Championing a diverse, prosperous, and connected regional economy.
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A LETTER FROM OUR CHAIRWOMAN

The Las Vegas Global Economic Alliance’s mission is to lead and guide the region’s long-term economic development strategy, in collaboration with state and regional municipal, education, and business partners. Despite the Southern Nevada economy continuing to recover and rebound from a global pandemic, we have made much progress in 2021.

In fact, it was a year for the record books. Our team at LVGEA assisted 39 companies with relocation and expansion in the region, creating a total of 6,235 jobs. Both metrics mark annual records for LVGEA and the second time in five years the organization has broken the record for job creation over a 12-month period since its launch in 2012. Some of the notable companies we aided in relocating to or expanding in the Greater Las Vegas region include Fresh N’ Lean, Boxabl, T-Mobile, and Smithfield Foods. Together these companies will have an anticipated $563M one-year economic impact.

Substantial organizational results such as these are only possible through the collective action of our regional partners. We collaborated closely with the Nevada Governor’s Office of Economic Development, Workforce Connections, the Economic Development Advisory Group, and the Council of Chambers to pursue more than $100M in federal grants in 2021.

In this process, LVGEA led the successful Phase 1 application for the region’s Build Back Better Regional Challenge grant application. As one of 60 nationwide finalists, Southern Nevada has been awarded $455,000 in a planning grant to assist in developing the second phase of the application. If selected as a winner in late 2022, the region will receive $77M for infrastructure and workforce development projects.

The LVGEA team also worked with a broad coalition of community and business partners to develop a new Comprehensive Economic Development Strategy (CEDS). The CEDS serves as a recovery plan for our region. Those strategies include diversifying the economy by attracting new and innovative businesses from seven target industries identified in the Target Industry Validation Study released earlier in 2021.

We were thrilled to once again host in-person events in 2021, with the 41st annual Las Vegas Perspective in the summer and inaugural VISTA ’22 event in the fall. LVGEA and the Vegas Chamber partnered for the DC Fly-In, hosting the largest delegation in the event’s history. Attendees had the opportunity to interact with federal policy makers and advocate for grant opportunities, workforce development, and infrastructure.

“SUBSTANTIAL ORGANIZATIONAL RESULTS SUCH AS THESE ARE ONLY POSSIBLE THROUGH THE COLLECTIVE ACTION OF OUR REGIONAL PARTNERS.”

After eight years at LVGEA, President and CEO Jonas Peterson announced in October he would be stepping down to pursue a new opportunity. Under his leadership, the organization performed at record-setting levels for assisted job creation, economic impact, and number of engaged partners. It was a privilege to work closely with Jonas to strengthen our region.

The LVGEA50 Board of Directors was excited to announce Tina Quigley will be stepping into the role. With 20+ years of executive leadership at Harry Reid International Airport and the Regional Transportation Commission, I’m positive that Tina will continue to build upon LVGEA’s momentum in 2022.

Starting my term as Chairwoman of the LVGEA50 this past year was an honor. As I look forward to serving in my second year as Chairwoman in 2022, the future of Southern Nevada is bright, and our hard work continues. Our board, with Tina’s leadership and the dedicated team at LVGEA, will successfully lead our region into the next chapter of economic and community development. LVGEA and our partners are collaborating to secure millions of dollars in federal funding to expand the infrastructure supporting diversification efforts, especially in our targeted industries such as manufacturing and technology. This is just one example of what to expect from our team in 2022!

I am so proud of what we have accomplished together in the past year. As you read through the following pages, you’ll see that LVGEA is helping the Southern Nevada region move from resilient to unstoppable.

On behalf of the entire team at LVGEA and LVGEA50, thank you for supporting our mission.
OUR MISSION

TO GROW THE ECONOMY IN SOUTHERN NEVADA THROUGH CONNECTIVITY, COMMUNITY DEVELOPMENT, AND AGGRESSIVE BUSINESS RECRUITMENT, RETENTION AND OUTREACH.

OUR VISION

TO HELP OUR RESIDENTS THRIVE IN A GLOBAL ECONOMY BY FOSTERING A MORE PROSPEROUS, DIVERSE, AND CONNECTED REGIONAL ECONOMY.

OUR VALUES

Focused on jobs
Driven by leadership
Enhanced through partnerships
Fueled by information
Accelerated through innovation

OUR GOALS

Goal 1: REGIONAL ECONOMIC DEVELOPMENT
Goal 2: POLICY, PLANNING, & RESEARCH
Goal 3: MARKETING & COMMUNICATIONS
Goal 4: OPERATIONAL EXCELLENCE
LVGEA Breaks Job Creation Record

In 2021, LVGEA assisted in the creation of a total of 6,235 jobs in the Southern Nevada region, an annual record for the organization. Additionally, LVGEA assisted 39 companies with relocating to or expanding in the region, another record for a one-year period. Read more about LVGEA’s record-breaking accomplishment on page 12.

Southern Nevada Named Build Back Better Regional Challenge Finalist

In December 2021, the region was named one of 60 finalists for Phase 2 of the American Rescue Plan’s $1B Build Back Better Regional Challenge resulting from LVGEA’s proposal. Delivered through the federal Economic Development Administration, the region was awarded $445,000 in a planning grant for preparation of Phase 2 of the two-part competition, with the winners to be announced in late 2022. Read more about the grant opportunity on page 19.

