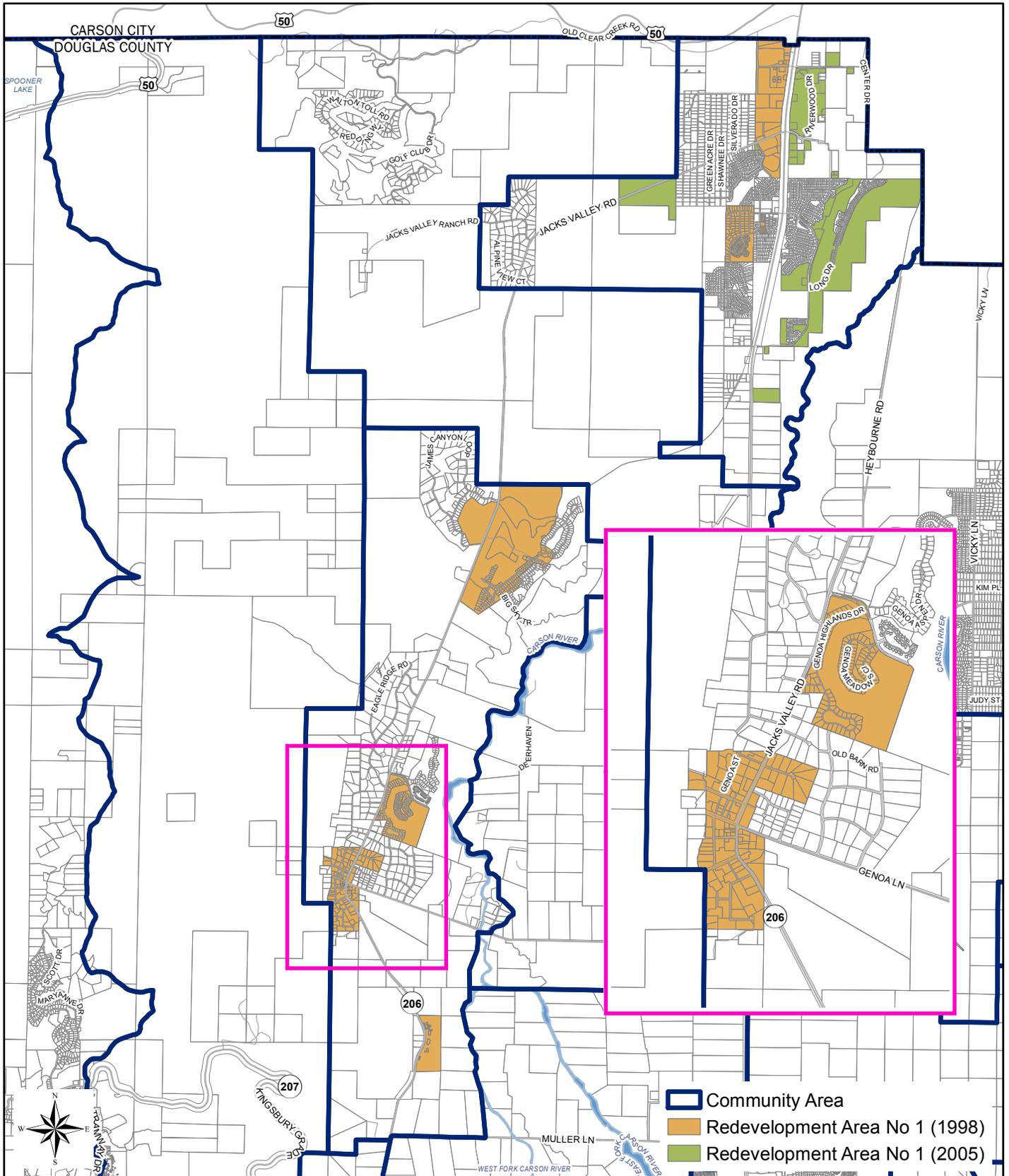
There are two redevelopment areas in the County. Redevelopment Area No. 1 includes areas within the Genoa Community Plan and the Indian Hills/Jack Valley Community Plan. Redevelopment Area No. 2, which was established in February 18, 2016, includes the casino core area in Stateline. The redevelopment areas in Douglas County are non-contiguous and extend over several different taxing areas. Map 1 displays Redevelopment Area 1 locations near the Town of Genoa and Indian Hills/North County and Map 2 displays Redevelopment Area 2 in Stateline.

The Redevelopment Agency in Douglas County receives just over \$2,000,000 per year in tax increment revenue. For FY 2016-2017, Redevelopment Area No. 1 is expected to receive \$2,050,388 in property taxes. Redevelopment Area No. 2 is expected to receive \$128,079 in property tax revenue. There have been five projects funded by the Redevelopment Agency since 2010. As shown in Table 5, a total of \$8,422,511.11 has been budgeted or spent on these projects. These include the Vista Grande Enhancement, the Genoa Main Street Enhancement, the Genoa Vista Trail, and the Genoa Wi Fi Network. The Redevelopment Agency has also approved funding for the County's North Valley Wastewater Treatment Plan.

