



New Nevada Taskforce Members

Krys Bart, Reno/Tahoe Int'l Airport
Marybel Batjer, Caesar's Entertainment
Mike Baughman, Lincoln County RDA
Richard Bryan, Former U.S. Senator
Kimberlie Chambers, DK Productions
Glenn Christenson, Velstand Investments
Tim Crowley, Nevada Mining Association
Michael Dermody, DP Partners/NAIOP North
Norm Dianda, Q&D Construction
Heidi Gansert, Governor's Chief of Staff
Dorothy Gallagher, NSHE Regent
Brian Greenspun, Las Vegas Sun
Steve Hill, Las Vegas Chamber of Commerce
Terri Janison, Governor's Staff
Daniel Klaich, NSHE Chancellor
Mike Klowden, Milken Institute
Kevin Klowden, Milken Institute
Brian Krolicki, Lt. Governor
Ralph Murphy, NAIOP South
Maureen Peckman, Cleveland Clinic
Ian Rogoff, NIREC
Jeff Schnitzer, General Electric
Dan Schochet, Ram Power
Mary Simmons, NV Energy
Peter Thomas, Thomas Investment
Danny Thompson, Nevada AFL-CIO
Randolph Townsend, Gaming Commission
Randy Walker, McCarran Int'l Airport
Steve Wells, DRI
With special recognition to
Former Governor Kenny Guinn (1936-2010)

Ex-Officio Members

Tony Dazzio, NCED Commissioner
Miranda Du, NCED Commissioner
Leroy Goodman, NCED Commissioner
Marilyn Kirkpatrick, Nevada State Assembly
Larry Mosley, DETR Director
Charlie Myers, NCED Commissioner
Patty Wade, NCED Commissioner
Michael Skaggs, NCED Executive Director



March 18, 2011

On July 12, 2010, I convened the first meeting of the ***New Nevada Task Force*** – an impressively accomplished and broadly skilled group of thirty-seven individuals from the business, academic, not-for-profit and public service communities, who shared a dedication for charting the best course forward for Nevada's strategic economic development efforts. The New Nevada Task Force had neither formal legal standing nor budget authorization. The members were recruited because of their invaluable experiences and unique perspectives, and the compelling work product produced by these insightful Nevadans may hold transformative potential for this state for many years to come!

Nevada's hospitality and mining industries have served our state and her citizens well for many decades, and because of their strength and success, we did not forcefully embrace the deliberate policies necessary for economic diversification as rapidly as necessary. However, Nevada's brutal financial upheaval has finally cracked open the window for true economic innovation, and has provided the Silver State the "silver lining" of an opportunity to rethink our goals and approach to attracting new business categories, incentivizing business expansion, and providing the environment in which new businesses may be incubated.

A robust business environment serves as the most likely guarantee that the majority of our citizens will lead productive and satisfying lives. A strong economy will also generate sufficient resources to better provide for those public services essential to a healthy modern economy – such as education. The anemic economic condition which currently confounds Nevada provided a broad mandate to the New Nevada Task Force to formulate a compelling and realistic vision of how our state can recover successfully in the near-term, and a road map as to how to compete and thrive in the national and global economies long into the future.

The New Nevada Task Force reviewed many issues and challenges including:

- What were the strengths and weaknesses of our current business climate from a macro level?
- What mechanisms do we currently use within the Nevada Commission on Economic Development (NCED) to attract and retain businesses?
- How do we fund these initiatives / incentives?
- What has been our success rate?
- Which strategies do our competitors use? What has been their success rate?
- What do the comparative results look like?
- Is there a legislative agenda to be pursued?
- Which types of businesses should Nevada focus on recruiting?
- Which types of businesses should Nevada not be recruiting?
- What are our greatest assets when pursuing new businesses and industries?
- What assets are being hidden or ignored?
- How do we become more competitive?
- Which technology "clusters" hold the greatest potential for job creation?
- What are the strengths and composition of our current work force?
- How do we ensure a properly skilled workforce for targeted industries?



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The New Nevada Task Force fundamentally examined these issues and many others in collaboration with NCED; key business, community and public service leaders; the Nevada Department for Employment, Training and Rehabilitation (DETR), the Nevada Institute for Renewable Energy Commercialization (NIREC), the Governor's State Office of Energy, the Milken Institute and other key private sector analysts knowledgeable about Nevada, such as Jeremy Aguero and John Restrepo.

This important and vital effort was not about politics or geographic locations – the affiliations and philosophies of the members comprising the task force deliberately covered a diverse range of views and constituent groups on a statewide basis. We were about creating good jobs and a vibrant economy for the benefit of our entire state - particularly since so many of our fellow Nevadans were enduring the difficult plight of unemployment.