Updated Comprehensive Economic Development Strategy (CEDS) Released

LVGEA released “Vision 2025: A Comprehensive Economic Development Strategy” in August 2021, which serves as a roadmap for Southern Nevada’s economic development efforts. The updated CEDS was developed in collaboration with regional stakeholders to establish a shared vision and set of goals for the region, as well as measurable objectives and activities to be accomplished by stakeholders to strengthen the Southern Nevada community and economy. Learn more about the CEDS on page 20 or read the full report at lvgea.org/data-and-research.

In-Person Events Make a Return

After hosting events online in 2020 and early 2021, LVGEA was able to return to hosting in-person events in summer 2021 with the 41st annual Perspective event on August 13. The following month, LVGEA teamed up with the Vegas Chamber to host the DC Fly-In and in November, LVGEA hosted its inaugural VISTA ‘22 event. Learn more on page 29.

Record-Breaking 13 Companies Approved at September GOED Meeting

The Nevada Governor’s Office of Economic Development (GOED) approved incentives for a record-breaking 13 companies at its September meeting. The 13 companies are projected to bring a total of 2,314 high-quality jobs to Southern Nevada over the next five years at an average hourly wage of $33.36. Many of the companies align with the region’s newly identified target industries, including technology, manufacturing, and logistics, which are critical for the region’s economic growth and diversification.

“Vegas: Here, You Can” Awareness Campaign Continues

In fall 2021, LVGEA launched the next segment of the “Vegas: Here, You Can” campaign, driving awareness of Southern Nevada with out-of-state businesses who may have interest in relocating. Interested prospects received the 63-page relocation guide, which includes information on the region’s neighborhoods, family activities, world-class amenities, and ways to get connected in the community. Browse the Relocation Guide at grow.lvgea.org/vegas-here-you-can.

Workforce Blueprint Research Fuels Partner Collaboration to Fill In-Demand Jobs Gap

The Southern Nevada Software Developer Registered Apprenticeship Program is the first-of-its-kind program in Nevada that allows students to enroll as registered apprentices with participating employers while they complete a Bachelor of Science in Software Development at Western Governor’s University (WGU) at no cost. The program was developed through a collaboration with LVGEA, WGU, the College of Southern Nevada, NV Workforce Connections, Global C2 Integration Technologies, and IONnovate. Learn more about the program at lvgea.org/news-center.
Economic development can mean different things to different people. To some, economic development is interchangeable with economic growth. To others, it’s a broader goal of increasing the overall standard of living for residents of a community.

The Las Vegas Global Economic Alliance views economic development as a way to help Southern Nevada residents thrive in a global economy by fostering a more prosperous, diverse, and connected regional economy. We’re here to assist companies and make it accessible and simplified to relocate to, expand in, and invest in the Southern Nevada region.

The LVGEA utilizes two main avenues to enhance local economic development:

- **Business retention and expansion**: Through our BizConnect program, we provide guidance to local businesses in growing their presence in Southern Nevada.
- **Business attraction**: Our Business Development team meets with site selectors and business leaders from across the country and assists them in relocating to Southern Nevada.

LVGEA recognizes that Southern Nevada has unique assets, including low taxes and cost of living paired with a high quality of life, helping us attract and retain businesses and employees. Our organization will continue to promote the value of the Greater Las Vegas region as a way to enhance the quality of life for all Southern Nevada residents.

**Why Support Economic Development?**

By bringing community leaders together, economic development in Southern Nevada is delivering powerful results. Since 2012, LVGEA has assisted 301 businesses with relocating to or expanding in Southern Nevada, creating 33,000+ new jobs and $38.1B in economic impact. Every $1 invested in LVGEA generates more than $164 of economic impact.
LEADING, FACILITATING, & STEWARDING REGIONAL ECONOMIC DEVELOPMENT

LVGEA’s mission is to strengthen the regional economy through economic development and job creation. We show businesses around the world, “Here, You Can.” Here you can live, work, engage, play, grow, or do anything.

In 2021, LVGEA assisted a record-breaking 39 companies with relocating to or expanding in Southern Nevada. LVGEA also broke the organization’s record for annual job creation, assisting in the creation of a total of 6,235 jobs in the region.

“Southern Nevada is a resilient economy and community,” says Jared Smith, Chief Operating Officer of LVGEA. “Companies continue to choose our region for its pro-business environment and high quality of life. Here, companies have the opportunities and resources to thrive.”

Of the new jobs created in 2021, 4,515 were created from companies who relocated to Southern Nevada, while 1,720 came from the expansion of existing local companies.

Each one of these new jobs helps bolster the region’s quality of life for residents and the region’s tax base, solidifying our community’s position in the global market.

The LVGEA Business Development team focuses on business recruitment, business retention, and workforce development to bring valuable job opportunities to the region.

While business recruitment and retention creates and retains the jobs our region needs, workforce development is essential to create and retain a viable workforce that has the education, skills, and training needed to fill those jobs.

When workforce and economic development initiatives are aligned, job seekers receive training that employers need, and employers have access to a skilled workforce that enables growth and increased productivity.

At LVGEA, we recognize the importance of creating a functional and aligned system that not only benefits employees and employers, but the broader community. LVGEA’s Director of Workforce Development collaborates with regional partners to align the workforce needs of companies large and small with the substantial resources in Southern Nevada.

Evanesce Brings Sustainable Packaging Manufacturing to Southern Nevada

Evanesce, a sustainable packaging manufacturer based in Canada, will open their second US production facility in North Las Vegas in spring 2022, thanks to the assistance of the LVGEA.

The company plans to hire 100+ employees by the end of 2022 and invest $30M within the first three years of operation. Evanesce opened their first US production facility in South Carolina in 2021, but company leaders say selecting Nevada for their second location allows them to better serve their growing customer base on the West Coast.