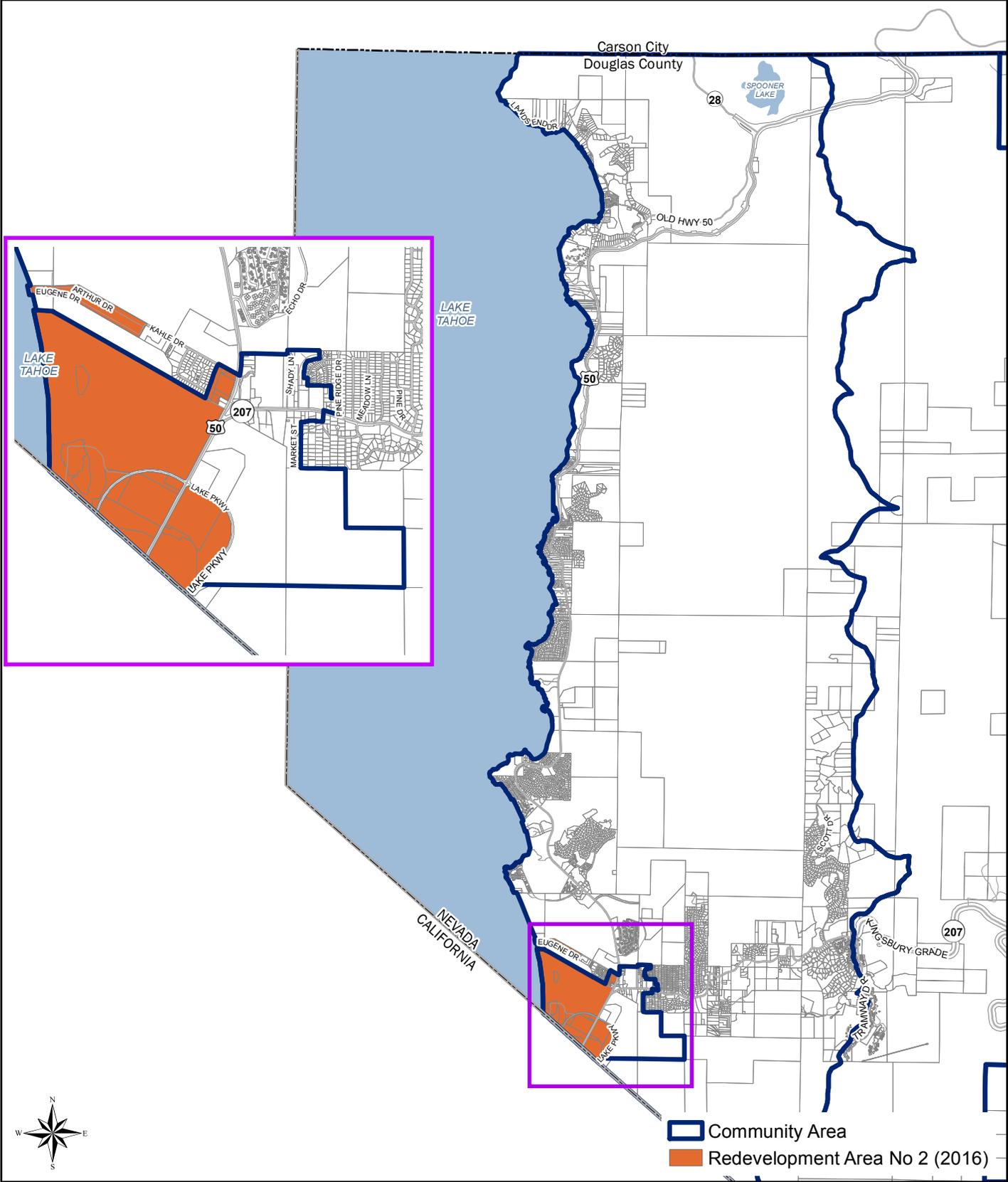
Table 5
Douglas County Redevelopment Agency Projects, 2010-2016

Project	Description	Amount
Genoa Main Street Enhancement (2011)	Project included construction of paver walkways, signage, information kiosks, improved parking and lighting, and undergrounding of utility poles.	\$1,582,994.54
Genoa Vista Trail (2011)	Project included construction of 1.2 miles of paved path and 0.1 miles of paver walkway path. Required easements, cost sharing agreements, and encroachment permits from several property owners, including Walley's Hot Springs, the Nature Conservancy, the U.S. Forest Service, NDOT, and Ranch No 1. Funding included a \$100,000 grant from The Nature Conservancy made possible by the State of Nevada Q1 Program.	\$805,587.80
Genoa Wi Fi Network (2015)	Project will add a full-scale Wi-Fi network in the Town of Genoa's downtown corridor, allowing visitors to access the Internet, find out more about local attractions and recreational opportunities, retrieve e-mail or surf the Web. Currently, obtaining a sufficient wireless signal in many areas of Genoa is challenging and this new improved technology will allow for enhanced internet connectivity.	\$20,000.00
North Valley Wastewater Treatment Plan (2015/2017)	Project consists of constructing a new sequencing batch reactor (SBR), aerobic digestion, and geotextile dewatering facilities. The Project will include constructing concrete structures, various pipelines, and installation of wastewater treatment equipment and appurtenant controls. Construction is expected to begin in the Fall of 2017 with completion by the Spring of 2019. The total project cost is \$7,500,000.00	\$4,700,000.00
Vista Grande Enhancement (2014)	Project included construction of 0.6 miles of Vista Grande Blvd south of Mica Drive to approximately Amador Circle, reconstruction of failed roadway, including new curb, gutter, sidewalks and bike lane striping.	\$1,313,928.77
TOTAL		\$8,422,511.11