The "Phase One Report" is attached for your review. This is a "living actionable document," and the initiatives embodied within it have been embraced by the Governor, as highlighted during his State of the State message, and were included in his budget proposal. It has also received strong support from key legislative leaders, the Nevada System of Higher Education (NSHE), the K-12 community, professional economic development officials throughout the state, the private sector, the heads of critical infrastructure operations, the health-science community, the renewable/alternative energy industries, and organized labor leaders among others.

The New Nevada Task Force has identified several implementation steps which are currently being carried out by NCED staff and other agencies as well as private sector groups we have engaged as "champions" to move them forward. We are also planning an annual event that studies our progress with each initiative, and we will invite our task force members, state executive and legislative branch leaders, and our Congressional delegation to attend, discuss, and suggest the next steps in our evolutionary process of creating a "New Nevada."

I appreciate your attention to this report, and look forward to your constructive participation and support as we move forward in this critical partnership.

Best regards,

A handwritten signature in blue ink, appearing to read "Brian K. Krolicki". The signature is fluid and cursive, with a prominent flourish at the end.

Brian K. Krolicki
Lieutenant Governor
Chairman, New Nevada Task Force



New Nevada Taskforce

Report on Initiatives

*Submitted to:
Nevada Commission on Economic Development
March 2011*



New Nevada Task Force

Executive Summary

The New Nevada Task Force was convened on July 12, 2010 by Lt. Governor Brian Krolicki. In conjunction with his role as Chairman of the Nevada Commission on Economic Development (NCED), the Lt. Governor enlisted the services of a coalition of Nevada business, community and political leaders to search for the next big idea(s) that will strengthen and diversify the Nevada economy.

The mission of this unique and accomplished group of thirty-seven leaders was to engage their creative minds to collectively “chart the best course for Nevada’s strategic economic development efforts to improve the state’s economy and to create attractive jobs for our citizens – now and into the future.” The task force was scheduled to complete its work, and report on the first phase of the mission by January 2011, in advance of the legislative session.

The taskforce members included:

Krys Bart, Reno/Tahoe Airport
Marybel Batjer, Caesar’s Entertainment
Mike Baughman, Lincoln County Regional Development Authority
Richard Bryan, State of Nevada Senator
Kimberlie Chambers, DK Productions
Glenn Christenson, Velstand Investments
Tim Crowley, Nevada Mining Association
Michael Dermody, DP Partners and NAIOP North
Norm Dianda, Q&D Construction
Heidi Gansert, Former Assembly Minority Leader / Governor’s Chief of Staff
Dorothy Gallagher, Nevada System of Higher Education (NSHE) Regent
Brian Greenspun, President & Editor, Las Vegas Sun
Steve Hill, Las Vegas Chamber of Commerce
Terri Janison, Former President, Clark County School Board / Governor’s Staff
Daniel Klaich, Chancellor, Nevada System of Higher Education (NSHE)
Mike Klowden, President & CEO Milken Institute
Kevin Klowden, Managing Economist & Director, Milken Institute
Brian Krolicki, State of Nevada Lt. Governor
Ralph Murphy, NAIOP South
Maureen Peckman, Cleveland Clinic
Ian Rogoff, Chairman, Nevada Institute for Renewable Energy Commercialization
Jeff Schnitzer, General Electric

The taskforce members (cont.):

Dan Schochet, Ram Power
Mary Simmons, NV Energy
Peter Thomas, Thomas Investment
Danny Thompson, Secretary, Nevada AFL-CIO
Randolph Townsend, Former State Senator / Gaming Commission
Randy Walker, Director, McCarran Airport
Steve Wells, President, DRI
The late Governor Kenny Guinn

Ex-Officio Members included:

Tony Dazzio, Commissioner, NCED
Miranda Du, Commissioner, NCED
Leroy Goodman, Commissioner, NCED
Marilyn Kirkpatrick, Nevada State Assembly
Larry Mosley, Director, Department of Employment Training and Rehabilitation
Charlie Myers, Commissioner, NCED
Patty Wade, Commissioner, NCED
Michael Skaggs, Executive Director, NCED

Over a series of five meetings and interim sub-committee meetings, nine initiatives were identified, each with goals and objectives for near term and long term impact on economic and employment growth. Each initiative was assigned a sub-committee with “champions” as chair and co-chair, tasked with vetting the strategy for its viability, and potential for contributing to the long term well-being of our state. Each sub-committee was charged with identifying purposes for pursuing the initiative, subject matter experts or organizations through which the objectives may be attained following the conclusion of our task force, and a path for implementation.