“As Evanesce expands our manufacturing capabilities across North America, Nevada was one of our top considerations on the outset for the West,” said Douglas Home, Founder and Chief Executive Officer of Evanesce Inc. “LVGEA was instrumental in answering any questions we had regarding state and local business permitting and licensing requirements to get us operational quickly.”

Initially, the 114,000-square-foot North Las Vegas facility will produce compostable straws but will eventually be built out to produce the company’s entire line of sustainable packaging items, including food containers, cups, and cutlery. All the company’s items are certified compostable and are made from plant-based materials.

With guidance from LVGEA, Evanesce was approved for tax incentives by the Nevada Governor’s Office of Economic Development at their December 2021 meeting, solidifying the company’s move to North Las Vegas.

“We’re excited to be a part of Nevada’s rapidly growing economy and diverse workforce,” says Home.

FAMILIARIZATION TOUR

In October 2021, LVGEA, along with the Nevada Governor’s Office of Economic Development, hosted nine site selectors from across the country for a familiarization tour of the Southern Nevada region. The tours showcase Southern Nevada’s assets, economic vision, extensive partnerships, and superior quality of life. Making a good impression here is essential as site selectors are consultants who represent global and national companies looking to expand or relocate their businesses.

During the tour, attendees met with representatives from local municipalities and utilities to learn more about doing business in the region. They also took part in discussions about the region’s real estate, higher education, and workforce trends. Attendees were treated to a helicopter tour of the valley highlighting local development projects. The weekend culminated with the Raiders–Bears NFL game in a suite at Allegiant Stadium.

“The 2021 Fam Tour was a huge success,” said Jared Smith, LVGEA COO. “It was the largest group of supporting stakeholders and partners we’ve ever had for this event.”

Participants in the familiarization tour listen to a speaker at the UNLV Blackfire Tech Park.
LEAD GENERATION & BUSINESS DEVELOPMENT EFFORTS

A central part of LVGEA’s mission is to attract, expand, and retain businesses in Southern Nevada.

In 2021, the Business Development team, along with regional economic development partners, met virtually with 70 prospective companies from a range of target industries, including advanced manufacturing, emerging technologies, healthcare services, and business and financial services. Of the 70 companies, ten are ranked as Fortune 1000 companies. These company leads span North America, concentrated in Southern and Northern California, Eastern and Western Canada, and the Greater Chicago area. The LVGEA Business Development team assists clients in every facet of relocating or expanding, including:

01 Local Expertise
Expertise in swiftly navigating relevant state and local business permitting and licensing requirements.

02 Advocacy
Advocacy and know-how in crafting applications for state-based incentives to assist firms in relocating to or expanding in Southern Nevada.

03 Workforce
Aiding businesses in finding a qualified workforce, including assistance with applications for grants and other available workforce training funds.

04 Relocation
Helping relocating businesses find legal, real estate, accounting, insurance, banking, and other service providers.

The Business Development team also leverages the many conventions in our own backyard, such as the Consumer Electronics Show (CES) and Specialty Equipment Market Association (SEMA). The team meets and networks with business leaders attending these shows from across the U.S., as well as globally.

Founded by entrepreneur father-son duo Paolo and Galiano Tiramani, Boxabl manufactures prefabricated, foldable homes. “We’re really happy with our choice to be in North Las Vegas,” says Galiano. “We feel very free here to operate our company as needed. It’s a smaller community feel, and we can get in front of government officials and get things done quickly.” The company began production in fall 2021, and already has a wait list of 60k interested buyers. “We’re designers. We like everything to be beautiful, and everything here is shiny and new,” says Paolo. “Viva Las Vegas. It’s a great place to be.”

2021 COMPANY WINS

In 2021, LVGEA assisted 39 companies in relocation or expansion in Southern Nevada, bringing 6,235 jobs to the region.
LVGEA conducts ongoing business interviews through our BizCONNECT program, helping to troubleshoot problems, make connections, identify potential expansion opportunities, and provide necessary assistance to businesses located in Southern Nevada.

LVGEA believes business retention is just as important as business attraction. Hearing directly from local business owners about the challenges they’re facing provides LVGEA and community partners with the data needed to address problems to ensure good-paying jobs stay in our community. "Local companies need to be connected to community resources now more than ever," says Jared Smith, LVGEA Chief Operating Officer. "Business retention creates a conduit by which companies can engage with the broader community."

In 2021, as an extension of the program’s regular features, LVGEA was awarded an economic recovery program grant from the U.S. Economic Development Administration to uncover how local businesses were weathering the COVID-19 pandemic and what effects may linger. The BizCONNECT team is interviewing 300 local business leaders. Interviews are being conducted virtually and include approximately 15 questions.

Perry Ursem, LVGEA Vice President of Business Retention & Expansion, says one of his top takeaways from the conversations so far is that "having a virtual presence has become not only accepted, but it’s become the norm. Before COVID, 20% of companies were already going in that direction, and the pandemic fast forwarded it to become more of a standard."

Additionally, finding employees has become the most challenging issue facing local businesses, forcing companies to become more accommodating, and in some cases, lower their hiring standards. "The Great Resignation, or whatever you want to call it, has made it hard for people to find talent, or just people willing to work in general," says Ursem.

Changes to the international supply chain over the past year led to a two-fold increase in interest in Southern Nevada’s Foreign Trade Zone program in 2021, known as FTZ 89. The FTZ designation allows businesses to bring foreign goods or raw materials for manufacturing and/or assembly into the United States without formal customs entry or payment of customs duties and government excise taxes until products leave the zone.