Map 1 Redevelopment Area No. 1 in Douglas County



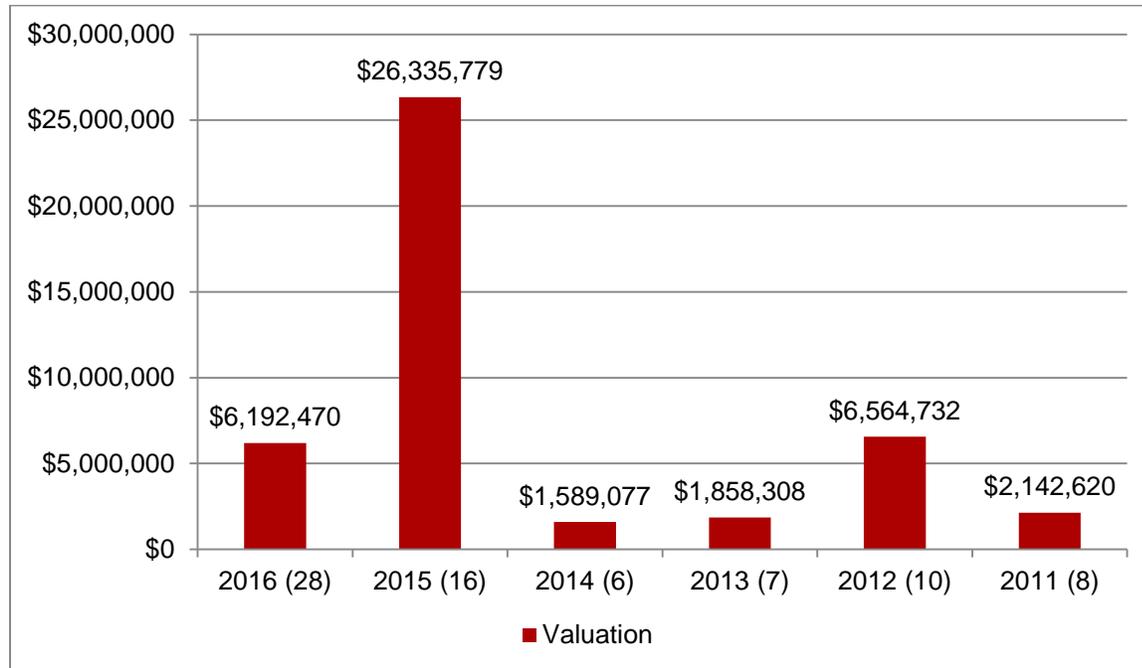
Map 2 Redevelopment Area No 2 in Douglas County



COMMERCIAL AND INDUSTRIAL DEVELOPMENT

Figure 6 displays the valuation of permits for new commercial buildings between calendar year 2011 and 2016 along with the number of permits issued for each calendar year. In 2011, for example, there were 8 permits for new commercial buildings with a total valuation of \$2,142,620. In 2015, there were 16 commercial permits with a total valuation of \$26,335,779.

Figure 6
Valuation of Permits for New Commercial Buildings, 2011-2016
(Number of Permits for Each Year)



There are three industrial zoning districts in Douglas County: light industrial, service industrial, and general industrial. The Light Industrial (LI) zoning district encompasses 1,725.70 acres and is located in three Community Plans: Airport, East Valley, and Topaz Ranch Estates/Holbrook Junction. The purpose of the light industrial zoning is to provide areas for the development of research, light industrial, warehouse, and distribution centers. The LI zoning district is used for all of the business parks in the Carson Valley.

The Service Industrial (SI) zoning district provides areas for light industrial uses with a mix of supporting commercial and retail uses and covers 99.84 acres. This zoning district is more commonly found in the Gardnerville, Gardnerville Ranchos, and Minden Community Plans. The Community Development Department initiated amendments to the light industrial and service industrial zoning districts in 2013 for the purpose of allowing more recreational and retail/personal services in both zoning districts and eliminating the screening requirements for accessory solar energy systems. These amendments were approved by the Board of Commissioners on April 4, 2013.

The General Industrial (GI) Zoning District provides areas for the development of general manufacturing and heavy industrial uses. There are currently only two parcels in the entire County that are zoned GI and these are located in the Airport (Meridian Business Park) and East Valley Community Plans (Old Sawmill Industrial Park). Both parcels are developed and are used for propane tank farms.

Table 6 provides information on the amount of industrial zoning in the County, by community plan. At the current time, most of the light industrial acreage is undeveloped. Of the 1,725.70 acres that are zoned light industrial, 938.08 acres, or 54.4 percent, are undeveloped. By contrast, almost all of the acreage that is zoned service industrial is built out. Of the 99.84 acres of acreage that is zoned service industrial, only 1.55 acres, or 6.43 percent, are undeveloped.

**Table 6
Industrial Zoning in Douglas County, by Community Plan***

Community Plan	Light Industrial (LI) Acreage		Service Industrial (SI) Acreage		General Industrial (GI) Acreage	Total Acreage
	Total (Developed & Vacant)	Vacant Only	Total (Developed & Vacant)	Vacant Only	Total**	
Airport	871.74	429.18			1.03	872.77
East Valley	658.77	473.83			1.01	659.78
Gardnerville			61.10	0.97		61.10
Gardnerville Ranchos			13.72	0.00		13.72
Minden			25.02	0.58		25.02
Topaz Ranch Estates/ Holbrook Junction	195.19	35.07				195.19
Total Acreage	1,725.70	938.08	99.84	1.55	2.04	1,827.58