The initiatives and the sub-committee chairs / co-chairs:

Technology Commercialization:	Ian Rogoff, Chair; Daniel Klaich, Co-Chair; Heidi Gansert, Co-Chair
Film and Digital Media Production:	Kimberlie Chambers, Chair; Terri Janison, Co-Chair
International Business Development:	Miranda Du, Chair; Mike Baughman, Co-Chair
Renewable Energy Industry Development:	Patty Wade, Chair; Tim Crowley, Co-Chair
BLM Land Acquisition & Use:	Richard Bryan, Chair; Peter Thomas, Co-Chair
Public / Private Partnership:	Tony Dazzio, Chair; Norm Dianda, Co-Chair
Medical Industry Expansion & Tourism:	Maureen Peckman, Chair; Glenn Christenson, Co-Chair
Road, Rail & Air Transportation:	Ralph Murphy, Chair; Randy Walker, Co-Chair
Business Expansion in National Defense:	Newly formed -- working group to be determined.

Note: Sub-Committee Reports accompany this summary.

Initiatives that are immediately actionable were incorporated in the Governor's State of the State address, and his budget plan for this biennium. Our New Nevada Task Force leadership achieved the initial goal of providing the preliminary steps on the road map to economic diversification for our great state.

The implementation steps for each initiative include:

Technology Commercialization:

Coordinating with Nevada Institute for Renewable Energy Commercialization (NIREC) and Nevada System of Higher Education (NSHE). Identifying start-up firms for consideration by the new NV Catalyst Fund.

Film and Digital Media Production:

Working with legislators for incentive programs that incorporate worker training; and seeking potential opportunity for constructing studios.

International Business Development:

Incorporate the work of NCED international team regarding exports, and coordinate activity with NCED international reps. Work with Las Vegas Convention and Visitors Authority (LVCVA) on international conventions.

Renewable Energy Development:

Provide complete report to the Nevada State Energy Office for implementation of asset development.

Public / Private Partnership:

Work with NAIOP and other private organizations to create a "Team Nevada" to incorporate the private sector in business creation and expansion.

BLM Land Acquisition and Use:

Coordinate with Energy Office task force; enlist the aid of Senator Reid's office to devise a Bureau of Land Management (BLM) land transition plan; and coordinate need for right-of-way corridors with the NV Energy Assistance Corporation Board.

Medical Industry Expansion:

Break into three categories: medical industry growth; bio-science technology development; and medical tourism. Enlist Nevada Biotechnology and Bioscience Consortium for bio-science development; form a committee for medical tourism development; and assist existing facilities with staffing shortage and other training needs.

Road, Rail & Air Transportation:

Provide findings to the Nevada Department of Transportation (NVDOT) for evaluation and implementation. Lt. Gov. Krolicki is Vice Chair of NVDOT.

Business Expansion in National Defense:

Enlist the aid of subject matter experts to formulate plans for objectives at each Nevada facility. Plans TBD.

Planning is underway for the first annual Nevada Economic Outlook Summit scheduled tentatively for Fall 2011. We will re-convene our New Nevada Task Force, invite the participation of the Nevada Congressional Delegation, and ask that key Nevada influencers and thought-starters join us to review our progress toward creating a New Nevada. We'll push, prod and think-tank our way to the future with our key leaders moving Nevada toward the goal of sustainable diversity.

Attachments

Sub-Committee Reports for:

- Technology Commercialization
- Film and Digital Media Production
- International Business Development
- Renewable Energy Industry Development
- BLM Land Acquisition & Use
- Public / Private Partnership
- Medical Industry Expansion & Medical Tourism
- Road, Rail & Air Transportation
- Business Expansion in National Defense Sector



The New Nevada Task Force **Technology Commercialization** **Sub-Committee Report**

Chair: Ian Rogoff

Co-Chair: Dan Klaich

Our objective is to establish a technology commercialization platform in Nevada for the robust development of entrepreneurial activity resulting from applied research from Nevada's universities and public and private sector research entities. Resultant employment will be derived across numerous business segments compatible with the existing or developable competencies in the state, such as renewable energy, aerospace, defense systems, etc.

The recommended strategies include:

Plan Development

- Complete the study of implementation plans utilized around the country to identify best practices to incorporate in the "New Nevada Plan" (not officially adopted) for Technology Commercialization. Note: The Utah "USTAR" model has met with success in a short period of years, and the state's demo/geo makeup is the most similar to Nevada.
- Determine the key areas of competencies/specialization Nevada should attack (leverage) first.
- Determine adequate initial funding necessary for a four (4) year development program, and the potential ROI for presentation to key political leaders following discussion with the Governor's office. Also, determine the:
 - a. Potential for federal grant funding (e.g. EDA) to cover the cost of feasibility studies, and initial research and development funding.
 - b. Potential for public/private partnerships, i.e. Varian Medical Systems, Bigelow Aerospace, Siemens, or General Electric, that will provide the companies with intellectual capital and exclusive rights; and the state with private sector investment.
 - c. Federal matching funds via our Congressional delegation, and Federal Small Business innovation Research grants.
- Structure under which we can fund the program, i.e. a state-sanctioned not-for-profit corporate entity that does not run afoul of the constitutional mandate against general funds invested in private ventures (or quasi-private ventures).