Henderson-based Retro Manufacturing became an FTZ operator in 2019, after increased export tariffs began impacting their overseas business sales. "The FTZ saved our export business," says Steve Harrington, CEO of Retro Manufacturing. "20% of our business is in export, and we were worried we would lose all of that with the additional tariffs plus the increased cost of freight shipping. But instead of being down 20%, our business was up 30% in 2021, and a big part of that was the FTZ and growth in our export sector."

As the grantee, LVGEA oversees and promotes Foreign Trade Zone 89 to regional businesses. 2021 saw more applications than any other time since the program first started in 1983. "With all the changes in tariffs and supply chain issues, companies are starting to realize the benefits of the FTZ," says Perry Ursem, Vice President of Business Retention & Expansion. "We’ve had more interest and activity in the program than we’ve ever had before."

The local FTZ currently has 5 operators, with another 5 applications in the queue that could double the program’s output. Applicants must be approved by both the Foreign Trade Zones Board and the US Customs and Border Protection before being allowed to activate a foreign trade zone.

By the Numbers

- 6,235 Jobs Created
- $1.2B Capital Investment
- $608M 1yr Economic Impact
- $29.21 Avg Hourly Wage
- 39 Attracted and Expanded Companies
- 70 Lead-Gen Meetings
- $49M in Local and State Tax Revenue for 2021
- 151 New Leads

"As an LVGEA50 member, I’m excited to be part of the LVGEA’s vital efforts to diversify Southern Nevada’s economic base. New industries and the jobs that come with them are the key to expanding and diversifying Southern Nevada’s future."

MICHAEL CUNNINGHAM
EVP – Regional President, Bank of Nevada
As one of eight designated Regional Development Authorities in Nevada, LVGEA leads the economic and community development activities for Southern Nevada.

But economic development doesn’t happen in a silo. That’s why the LVGEA partners with numerous organizations to foster and facilitate economic growth throughout the region.

Prior to the formation of the LVGEA, regional economic development efforts in Southern Nevada lacked organization, and the different municipalities battled for new economic development projects.

Legislation passed by the Nevada Legislature in 2011 called for better coordination of municipal economic development efforts, and LVGEA, as the new regional economic development authority, took up this call.

LVGEA immediately began collaborating with a diverse group of stakeholders to articulate community values and preferences for growth and development. Out of those discussions came a regional economic development strategy and a blueprint for growth.

To ensure the region moved as one alongside the new economic development strategy, LVGEA formed the Southern Nevada Economic Development Advisory Group (EDAG). This group, which is made up of local municipalities, utilities, and educational institutions, helps LVGEA coordinate and prioritize economic development activities throughout the region.

LVGEA also convenes a Council of Chambers to help increase collaboration and build consensus around high-level priorities affecting the business community in the region.

At the state level, LVGEA collaborates closely with the Nevada Governor’s Office of Economic Development (GOED). LVGEA staff works with GOED to facilitate economic development incentives, fund economic development activities, and recruit new companies to the region.

It’s thanks to our diverse partners that LVGEA is successful in increasing economic growth in Southern Nevada.

Southern Nevada Named Build Back Better Regional Challenge Finalist

Resulting from LVGEA’s submission, the region has been named one of 60 finalists for Phase 1 of the American Rescue Plan’s $1B Build Back Better Regional Challenge from the federal Economic Development Administration (EDA). As a finalist, the region will be awarded $455,000 in a planning grant for preparation of Phase 2 of the two-part competition, which will ultimately award 20–30 coalition winners up to $100M to implement economic development proposals.

“LVGEA’s proposal addresses critical infrastructure needs in Southern Nevada to further develop our manufacturing sector,” said Nevada Governor Steve Sisolak. “Ultimately, this grant will translate into more companies coming into our state that will create good jobs.”

The Build Back Better program aims to boost recovery and investment in regional economic development and provide investment to strengthen regional industry clusters. For Southern Nevada, that target is Advanced Manufacturing. The LVGEA-led proposal demonstrates the responsiveness and creativity of local and state government, higher education, and nonprofit partners that make up the regional coalition to synergize high-impact regional projects within Southern Nevada. “This is a perfect example of regional collaboration in action,” said Betsy Fretwell, LVGEA Board Chair. “This grant represents a major opportunity to drastically accelerate advanced manufacturing and economic diversification in Southern Nevada. Our region is ready.”

LVGEA AND VEGAS CHAMBER HOST DC FLY-IN

LVGEA again partnered with the Vegas Chamber to host an in-person DC Fly-In event September 20–23 in Washington, D.C. Attendees had the opportunity to engage with members of Congress and learn from leaders about policies and trends shaping the future of Nevada. Attendees also had the opportunity to conduct high-level networking and cultivate relationships within the business community.

“The DC Fly-In afforded me a priceless opportunity to represent my organization at a federal level,” says Lauri Perdue, Campus Director at the University of Phoenix. “I engaged with leaders across all industries. We discussed positions and brainstormed solutions in a way that was unique to the DC Fly-In experience. I was able to bring valuable information and connections back to my organization and expanded my network immensely.”

Keynote speakers included Nevada Senators Jacky Rosen and Catherine Cortez Masto, as well as Nevada Representatives Steven Horsford, Susie Lee, Dina Titus, and Mark Amodei. Breakout session topics included the future of economic development policy, workforce development, and infrastructure. “This was a great event to network with other community business leaders, as well as local, state, and congressional leaders to discuss critical policies to help bring companies and create jobs in Southern Nevada,” said Bryant Thornton, Market Vice President for Republic Services.