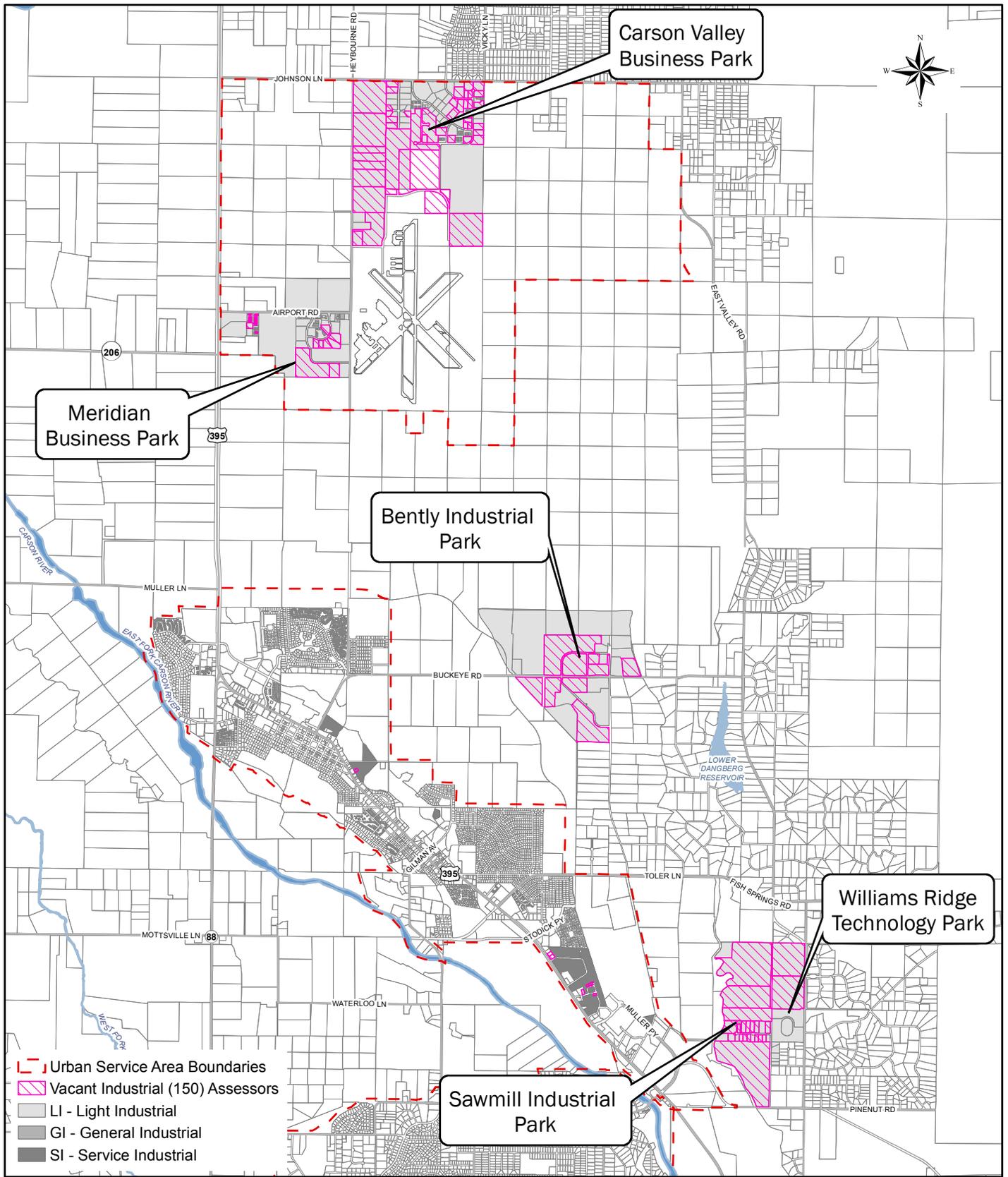
Source: Douglas County GIS, May 2016

*Does not include parcels with split zoning (e.g., A-19 and LI)