Implementation

- Establish a state advisory board for oversight of the program(s) launched under the plan. This board would be responsible for interface between the operating entity and the constitutional offices and officers of the state. The State Treasurer or their representative will be an ex-officio member of the Board.
- Determine and prioritize the core competencies in which tech commercialization would be suitable for Nevada-based intellectual property currently in existence (in NSHE and the private sector); and for competencies compatible with Nevada for which investment in innovation teams should take place. As noted by USTAR officials, “Invest in existing core competencies that are just one missing piece away from a complete capability set.”
- Establish the potential structure and plan of each Center for Innovation (not officially adopted term), and funding necessary for each.
- Assign projected costs to each stage, and identify sources for investment or funding, including participation from state, federal, and private sector sources.

Evaluation Practices (Paraphrased from several USTAR officials’ observations)

- Set goals and objectives for NSHE research institutions to increase research capacity, the amount of research dollars attracted (esp. from federal and private sector sources) and the production of marketable IP (e.g. through luminary faculty hire in a chosen area of competence).
- Set short term milestones with small layers of commercialization seed funding and entrepreneurial support services. Showing rapid successes has led to progress in obtaining additional funding for technology development and seed funding to accelerate product to market.
- If a development is to fail, fail fast, and move on. Funding is set up as an investment program/model with strict adherence to milestone payments. (If milestones are not met, further funding is not provided.)
- Technology commercialization is embraced and integrated throughout the research institutions (e.g. included in faculty tenure consideration).

Legislative action necessary to accomplish strategies:

- To be determined, within the framework of BDRs submitted by Lt. Governor Krolicki, Assemblywoman Kirkpatrick, and State Treasurer Marshall, where state-sponsored funding mechanisms are required.

Organization necessary for implementation and management of initiative:

- To be determined.



The New Nevada Task Force

Film, Television and Digital Media Production Sub-Committee Report

Chair: Kimberlie Chambers

Co-Chair: Terri Janison

Additional Committee Members: Luis Valera, NCED Commissioner

Our objective is to determine the means by which the state can expand the economic impact of film, television, commercial and digital media production beyond the current \$100 million annually, and achieve competitive status with other states that have surpassed Nevada's production revenue in recent years. Also, establish scalable market share in the high growth segments of digital media and television commercial production.

The recommended strategies include:

Motion Picture and Television Production

- Review and record the incentives offered by states most competitive to Nevada, i.e. New Mexico, Texas, Utah, etc. to determine:
 1. The type of incentive offered, refundable tax credit or transferable tax credit.
 2. The taxes on which the refund is based.
- With each state, compare the expenditures on which taxes are levied vs. Nevada. Does the tax exist in Nevada?
- In the case of each state, identify the taxes Nevada could abate or credit (or legislate a transferable tax credit); and the taxes we do not charge, highlighting them as a "potential tax not levied".
- Propose a program, similar to Texas that ties incentives to employment of Nevadans as skilled labor or trainees, and apply the incentives to the Modified Business Tax charged.
- Propose a program for long term investment in construction of production and post-production facilities that is tied to capital investment and employment levels, and will grant tax abatements on the sales and use tax, personal property tax, and modified business tax, for a period of five (5) to ten (10) years to the investor.



Digital Media Production

- Determine the industries (products) where digital media production is utilized, i.e. video games, television/internet commercials, movies, television shows, etc.
- Determine the top companies (i.e. top 5) in this industry segment, and the advantages of their current operating location.
- Compare the assets and business climate available in Nevada to determine if this is an industry segment we can pursue for entrepreneurs in the business, or existing production companies for location or re-location in Nevada.
- In conjunction with the Technology Commercialization sub-committee, determine if this is a target industry for tech comm.

Television/Internet Commercial Production

- Ascertain the advantages Nevada holds for television and internet commercial producers.
- Determine the growth opportunities for short term (or long term) employment in this industry segment.
- Determine what, if any incentives are necessary to increase the market share for Nevada in this industry segment, and any legislation needed to employ the incentives.

Legislative action necessary to accomplish strategies:

- Specific language necessary for inclusion in the BDR introduced by Assemblyman Aizley for incentives in motion picture production and digital media production with specific local labor and training objectives included.