Members of the LVGEA team overlook the Washington Monument at the DC Fly-In in September 2021

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In 2016, the LVGEA launched a Research Center to help business and community leaders make informed decisions about the Southern Nevada economy. The Research Center has led to the creation of a Data Portal with advanced regional mapping tools and thousands of economic indicators and data points updated in real time. Additionally, the LVGEA team conducts and releases timely and relevant studies to provide insight into economic development in Southern Nevada. Learn more below about the research and data LVGEA produced in 2021.

**Comprehensive Economic Development Strategy (CEDS)**

LVGEA released “Vision 2025: A Comprehensive Economic Development Strategy” in August 2021, which serves as a five-year blueprint for regional planning in Southern Nevada. The updated CEDS was developed in collaboration with SRI International, a nonprofit research institute, as well as regional stakeholders. The strategy guides Southern Nevada's leaders in government, education, and business to implement programming that adds economic value. The CEDS not only lays out an economic vision, but also describes how the region will achieve that vision. The document identifies where stakeholders would like to be in the near future and lays out actionable activities to get us there.

**Las Vegas Perspective**

For four decades, LVGEA's annual data book has been the region's premier reference guide for in-depth information about the Southern Nevada economy. The publication provides information on demographics, education, healthcare, business, real estate, tourism, and other useful market information. Made possible by the Perspective Council, the publication has become a valuable resource for a diverse group of companies, ranging from small-business entrepreneurs to some of the largest in Nevada. Get your copy at vegasperspective.com.

**Data Portal**

Because the LVGEA and all businesses are data driven, a Data Portal with advanced regional mapping tools and thousands of economic indicators and data points was designed to provide information about Southern Nevada's vibrant economy and its diverse population base. The Data Portal is a gateway, allowing users to visualize how the region is trending, see where businesses are located, and compare this market to others around the US. Users can create custom reports using thousands of economic indicators updated in real time. The Data Portal is free to use, with a premium version providing even more content.

**TARGET INDUSTRY VALIDATION STUDY**

In collaboration with SRI International, LVGEA released the Target Industry Validation Study in April 2021 to facilitate intentional economic growth and diversification in Southern Nevada. The study employed a diverse mix of research methods including the assessment of the previous target industries, Nevada's new state economic development plan, and information gathered from regional economic stakeholders. The research identified seven target industries and key sub-industries to pursue for industry growth and economic success in the region.

- **General & Advanced Manufacturing**
  - General Manufacturing
  - Advanced Manufacturing

- **Business & Financial Services**
  - Management & Professional Services
  - Business Administration
  - Financial Services

- **Creative Industries**
  - Creative Professional Services
  - Media Production
  - Media Broadcasting & Distribution
  - Entertainers & Supporting Services

- **Clean Technologies**
  - Clean Energy Generation
  - Distribution & Wholesale
  - Engineering & Support
  - HVAC & Plumbing Contractors

- **Transportation & Logistics Technologies**
  - Distribution & Warehousing
  - Transportation & Support
  - Passenger Services
  - Production of Unmanned Autonomous Systems

- **Information & Communication Technologies**
  - ICT Professional Services
  - Cybersecurity

- **Healthcare Services**
  - General & Specialist Healthcare Services
  - Hospitals
  - Care Facilities
  - Healthcare Research & Technologies
DELIVERING IMPACTFUL MARKETING & COMMUNICATIONS

The LVGEA continues to elevate its brand, grow its presence as a thought leader on economic development in the Southern Nevada region, and leverage public relations and marketing to advance strategic initiatives and further business attraction and retention efforts.

All LVGEA communications and outreach are conducted through a lens of regional partnership. We engage with our investors, board members, local and state municipal leaders, and regional economic development partners on social media and other digital channels. We keep tabs on the LVGEA-assisted companies that have relocated to or expanded in Southern Nevada, engaging with them and sharing their stories and successes with our supporters and the local media. We collaborate with the Nevada Governor’s Office of Economic Development to announce new companies that have been approved for state incentives.

On social media, LVGEA leads the conversation about economic development in the region, utilizing its channels to share important information and data about resources. In 2021, LVGEA saw an increase of 5.6% in followers across all social media platforms, while monthly social media engagements averaged 3,500+.

LVGEA promotes organizational news and events not only at a local level, but at a regional and national level as well. National news media outlets such as Yahoo! Finance, MarketWatch, and the Associated Press published LVGEA-related news content, along with nearly every local broadcast and print publication, during 2021.

In addition to external communications, the Marketing & Communications team supports all LVGEA teams with marketing collateral, digital communications, and event promotions throughout the year. In 2021, that included continuing the Vegas: Here, You Can quality-of-life marketing campaign targeting out-of-market consultants and businesses interested in relocation information. The campaign included digital ads that provided a Business Relocation Guide download for Southern Nevada and gave leads the opportunity to connect with our business development team. The campaign will continue into 2022 with additional industry spotlight stories highlighting some recent LVGEA-assisted companies and their story of choosing the Southern Nevada region.

LVGEA IN THE NEWS

In 2021, the LVGEA was seen and featured in media publications including:

- **February 23, 2021**
  Arroweye Solutions’ New Southern Nevada Mega Production Facility to Employ Nearly 300
  Outlet: Yahoo! Finance
  Reach: 57,442,779

- **June 21, 2021**
  Six LVGEA-Assisted Companies Bringing Over 1,500 Jobs to Southern Nevada
  Outlet: MarketWatch
  Reach: 29,374,329

- **September 23, 2021**
  2,314 New Jobs Coming to Greater Las Vegas With Help From LVGEA
  Outlet: Associated Press
  Reach: 28,529,168

- **December 2, 2021**
  LVGEA Brings Six Companies And More Than 550 Jobs to Southern Nevada
  Outlet: Yahoo! Finance
  Reach: 47,664,115

CLARK WOOD
Market President, U.S. Bank

"The Las Vegas Global Economic Alliance plays a pivotal role in attracting, retaining, and growing businesses in Southern Nevada. U.S. Bank values our partnership with the organization as we collaborate in showcasing Southern Nevada as a community possible to live, work, play, engage, and grow."