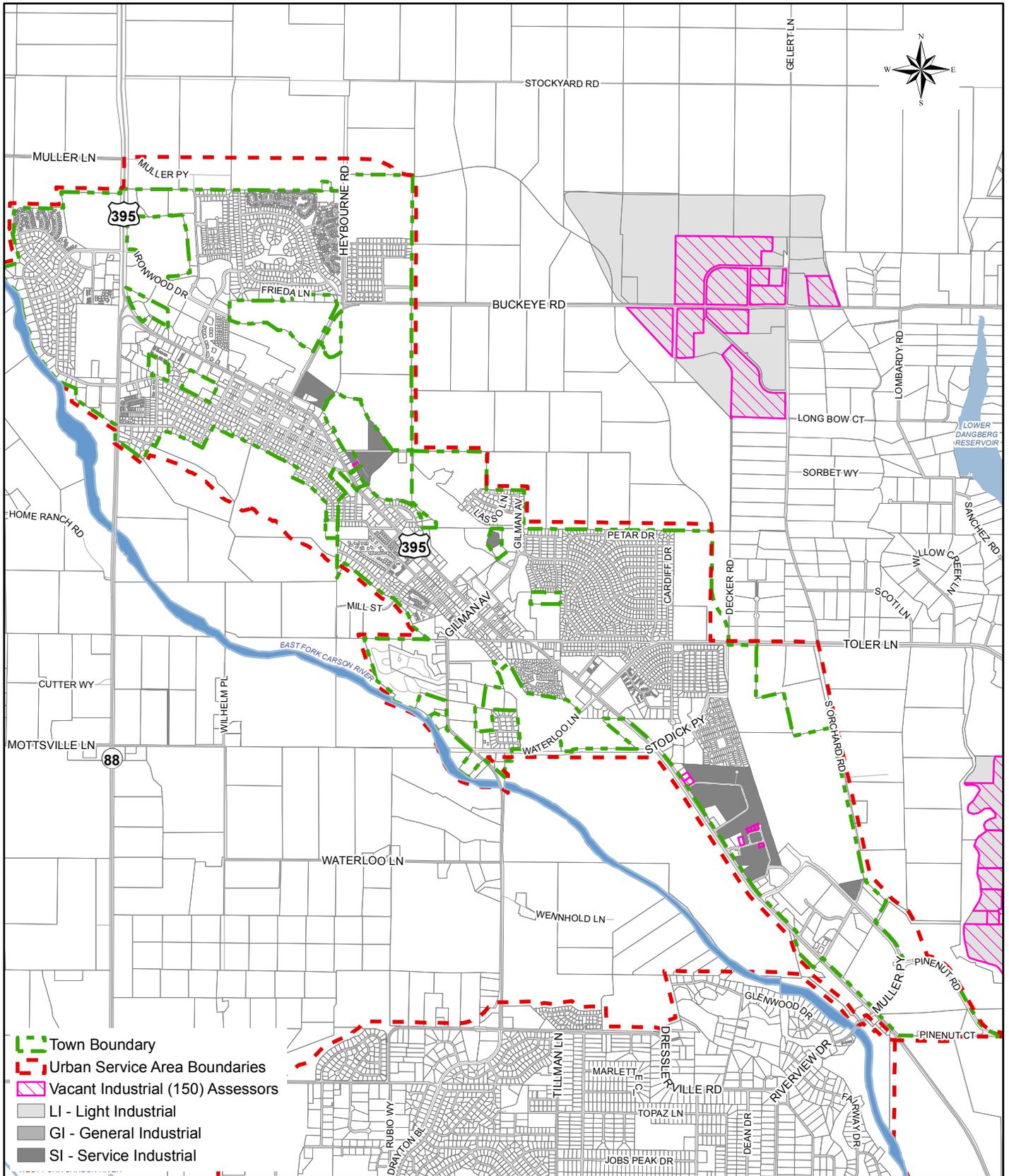
**All General Industrial Acreage is developed

Maps 3-6 display the location of industrial zoning in Douglas County and whether the acreage is developed or vacant. Map 3 includes the location of business parks in the Airport and East Valley Community Plans. Map 4 displays the location of service industrial parcels in Gardnerville and Minden while Map 5 displays the location of service industrial acreage in Gardnerville Ranchos. Map 6 displays the location of light industrial acreage in the Topaz Ranch Estates/Holbrook Junction Community Plan.

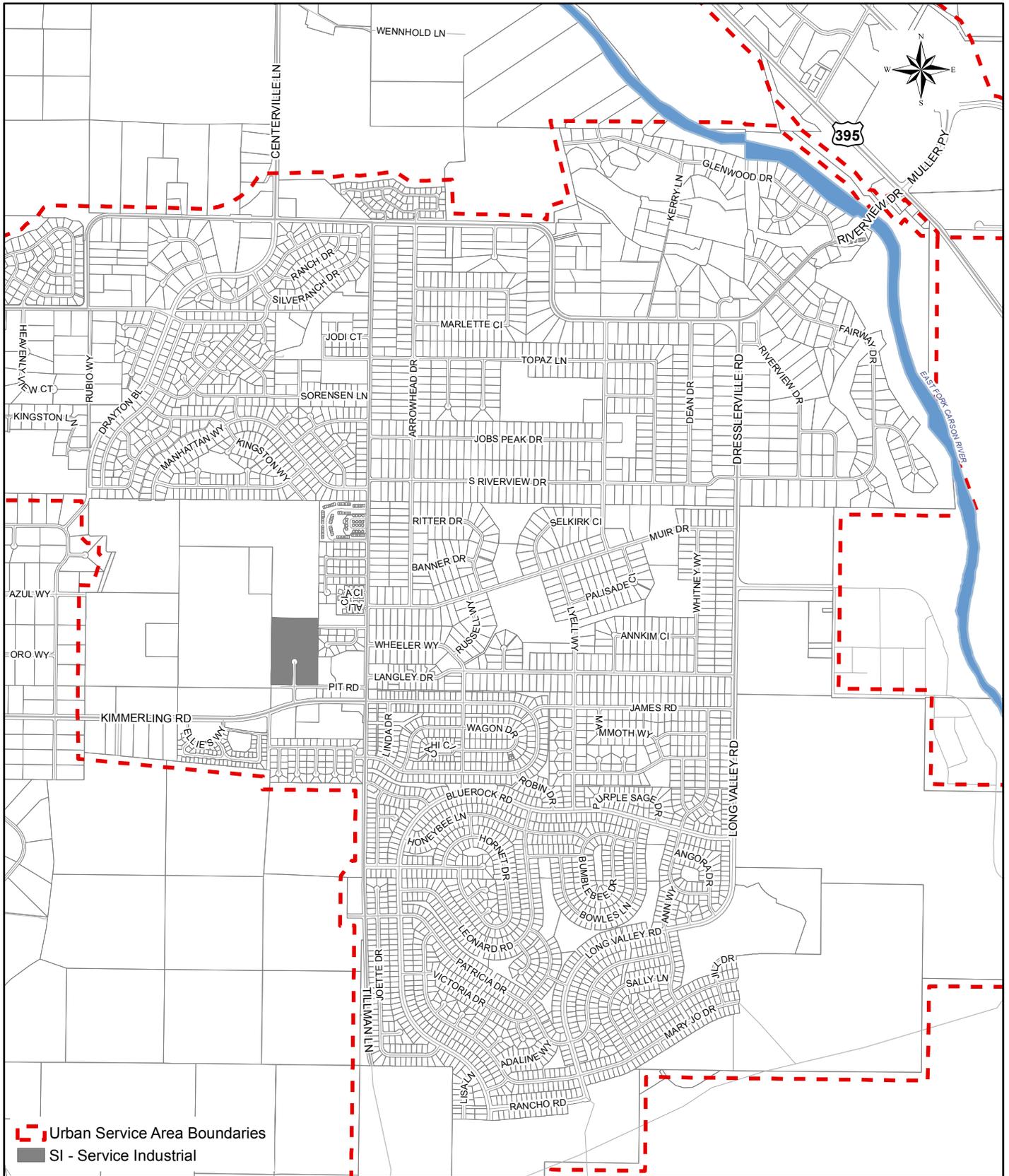
Map 3 Business Parks and Industrial Zoning in the Airport and East Valley Community Plans