Organization necessary for implementation and management of initiative:

NCED / Nevada Film Office



The New Nevada Task Force

International Business Development Sub-Committee Report

Chair: Miranda Du

Co-Chairs: Mike Baughman
Kevin Klowden

Additional Committee Members: Brian Krolicki, Lt. Governor
Randy Walker, McCarran Airport
Krys Bart, Reno/Tahoe Airport

Our objective was to begin exploration of various means for the development and growth of international business opportunities in Las Vegas and Reno/Tahoe, leveraging the existing transportation and hospitality infrastructure assets, and seeking opportunities for infrastructure expansion utilizing external resources, i.e. federal or foreign investment. Due to current budgetary limitations, the initial focus of most recommendations is based on the scalability of existing assets, with exception being the bid for the 2022 Winter Olympic Games.

The recommended strategies include:

2022 Winter Olympic Games

- Determine the potential for staging the 2022 Winter Olympic Games in the Lake Tahoe Basin, reprising the very successful 1960 Winter Olympics effort.
- Review the costs/benefits of previous winter game events in Lake Tahoe, Vancouver, and Salt Lake City.
- Assess the infrastructure investment necessary from external sources that will support the staging of the games, i.e. competition venues, hotels, roadway improvements, air transport improvements, etc.
- Engage a subject matter expert as consultant to the working committee preparing the bid.

Import / Export

- A determination of the current capacities and capabilities of the major and secondary airports serving Las Vegas and Reno with regard to cargo. Meetings with the airport authorities in Reno/Tahoe and Las Vegas will determine current capacity and planned expansion, if any. Note: Cargo capacity in Las Vegas has been upgraded recently by space manager Marnell Companies, now reportedly bringing Las Vegas to par with airports of this size. A determination regarding Reno/Tahoe facilities for cargo in particular, must be ascertained.



Import / Export (cont.)

- Assess the market for air freight from Asia to Reno, and the potential for growth, through discussions with existing and/or targeted carriers.
- Since cargo on passenger flights is the initial target for Las Vegas facilities, work with Marnell Companies to support their efforts for increased utilization of the newly built facilities they manage.
- Determine the need and availability of customs services on up to a 24 hour basis for incoming freight.
- Determine the availability of foreign trade zones in northern and southern Nevada as an additional service offering.
- With the assistance of NAIOP compile a list of the top five (5) developers currently leasing industrial and office space in Las Vegas and Reno/Tahoe, and determine their international targets, if any. Add a representative of this group to the committee for purposes of message and method coordination, as well as private sector support.

Convention and Conference Services Expansion

- Determine new opportunities for meeting and conference business, compatible with our current facility infrastructure and core competencies in conjunction with the convention and visitor authorities in Las Vegas and Reno/Tahoe.
- Add bio-science conferences to the target list for attraction to northern and southern Nevada. In conjunction with this effort:
 1. Compile a list of compatible resorts, i.e. non-gaming centric facilities, to recommend for specialized conferences.
 2. Add one or two subject matter experts to the committee executing this effort.
- Collaboration with the Consumer Electronics Show (CES), as an example, for a permanent worldwide convention home in Nevada.

Direct Foreign Investment

- Utilize our NCED international representatives to determine a target list of companies for overtures from NCED for business expansion. Devise a plan for invitation of these companies to Nevada for further consultation.
- Have China as our initial target, utilizing the Memorandum of Understanding signed by Lt. Governor Krolicki and Chinese officials in December 2009 as the framework for these overtures.
- Consult Northern Nevada Development Authority and three other approved EB-5 Programs regarding the inclusion of their EB-5 Program in plans for attracting foreign investment.



Direct Foreign Investment (cont.)

- Future potential for development of a World Trade Center in Las Vegas as a platform for foreign business opportunities.
- In conjunction with the convention and visitor authorities, mine the databases of registered attendees to conventions/conferences currently scheduled to come to Las Vegas and Reno/Tahoe, and set meetings (possibly using a hospitality suite) to discuss their company growth plans for potential expansion and/or relocation opportunities.

Business Services

- Determine the business sectors, if any, where Las Vegas and Reno may be compatible as a business services hub. Are there regional headquarters currently existing in any prominent business category?
- Enlist the assistance of an industry leader in investment banking, consumer banking, accounting, etc. to determine the qualities (geographic and otherwise) necessary to support a business sector's regional hub.

Legislative action necessary to accomplish strategies:

- To be determined.

Organization necessary for implementation and management of initiative:

- International Business Development Council of NCED



The New Nevada Task Force

Renewable Energy Industry Asset Development Sub-Committee Report

Chair: Patty Wade

Co-Chair: Tim Crowley

Additional Committee Members: Dan Schochet

Mary Simmons

Our objective is to support and inspire the development of the renewable energy assets in the State of Nevada, including power production and mineral assets.