Jared Smith, COO at LVGEA, and Jeremy Aguero, former Principal Analyst at Applied Analysis, as guests on VegasPBS’ Nevada Week

BY THE NUMBERS

- **$20.9M**
  Media Coverage Value

- **1,244**
  Media Exposures

- **3,620**
  Avg Monthly Website Users

- **3,581**
  Avg Monthly Social Media Engagements

- **996k**
  Total Social Media Impressions

TOP STORIES

- **February 23, 2021**
  Arroweye Solutions’ New Southern Nevada Mega Production Facility to Employ Nearly 300
  Outlet: Yahoo! Finance
  Reach: 57,442,779

- **June 21, 2021**
  Six LVGEA-Assisted Companies Bringing Over 1,500 Jobs to Southern Nevada
  Outlet: MarketWatch
  Reach: 29,374,329

- **September 23, 2021**
  2,314 New Jobs Coming to Greater Las Vegas With Help From LVGEA
  Outlet: Associated Press
  Reach: 28,529,168

- **December 2, 2021**
  LVGEA Brings Six Companies And More Than 550 Jobs to Southern Nevada
  Outlet: Yahoo! Finance
  Reach: 47,664,115
DIGITAL ENGAGEMENT & SOCIAL MEDIA

The LVGEA utilizes digital and social media to engage regularly with our partners and supporters, sharing information about the organization’s events, programs, news, and achievements. In 2021, LVGEA posted an average of 35 social media posts each week, to an audience of 23,000 followers.

While continuing the Vegas: Here, You Can quality-of-life marketing campaign, LVGEA targeted California businesses interested in relocation information. These digital ads provided a Business Relocation Guide for Southern Nevada and gave leads the opportunity to connect with our business development team.

TOP POSTS OF 2021

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<tr>
<td>Facebook</td>
<td>Instagram</td>
<td>LinkedIn</td>
<td>Twitter</td>
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LVGEA NEWSLETTERS

Connection Points

Connection Points helps community members and partners stay up to date with economic development news in the region. The newsletter includes the latest news on LVGEA events and projects, as well as information on how partners can get involved with the organization.

Perspective Update

The LVGEA believes economic development is a team sport that benefits greatly from informed opinion, research, and community polling. The PERSPECTIVE Update e-newsletter highlights a significant theme—from education to infrastructure to economic competitiveness—each edition.

Economic Snapshot

The Economic Snapshot provides the community with a quarterly view of the regional economy, highlighting updated demographic, labor force, tourism, real estate, and top employer data.

Employment Review

The Employment Review provides the latest data and analysis of the region’s employment, job growth, and wages.

Investor Update

LVGEA’s work would not be possible without the support and commitment of our investors. This newsletter provides timely and valuable information to our investors about what is happening in the organization and economic development in the region.
VGEA is a public-private partnership and a 501(c)6 membership organization. The organization is funded through private and public investments, state and federal grants, event sponsorships, and donations. The LVGEA holds itself accountable to the Greater Las Vegas community through a commitment to transparency about how our annual funding is allocated.

In 2021, the organization received a total of $3.89M in revenue. Of that, 47% came from private funding sources and 53% came from public sector funding.

In early 2021, LVGEA received a $300k COVID-19 Recovery and Resiliency Investment Project grant from the U.S. Economic Development Administration (EDA). The grant funded a new project through LVGEA’s BizCONNECT program, which looks to uncover how local businesses weathered the COVID-19 pandemic and what effects may linger. The BizCONNECT team is interviewing 100 local business leaders to gain insights into how COVID-19 changed the way local businesses operate. A white paper detailing the project findings and analysis should be available in late 2022.

The grant also partially funded the organization’s research and development of an updated Comprehensive Economic Development Strategy for the region, and the creation of marketing materials for the BizCONNECT program.

LVGEA recognizes economic development is a team sport and is grateful for the commitment and generosity of our many investors. Investing in LVGEA is an investment in addressing the needs of our economy and community. Each investor is integral to LVGEA’s success, and LVGEA’s Investor Services & Engagement team continues to connect with new and potential investors.

LVGEA is also grateful for the investment and support of the LVGEA50 Board of Directors, a diverse group of public and private sector leaders that are passionate about creating a brighter future for all Southern Nevadans. LVGEA continues to expand diverse economic development opportunities as we include representatives from our seven target industries on the LVGEA50.

LVGEA hosts four signature events each year to provide economic data, insights, and forecasts for the Southern Nevada region’s business leaders, utilities, and municipalities. The LVGEA events team was thrilled to return to hosting in-person events in the summer of 2021 after more than a year of virtual experiences.

In 2021, we had 30+ local businesses who sponsored one of our signature events. Event sponsors not only assist with the planning and production of valuable and informative events, but their financial support also helps facilitate the economic development work LVGEA conducts throughout the region.

SNAPSHOT OF FINANCIALS

The LVGEA is a public-private partnership and a 501(c)6 membership organization. The organization is funded through private and public investments, grants and donations. The LVGEA holds itself accountable to the Greater Las Vegas community through a commitment to transparency. Please note, the 2021 numbers are estimated and unaudited.