Map 4 Industrial Zoning in Gardnerville and Minden Community Plans



Map 5 Industrial Zoning in Gardnerville Ranchos Community Plan



ECONOMIC DEVELOPMENT ISSUES AND OPPORTUNITIES

2016 MASTER PLAN SURVEY

The 2016 Master Plan Survey (898 responses) asked respondents to rank the importance of many different topics for the Douglas County Master Plan, such as Police and Fire Services, Education, and Public Infrastructure, on a scale of 1 to 5, with 5 being most important. Police and Fire Services were ranked highest with a rating of 4.30 followed by Natural Resource Conservation with a score of 4.15. Scenic Quality was ranked third with a score of 4.15.

Preservation of Agricultural Land and Public Infrastructure were both tied with a rating score of 3.99. Housing costs received a score of 3.59 while investment in the Towns of Gardnerville, Genoa, and Minden received a score of 3.47. The Economic Diversification topic received a score of 3.40.

Question 7 of the 2016 Master Plan Survey asked respondents to select the top 3 Master Plan Elements which needed the most improvement. The elements that were scored highest were the Growth Management Element, the Land Use Element, and the Housing Element. Although not selected in the top 3, Economic Development received the fourth highest response.

CRITICAL ISSUES CONFERENCE SURVEY

At the 2016 Critical Issues Conference, the conference participants were asked which factor contributed to their decision to locate or stay in Douglas County. Of the five possible answers (lower cost of business, quality of life, short commute, qualified workforce, business climate), 82 percent of the respondents selected “quality of life.” After quality of life, the second highest response was “business climate” with 8 percent response rate.

The survey asked employers if they intended to make investments in capital or equipment during the next three years. The majority of respondents, or 70 percent, stated they were planning to invest in new capital or equipment.

Employers were also asked if they planned to add new positions during the next three years. Again, the majority of respondents, or 68 percent, stated they did plan to add new positions.

Survey respondents were also asked several questions about employee housing. When asked if there was sufficient housing to serve their employees, 87 percent of the survey respondents stated “No.” When asked what Douglas County should do to help, there were four response options (more single-family residential, more multi-family, create live/work environments, and all of the above), 61 percent of the survey respondents stated “All of the above,” with the next highest response, or 24 percent, supporting multi-family development, including apartments and condos.

For information on proposed goals, policies, and actions to address housing needs in Douglas County, please refer to the Housing Element.

TARGET INDUSTRY OPPORTUNITIES

In 2012 the Western Nevada Development District assisted the County with funding to analyze opportunities around the Advanced Manufacturing Sector. More than just a look at manufacturing, the study determined the County has a robust Technology Sector (advanced manufacturing, clean-technology and research and development companies). It represented 141 technology companies with 1800 plus employees and accounted for \$111 million in annual wages. The average annual wage for the technology sector was \$61,666 in the 1st quarter of 2012 compared to the average County wage of \$39,297 in that same quarter.

As a result of the study, the County partnered with the Northern Nevada Development Authority (NNDa) to bolster recruitment and expansion of the industry. Since 2010, the manufacturing sector has increased by 13.8% in the number of companies. While job numbers remain relatively flat over that period, outreach visits to local companies indicate many are planning investments in capital projects and expansion of operations.

As of 2016, manufacturing represents 8.8 percent of the jobs in Douglas County, with an average annual wage of \$62,244. Leisure and hospitality, the largest industry in the County, represent 33.2 percent of jobs with an average annual wage of \$30,160. Growing the number of manufacturing business and jobs presents the greatest opportunity to diversify the Douglas County economy from a reliance on tourism and leisure jobs. Two strategies are in place to make this happen.

First is working with the Northern Nevada Development Authority and property owners to certify sites under Nevada Certified Site Program. A Certified Site designation serves as a pre-qualification, indicating that a property's title is clear, that it possesses sufficient utilities and other infrastructure for commercial use and that it is properly zoned and has adequate transportation access for such uses; among other criteria. NNDa sponsors the Certified Sites Program to enhance the region's appeal to companies not currently located here.

Second is a continued retention and expansion effort by the County's Economic Vitality Accelerating Advanced Manufacturing team, consisting of member business community, JOIN and Nevada Industry Excellence. The team does regular targeted outreach to existing manufacturers to offer resources in the areas of supply chain and workforce while also addressing any issues the businesses may have related to infrastructure or regulatory matters.