The recommended strategies include:

Renewable Energy Production

- Determine the obstacles currently existing that impede the development of power production facilities in solar, geo-thermal and wind, by category. Note: Use the information determined by the NSOE Strike Team(s) as the foundation for this report segment.
- List the obstacles that can be impacted by the Nevada Legislature; and those that require Federal intervention.
- Determine the process by which developers obtain financing for their projects, and if our state approval processes delay the financing approvals necessary.
- Map all “fast-track” methods employable for the rapid approval of renewable energy projects, and how we may implement them within the next twelve (12) months, or by December 31, 2011.
- Enlist the assistance of NV Energy to streamline the approval and/or financing process for qualified renewable energy developers.

Mineral Asset Exploration and Development

- Identify any additional minerals indigenous to Nevada that are a part of the renewable energy supply chain, or used in energy storage, and the volumes available for mining. Already identified are lithium and vanadium, key to energy storage.
- Using the geology experts from UNR, determine the process steps needed to bring the minerals to market, and which processing steps may be viably and economically performed in Nevada, thus creating jobs.
- Identify end users (i.e. battery producers) and the value of Nevada products to their production process. Who is our competition?



Mineral Asset Exploration and Development (cont.)

- Seek public / private partnerships that may result in mining and processing of the minerals, and job creation.
- Collaborate with the technology commercialization sub-committee (or subsequent working group) to fully exploit the potential of mineral mining and processing, and any resulting technology innovations.

Exporting Power

- Determine the locations of predominant power production in solar, geo-thermal and wind, and collaborate with the Nevada Energy Assistance Corporation (NEAC) for the location of corridors for the delivery of power to main trunk lines for potential export or delivery to other sectors of the state.

Legislative action necessary to accomplish strategies:

- Incentives for application to the mining and processing of minerals specifically related to renewable energy production and/or energy storage (advanced battery technology)

Organization necessary for implementation and management of initiative:

- NCED, NSOE



The New Nevada Task Force

Public/Private Partnership Sub-Committee Report

Chair: Tony Dazzio

Co-Chair: Norm Dianda

Additional Committee Members: Ralph Murphy, Michael Dermody

Our objective is to utilize the membership and organizational connections of existing successful business service groups to execute business-to-business marketing on behalf of Nevada, nationally and internationally, to attract business relocation and expansion to our state, and help prospective businesses through the process. Also, exploration of major new business categories.

The recommended strategies include:

Resource Identification

- Identify the top five (5) industries to target, i.e. regional distribution, specialty steel production, etc.
- Determine the business service organization (or segment of the organization) whose members are senior executives in each targeted industry, and enlist their assistance as “ambassadors” for Nevada.

Implementation

- Form a small advisory board, utilizing the subject matter experts and identified business segment leaders as resources to formulate an action plan for each targeted industry.
- Enlist NCED to compose a 30 second “elevator speech” with quick facts about the business advantages of Nevada, i.e. tax climate, employee resources, etc. These will be customized for the each targeted industry.
- Ask ambassadors to identify their top five or ten industry executives they would like to lure to Nevada via expansion or relocation.
- Determine additional resources necessary to support the efforts of our executive ambassadors, and enlist the aide of NCED to devise methods for obtaining them.
- Determine reasonable and achievable quarterly and annual goals for 2011 and 2012 for businesses this group and NCED will target for concentrated recruitment efforts.
- In collaboration with the Development Authorities, NCED will create a Code of Ethics for the conduct of business development activities throughout the state.



New Industry Category(s)

- Secure a major professional sports franchise in southern Nevada, i.e. National Basketball Association team.
- Secure financing and development of a sports arena (or arenas) in southern Nevada to support professional sports.

Legislative action necessary to accomplish strategies:

- None

Organization necessary for implementation and management of initiative:

- Advisory Board with title and standing to be determined.



The New Nevada Task Force

BLM Land Acquisition and Utilization Sub-Committee Report

Chair: Richard Bryan

Co-Chair: Peter Thomas

Additional Committee Members: Patty Wade, Renewable Energy Sub-Committee

Our objective is to facilitate the transfer of BLM controlled land from the federal government to the state for specific uses that will benefit development of renewable energy projects and/or other uses benefitting the economic diversification of the state.

The recommended strategies include:

Previous Legislative Initiatives

- Use previous legislative initiatives, specifically the Southern Nevada Public Land Management Act, for precedent, structure and historical knowledge.

New Initiative Formation

- Enlist the aide of Neil Kornze from Senator Reid's office for guidance on the parameters under which BLM land would likely be transferred to the state, and for what use.
- Compile a list of specific uses the state has for the land, i.e. wind energy development of "x" mega watts, requiring "x" acres in a specific location(s).
- Collaborate with Nevada State Office of Energy (NSOE), Nevada Energy Assistance Corporation (NEAC) Board and NV Energy regarding their geographic targets for energy corridors to transport energy for inter-state and intra-state purposes.
- Determine whether each use requires a permanent transfer of the land or a long term leases, with renewal clauses.
- Determine a desirable time line for transfer and use.