2021 REVENUE

$3.89M

2021 EXPENSES

PRIVATE SECTOR FUNDING

PUBLIC SECTOR FUNDING

COVID-19 Recovery and Resiliency Investment Project from the U.S. EDA

$300k IN GRANT FUNDS + $75k LVGEA MATCH = $375k TOTAL RECOVERY FUNDS
SIGNATURE EVENTS

State of Economic Development
February 9, 2021, Virtual Event
LVGEA hosted the first-ever virtual State of Economic Development event in February, bringing together elected officials and community and business leaders to discuss how economic development is propelling Southern Nevada’s recovery forward. Event moderator Betsy Fretwell, LVGEA Chairwoman of the Board and EVP of Switch, also unveiled HireUp Presented By Switch, a new internship matchmaking portal designed to strengthen Southern Nevada’s workforce.

Vegas Perspective
August 13, 2021, M Resort
The theme of the 41st annual Las Vegas Perspective was “Our Next Evolution: Advancing from Resilient to Unstoppable.” Perspective, powered by the LVGEA Perspective Council, is the region’s premier source for community and economic information, analysis, and forecasting. The 700+ virtual and in-person attendees listened as speakers discussed research and development taking place at UNLV’s Black Fire Innovation Hub, the importance of being prepared for the region’s economic growth, and the need to move the region’s economy forward together as a community.

VISTA ‘22
November 9, 2021, M Resort
LVGEA hosted the inaugural VISTA ‘22 event to provide an in-depth economic forecast on a local, regional, and national level. Nearly 400 virtual and in-person attendees heard a panel of experts discuss regional demographic, real estate, and tourism trends. Experts also shared insight and data regarding what businesses can expect heading into 2022 and beyond, including a look at the effects of the federal stimulus, government mitigation measures, and whether inflation will be an issue in 2022.

KEY PERFORMANCE METRICS

<table>
<thead>
<tr>
<th>METRIC</th>
<th>THRESHOLD</th>
<th>TARGET</th>
<th>STRETCH</th>
<th>2021 ACTUAL</th>
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<tr>
<td>GOAL 1: REGIONAL ECONOMIC DEVELOPMENT</td>
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<tr>
<td>Total new jobs to Southern Nevada</td>
<td>1500</td>
<td>2000</td>
<td>2500</td>
<td>6,235</td>
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<tr>
<td>Jobs attracted</td>
<td>1000</td>
<td>1350</td>
<td>1700</td>
<td>4,515</td>
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<tr>
<td>Jobs expanded</td>
<td>500</td>
<td>650</td>
<td>800</td>
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<tr>
<td>Total businesses attracted or expanded</td>
<td>15</td>
<td>20</td>
<td>25</td>
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<td>Businesses attracted</td>
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<td>Businesses expanded</td>
<td>5</td>
<td>7</td>
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<td>New client site visits</td>
<td>35</td>
<td>40</td>
<td>45</td>
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<td>New capital investment</td>
<td>$100M</td>
<td>$150M</td>
<td>$200M</td>
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<td>Average wage (or new payroll)</td>
<td>$23.70</td>
<td>$24.70</td>
<td>$25.70</td>
<td>$29.21</td>
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<tr>
<td>New leads</td>
<td>40</td>
<td>55</td>
<td>70</td>
<td>151</td>
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<td>Economic impact (1 year)</td>
<td>$120M</td>
<td>$160M</td>
<td>$200M</td>
<td>$608M</td>
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<td>Fiscal impact (1 year)</td>
<td>$10M</td>
<td>$15M</td>
<td>$20M</td>
<td>$40M</td>
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<tr>
<td>Lead generation meetings</td>
<td>30</td>
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<td>GOAL 2: POLICY, PLANNING &amp; RESEARCH</td>
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<td>Strategic Studies &amp; Reports</td>
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<td>Political Outreach Meetings</td>
<td>20</td>
<td>30</td>
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<td>State Funding</td>
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<td>GOAL 3: MARKETING &amp; COMMUNICATIONS</td>
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<td>Media Coverage Value</td>
<td>$0.5M</td>
<td>$1M</td>
<td>$1.5M</td>
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<td>Media Exposure Volume</td>
<td>350</td>
<td>450</td>
<td>550</td>
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<td>Average Email Open Rate</td>
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<td>20%</td>
<td>25%</td>
<td>37.63%</td>
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<td>Monthly Average Website Users</td>
<td>2500</td>
<td>3000</td>
<td>3500</td>
<td>3620</td>
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<tr>
<td>Monthly Average Social Media Engagements</td>
<td>3500</td>
<td>4500</td>
<td>5500</td>
<td>3581</td>
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<td>GOAL 4: OPERATIONS</td>
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<tr>
<td>Revenue (Cash + In-Kind)</td>
<td>$2,830,000</td>
<td>$2,780,000</td>
<td>$2,930,000</td>
<td>$3,173,448</td>
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<tr>
<td>Number of Major Investors</td>
<td>50</td>
<td>52</td>
<td>54</td>
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<tr>
<td>Total Investors</td>
<td>95</td>
<td>100</td>
<td>105</td>
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</table>
OUR PARTNERS

NEVADA GOVERNOR’S OFFICE OF ECONOMIC DEVELOPMENT

LVGEA has been designated as one of eight Regional Development Authorities (RDA) in Nevada by the Governor’s Office of Economic Development (GOED) for 2021–2022. Each RDA receives oversight and major financial support from GOED.