Another related area of opportunity is the Aerospace and Aviation industry. Outreach to the manufacturing industry also identified a group of businesses that service the aerospace and aviation industry. This combined with investments at the Minden-Tahoe Airport to expand utilities to the east side, allowing for more private hangar and business space, makes the area ripe for attraction of additional aviation businesses, aircraft, and jobs in the aeronautical fields. NNDa recently received a Brownfields grant that can be used to offset site certification cost. A location at the Airport will be considered under this program for certification and potential development.

DOWNTOWN REVITALIZATION

The South Shore Vision Plan was completed in 2011 and the Valley Vision Plan in 2013. Both plans were the result of collective community processes to define how South Shore/Stateline area and Carson Valley area should evolve over the next 20-30 years.

Great progress was made in the implementation of the South Shore Vision. It informed the update of the Tahoe Regional Planning Agency Regional Plan Amendment that was completed in 2012 and the adoption of the South Area Plan in 2013. It was the catalyst to begin the transformation of the South Shore from an area focused on gaming, to a world class destination where recreation and entertainment are the major attraction and gaming is an amenity. As a result, significant private sector investments were made in resort-related properties on both sides of the state line.

In 2017 a 1% Transient Lodging License Tax on all transient lodging businesses within the Lake Tahoe Township was approved by the Board of County Commissioners. Preliminary design and environmental documents for an indoor event venue are being developed by the Lake Tahoe Visitors Authority (LTVA). It is anticipated the LTVA will seek redevelopment funds for future construction of the facility. Construction of the facility is seen as an opportunity. An economic feasibility study by Convention Sports & Leisure ("CSL") concluded an entertainment venue within the casino core could host approximately 130 events a year, ranging from corporate and association meetings and banquets to conventions, performing arts, and

other special events. Annual spending could exceed \$30 million a year, increasing room revenues by over 30% and food and beverage by over 10%, with approximately \$2.5 million of additional tax revenues flowing to the local jurisdictions. It is also expected to add 386 jobs.

The Towns of Minden and Gardnerville also experienced private sector investment since the development of the Valley Vision plan in 2013. Major investments have occurred at Sharkey's Casino and the Overland Restaurant & Pub in Gardnerville, the Carson Valley Inn, TJ's Corral and COD Casino in Minden. Currently under construction is the Bently Heritage Estate Distillery which is slated to open to visitors in the summer of 2018 with the potential to be a catalyst spurring revitalization of downtown Minden.

Other progress includes the creation and growth of the Main Street Programs. The Main Street Gardnerville program saw growth in the number of businesses adding a net of 60 new businesses since 2009. In 2015 the Main Street Minden (MSM) District was formed. MSM recently engaged a consultant to develop strategies to expand and grow downtown businesses. The work will result in a toolkit with strategies for property owners, businesses and the public sector. Supporting MSM in the implementation of these long and short term strategies to revitalize the historic downtown should be a priority. Other opportunities to support both districts include: completion of the grant-funded Martin Slough Trail which will add a 2.5 mile urban link between the two towns; updating the 2010 Economic Market Analysis of the Main Street Gardnerville District to include the Main Street Minden District and evaluating development code amendments to reduce or waive off-street parking requirements in the downtowns.

BUSINESS LICENSING

Douglas County does not require a business license for new businesses. Instead, the County only requires the Fictitious Name Registration Form, which only needs to be renewed every five years. As a result, the County is not able to generate a list of current businesses in the County or obtain timely data on the numbers and types of businesses as well as numbers of persons employed by each business. Data from the State of Nevada is less granular and released 6 months to one year after it is generated.

Further, the absence of a business license means there is no regulatory review of new or existing businesses by the Community Development Department, the East Fork Fire Protection District (EFFPD), or the Douglas County Sheriff's Office. The EFFPD incident response form that is included with the Fictitious Name Registration package is voluntary.

At the current time, Washoe County and the cities of Reno and Sparks have developed a regional business license system. This new online system also includes look up features for building permits and development permits. Since the County has now entered into an agreement with Washoe County to create a development permitting system using Accela software, the County could explore developing a business license permit using the Accela software.

REDEVELOPMENT AREAS

During the recent update of the County's Strategic Plan, the Board of Commissioners included an initiative to reevaluate the Redevelopment Program and, if needed, identify priority projects and timelines. The Board, sitting as the Redevelopment Agency, directed staff to continue Redevelopment Area #2 in Stateline but asked staff to provide additional information about Redevelopment Area #1 in the Carson Valley to determine whether or not this redevelopment area should be eliminated, reduced in size, or continued in its current locations. Potential projects for Redevelopment Area # 1 could include:

- a) The extension of Vista Grande from its terminus off of Clear Creek Road to Jacks Valley Road at an estimated cost of \$2.5 million;
- b) Infrastructure Improvements for the Riverwood area of approximately \$2.5 million, and

c) A potential land purchase in Genoa for commercial/retail space, public parking, connected walkways, and public grounds

A potential project for Redevelopment Area # 2 in Stateline is the construction of an Event Center, which would be located at the MontBleu Casino.

BING MATERIALS GRAVEL OPERATION

The Bing Materials gravel operation, which is located on Kimmerling Road in the Gardnerville Ranchos Community Plan, is designated as Receiving Area and contains 178.45 acres. The gravel operation may end in the next five to ten years and presents a significant development opportunity for Douglas County. It may be appropriate for the County to begin discussions with the owner and community residents before the next Master Plan update about potential redevelopment options for area.

ECONOMIC DEVELOPMENT GOALS, POLICIES, AND ACTION

The following goals, policies, and actions for the Douglas County Economic Development Element set forth priorities for the next five to ten years.