Legislative action necessary to accomplish strategies:

- To be determined.

Organization necessary for implementation and management of initiative:

- To be determined.



The New Nevada Task Force

Medical Industry Expansion/Medical Tourism And Bio-Science Technology Development Sub-Committee Report

Chair: Maureen Peckman

Co-Chair: Glenn Christenson

Additional Committee Members: Dan Klaich

Our objective is to evaluate the opportunities available for the expansion of the medical industry in Nevada, including medical facility expansion, medical tourism and applied research in bio-science technologies.

The recommended strategies include:

Medical Facility Expansion

- Determine the strengths, weaknesses and any critical needs currently in the health care facility infrastructure in northern and southern Nevada.
- Make a high level determination regarding the opportunities for job creation within the existing medical community, i.e. quantifying the nursing shortage, as well as the need for medical specialists.
- Based on the knowledge of the committee members and subject matter experts, present a high level determination regarding the expansion of medical facilities in Nevada as being a near term (5 year) goal.
- Form an advisory board to study and monitor the realities of facility expansion as an economic and workforce development opportunity.

Medical Tourism

- Determine the potential for medical tourism and the top services necessary for initial success.
- Review other areas within the U.S. or off – shore where medical tourism has grown, and the elements necessary for that growth, i.e. facilities, adjacent accommodations, etc.
- Determine the initial service(s) Las Vegas has or needs to successfully enter this business segment.



Bio-Science Technology Development

- Form a bio-science technology consortium consisting of major stakeholders from the medical community, education, private sector and economic development to steer current and future activity in applied bio-science research and development.
- Obtain a grant to do a core competency study for Nevada to generate a bio-science roadmap (Tim Porter, UNLV) which will identify the specific areas in which we should invest, for the greatest opportunity of a return in technology transfer.
- Determine facility needs for research and business incubation, with at least one such facility in northern Nevada and one in southern Nevada.
- Determine adequate initial funding necessary for a four (4) year development program, and potential ROI for presentation to key political, education and industry leaders.
- Identify the businesses where public/private partnerships should be formed, and ideas incubated in our state. What relocation opportunities exist, as well as startup opportunities?
- Form a target list for NCED to pursue for relocation or expansion in Nevada.

Legislative action necessary to accomplish strategies:

- To be determined within the framework of the BDRs submitted by Lt. Governor Krolicki and Assemblywoman Kirkpatrick where state-sponsored funding mechanisms may be provided.

Organization necessary for implementation and management of initiative:

- Nevada Bio-Science Development Consortium (not officially adopted)



The New Nevada Task Force

Road, Rail and Air Transportation Sub-Committee Report

Chair: Ralph Murphy

Co-Chair: Randy Walker

Additional Committee Members: Krys Bart
Steve Hill

Our objective is to study the road, rail and air transportation assets throughout the state to identify underutilization and expansion opportunities. Based on the premise that efficient mobility and logistics are essential for sustained economic growth and diversification, identify and implement strategic improvements and enhancements to Nevada's surface and air transportation assets to expand passenger and freight capacity and efficiency.

The recommended strategies include:

Overview

- Identify and implement strategic infrastructure improvements in road, rail and air transportation assets to eliminate inefficiencies and expand capacity to achieve the following objectives:
 1. Passenger Transportation:
 - Improve and expand our capacity to deliver domestic and international tourists and business travelers to our major markets and tourist destinations.
 - Improve local road and transit systems to enhance mobility for local residents to travel to work, school, retail and leisure venues. This would include the expansion of intercity light rail rapid transit.
 2. Freight Logistics:
 - Enhance our capacity to import food, consumer and commercial products to our markets.
 - Improve the efficiency of the distribution of goods and services with our local economy.
 3. Infrastructure Improvement / Employment:
 - Accelerate infrastructure improvements to achieve the objectives listed above and to mitigate the severe unemployment in the construction sector.
 - Promote permanent employment opportunities in the transportation sector to enhance operational efficiency and reduce unemployment, by exploiting grant and other federal funding opportunities for state economic improvement.