ECONOMIC DEVELOPMENT GOAL 1

TO DEVELOP A THRIVING CLIMATE FOR BUSINESS AND LEARNING.

Economic Development Policy 1.1	Link education and economic development through the creation of public/private partnerships that encompass public education and targeted business sectors. Grow, diversify, and promote educational opportunities aimed at attracting and developing a qualified and accessible labor pool.
Economic Development Policy 1.2	Promote successful Douglas County business retention, expansion, and attraction efforts.
Economic Development Policy 1.3	Encourage training and assistance through the University of Nevada Reno, Western Nevada Community College, and Nevada Small Business Development Center.
Economic Development Policy 1.4	Continue the on-going efforts to simplify the Douglas County approval process for the businesses and industry.
Economic Development Policy 1.5	Douglas County shall work with other agencies to track economic trends in the area of business retention, economic development, and commercial and industrial development.
Economic Development Policy 1.6	Continue to collect, evaluate, and incorporate feedback from businesses during the development permit process to further meet their needs.
Economic Development Policy 1.7	Continue to research, adapt, and adopt best demonstrated practices from other communities and jurisdictions.
Economic Development Policy 1.8	Continue to recruit, retain, and expand Advanced Manufacturing Industry jobs.
Economic Development Policy 1.9	Recruit, retain, and expand Environmental Innovation Industry jobs.
Economic Development Policy 1.10	Develop programs to align workforce and education with identified industry clusters.
Economic Development Policy 1.11	Seek infrastructure improvements that support economic development efforts.
Economic Development Policy 1.12	Support programs aimed at strengthening the accessible labor pool, such as affordable housing, recreational opportunities, transportation alternatives, and higher/continued education.

Economic Development Policy 1.13	Promote commercialization of environmental research applications, including a business incubator.
Economic Development Policy 1.14	Support and participate in regional economic development programs, projects, and activities.

ECONOMIC DEVELOPMENT GOAL 2

TO EMPHASIZE THE IMPORTANCE OF “PLACE” AND PROMOTE THE DEVELOPMENT OF ATTRACTIVE DOWNTOWN CENTERS.

Economic Development Policy 2.1	Promote the revitalization of Stateline through the South Shore Revitalization Plan.
Economic Development Policy 2.2	Support environmental redevelopment to improve the built environment.
Economic Development Policy 2.3	Promote the revitalization of the Towns of Minden, Gardnerville, and Genoa.
Economic Development Policy 2.4	Support and work to expand the Main Street programs in Gardnerville and Minden.
Economic Development Action 2.1	Identify and secure funding for purchase of the LeFerme property in Genoa and
Economic Development Action 2.2	Consider amendments to the development code to reduce or waive off-street parking requirements in the downtowns.
Economic Development Action 2.3	Engage a consultant to illustrate the Main Street Gardnerville Vision.
Economic Development Action 2.4	Promote business opportunities and visitor experiences in Gardnerville using a GIS mobile map.
Economic Development Action 2.5	Develop and promote a more retail experience in Minden and engage a placemaking consultant.
Economic Development Action 2.6	Consider amendments to the Development Code to allow permanent sidewalk merchandise displays in the downtowns.
Economic Development Action 2.7	Complete infrastructure projects such as the Martin-Slough Trail; Muller Parkway; and utilization of Complete Streets vision and plan for US Highway 395.
Economic Development Action 2.8	Implement the South Shore Area Plan for Stateline.
Economic Development Action 2.9	Implement recommendations of the Tahoe Workforce Project and Connected Tahoe Broadband Project.
Economic Development Action 2.10	Work with local partners to initiate the development of an event venue in Stateline.

GOAL 3

TO CAPITALIZE ON OUTDOOR RECREATION AND LIFESTYLE.

Economic Development Policy 3.1	Continue to support recruitment, retention, and expansion of Outdoor Recreation and Lifestyle Industry jobs.
Economic Development Policy 3.2	Continue to support recruitment, retention, and expansion of Tourism and Visitor Services Industry jobs.
Economic Development Policy 3.3	Continue to support recruitment, retention, and expansion of Health and Wellness Industry jobs.
Economic Development Policy 3.4	Continue to support recruitment, retention, and expansion of the aviation and aerospace industry jobs.
Economic Development Action 3.1	Develop a communication and marketing plan for the Minden-Tahoe Airport.
Economic Development Action 3.2	Update the Airport Economic Study.
Economic Development Action 3.3	Communicate/Prepare for Aviation Terminal including Historical Gardens at the Airport to enhance community awareness of the airport, aviation history, and aviation careers.
Economic Development Action 3.4	Seek funding to improve upon bicycle, pedestrian and equestrian infrastructure that supports economic development.
Economic Development Action 3.5	Develop a network of partners to promote and advocate for outdoor recreation experiences.
Economic Development Action 3.6	Initiate Economic Impact Study to quantify the value of outdoor recreation.
Economic Development Action 3.7	Identify, recruit and promote major events to build excitement and understanding of the outdoor recreational assets.
Economic Development Action 3.8	Advocate for trails as part of infrastructure and development opportunities.
Economic Development Action 3.9	Develop a GIS layer for the public viewer which shows existing trails in Douglas County.
Economic Development Action 3.10	Pursue development of trail concept plan for the upper Kingsbury Grade segment of Pony Express National Historic Trail.
Economic Development Action 3.11	Promote agrihood strategy consistent with the land use, conservation, and growth management elements of the Master Plan.