Road

- Improve interstate transportation with adjoining states and the remainder country by expanding or enhancing key north/south and east/west corridors, including:
 1. Designation and construction of Interstate 11 to improve transportation between the Las Vegas and Reno / Tahoe markets; and between Las Vegas and Phoenix-Tucson-Mexico to the south, and between Reno and the northwest mega-region / Canada.
 2. Continue to enhance the capacity of Interstate 15 and U.S. Highway 95 through southern Nevada.
 3. Expand the 20 mile segment of U.S. Highway 95 in California between the Nevada border and Interstate 40.
 4. Expand State Route 164 between Interstate 15 and U.S. Highway 95.
 5. Complete USA Parkway (State Route 805) into Lyon County.
 6. Expand Pyramid Highway in Washoe County.
- Improve local highways, major arterial streets and transit systems in major metropolitan areas, including:
 1. Authorization of public/private partnerships to enhance capacity within major markets by constructing high capacity lane improvements to improve the flow of commerce.
 2. Expand operation of coordinated traffic signalization to improve capacity of surface streets.
 3. Expand transit system capacity and connectivity to provide viable mass transit alternatives and reduce conventional traffic.
- Determine how NCED may or should interface with NVDOT in a support and advisory role.
- Engage Homeland Security in an advisory role.

Rail

- Facilitate initiatives to develop conventional and high-speed passenger rail service connecting our major tourist destinations and business markets with other key markets in the region, including:
 1. Conventional rail service between southern Nevada and southern California.
 2. High-speed rail service between southern Nevada and southern California.
 3. Conventional rail service between northern Nevada and northern California.



Rail (cont.)

- Encourage development of added capacity and facilities to support expansion of freight rail service to our major metropolitan markets, including:
 1. Development of new rail service for manufacturing and distribution centers to support demand for shipment of goods by rail, including entitlement of a new manufacturing and distribution center in the Ivanpah Valley between Interstate 15 and the Union Pacific railroad.
 2. Expansion of rail yards to provide the infrastructure needed to support the anticipated demand.

- Determine reviews that should be conducted regarding the interstate distribution of freight, particularly in support of air cargo traffic to Nevada in lieu of California ports.

Air

- Support the plans and recommendations of the airport authorities in northern and southern Nevada to expand the capacity of our international airports to serve the anticipated demand for domestic and international passenger service to our tourist destinations and major business markets.

- Continue to advance the entitlement and development of a new international airport in the Ivanpah Valley, which will include state-of-the-art freight handling facilities.

- Expand corporate jet and air cargo capacity at key airports in Nevada, including:
 1. McCarran International Airport cargo facilities.
 2. Reno/Tahoe International Airport cargo facilities.
 3. Henderson Airport runway extension to accommodate larger, quieter corporate jets and expanded cargo handling.

- Collaborate with the International Business Development committee regarding the industries targeted for the creation of business services hubs in southern Nevada, as well as international conferences, and how the airport management can support these goals.

State Transportation Improvement Plan

- Incorporate all aspects of these recommendations into the State Transportation Improvement Plan to maximize the opportunity to secure federal funding, loans and guarantees to facilitate these projects.

Legislative action necessary to accomplish strategies:

- To be determined.

Organization necessary for implementation and management of initiative:

- NV Department of Transportation



The New Nevada Task Force

Business Expansion in the National Defense Sector Sub-Committee Report

Chair: To Be Determined

Co-Chair: To Be Determined

Additional Committee Members: Dan Klaich

Our objective is to increase the amount of business with the Departments of Defense, Homeland Security and Energy at various sites in Nevada, as well as the potential for research through our university system.

The recommended strategies include:

Nevada National Security Site

- Work in concert with test site management to expand applied research conducted in conjunction with NSHE on behalf of homeland security (i.e. Varian Medical System x-ray systems).
- Develop next generation solar technologies in conjunction with UNLV (solar demonstration site) and private sector companies developing photo voltaic and solar thermal power production facilities in southern Nevada.
- Host the UNLV center for nuclear technology research, since UNLV has expertise in this research, and geographically, the N2S2 is one of the only places in the country that would be able to host the center.

Yucca Mountain

- Continuing the theme noted above, UNLV become the center of research for the use of the Yucca Mountain site as a national nuclear reprocessing facility and power production site for the western U.S.; or developer of the Yucca Mountain secure data facility for the U.S. Please note that updated technologies used to determine the viability of nuclear reprocessing will be “cutting edge”, and dramatically reduce the use of water in the process.
- Transportation of nuclear products by rail to the site was thought to be the preferred means, thus reducing anxiety within the general public. Determine if this means can be viably developed, and if so, advocate for its completion, creating thousands of construction jobs.



Nellis, Creech, Hawthorne & Fallon Bases

- Work with the Congressional delegation to determine through DOD how the missions of any or all these bases can be expanded to include research or other DOD needs.
- Can the Homeland Security missions of Hawthorne be expanded because of its unique geographic characteristics?
- Create a Nevada chapter of Defense Industries Association.

Legislative action necessary to accomplish strategies:

- To be determined.

Organization necessary for implementation and management of initiative:

- None