BOARD MEMBERS & INVESTORS

The LVGEA50 is a diverse group of public and private sector leaders that are passionate about creating a brighter future for all Southern Nevadans. Collectively, the LVGEA50 is the largest board of economic development leaders in Nevada. Additionally, LVGEA receives ongoing support of varying investment levels from 100+ Southern Nevada businesses who are committed to supporting regional economic growth and diversification in Southern Nevada.

RESEARCH PARTNERS

LVGEA partners with various organizations who assist in collecting and analyzing national, regional, and local data and economic indicators. Las Vegas–based Applied Analysis powers our Data Portal, assists in the creation of marketing materials, and provides invaluable expertise on local economic trends. LVGEA collaborates with SRI International, a non-profit research institute, and Emergent Method on creation of research documents, including the updated Comprehensive Economic Development Strategy, Target Industry Validation Study, and Workforce Blueprint.

POLICY PARTNERS

LVGEA partners with Carrara Nevada, a local government affairs and lobbying firm, on economic development policy. The group acts as a voice for economic development priorities during the state legislative session and makes important connections for the organization with state leaders and elected officials. Vegas Chamber also partners with LVGEA each fall to host the DC Fly-In, allowing board members and investors an opportunity to network with national leaders on economic development policy issues.

ECONOMIC DEVELOPMENT ADVISORY GROUP (EDAG)

To ensure that the region has collaboration, transparency, and shared strategy, LVGEA formed EDAG in 2012. This group helps LVGEA coordinate and prioritize economic development activities throughout the region. Thank you to the members of EDAG pictured below!

COUNCIL OF CHAMBERS

LVGEA partners with numerous organizations to foster and facilitate economic growth and vitality in Southern Nevada. As an extension of those efforts, LVGEA convenes a Council of Chambers in order to help increase collaboration and build consensus around high-level priorities affecting the business community in the region.

COUNCILS AND EVENT SPONSORS

LVGEA event sponsors are vital to the success and delivery of our signature events. Partners like the Perspective Council help lead and guide the Las Vegas Perspective year after year. The Vegas: Here, You Can Council partners help guide the regional quality of life campaign.
LVGEA50 BOARD OF DIRECTORS
LVGEA50.ORG

EXECUTIVE COMMITTEE

BETSY FRETWELL
Chairwoman
Executive Vice President of Strategy, Switch

CLARK WOOD
Vice-Chair/Secretary
Market President, U.S. Bank

YOLANDA KING
Treasurer, Finance Committee Chair
County Manager, Clark County

GLENN CHRISTENSON
Public Policy Committee Chair
Managing Director, Velstand Investments

MICHAEL CUNNINGHAM
Nominating & Governance Committee Chair
EVP – Regional President, Bank of Nevada

LAURI PERDUE
Bylaws Committee Chair
Campus Director, University of Phoenix (LV)

KARLOS LASANE
Committee Member At Large
Regional VP, Government Relations, Caesars Entertainment

FRANK WOODBECK
Compensation Committee Chair
Executive Director for Grants & Special Projects, College of Southern Nevada

FULL BOARD

Since the culmination of the “Drive to 50” Campaign, the Board of Directors—known as the LVGEA50—continues to grow and is the largest business board of its kind in Nevada. This group consists of the region’s top public, private, business, and community leaders charged with expanding and diversifying the regional economy.

Learn more at lvgea50.org

LVGEA50.ORG
COMMITTEE STRUCTURE

BYLAWS COMMITTEE
Lauri Perdue (Chair) Jayne Backhouse John Bailey Michael Bonner Mike Jewell

FINANCE COMMITTEE
Yolanda King (Chair) Rick Crawford Michael Cunningham Richard Derrick Shannon Petersen

PUBLIC POLICY COMMITTEE
Glenn Christenson (Chair) John Bailey Shelley Berkley Kerry Bubolz Betsy Fretwell Mayor Carolyn Goodman Derrick Hill Justin Jones Karlos LaSane Mayor Debra March Frank Martin Mayor Kiernan McManus Catherine Raw Steve Zanella

STRAIGHT PLANNING COMMITTEE
Open (Chair) Dr. Kumud Acharya Rick Benbow John Cannito Jorge Cervantes Jaime Cruz Richard Derrick Hector Fernandez Greg Gilbert Justin Jones Yolanda King John Lee Kevin Orrock Lauri Perdue Catherine Raw Brad Schnepf Dr. Keith Whitfield Dr. Federico Zaragoza

EXECUTIVE VICE PRESIDENT, MARNELL PROPERTIES
Brad Schnepf
Brandy Manager, Marnell Properties

Market Vice President, Republic Services

President, Eide Bailley

Vice President, Cox Business Las Vegas, Cox Communications

President, Nevada State College

President, Nevada State College

Briana Wolf

Branch Manager, Manpower Las Vegas

President & COO—MGM City Center

President, College of Southern Nevada

President, Lewis Management Corp.

President, Lewis Management Corp.

President, Lewis Management Corp.

President, Lewis Management Corp.

President, Lewis Management Corp.

President, Lewis Management Corp.

Chairman, City of Mesquite

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OUR INVESTORS

Each investor is integral to LVGEA’s success. LVGEA is grateful to the organizations that have dedicated themselves to Southern Nevada’s economic development this year. Investing in LVGEA is an investment in addressing the needs of our economy and community.

STATE FUNDING PARTNER

Pinnacle Level investor is an elite level that contributes substantially to LVGEA. In addition to contributing financially, a Pinnacle Level member is recognized with this honor because its efforts remove barriers and provide access to services that the LVGEA would not be able to receive otherwise.

COX BUSINESS

PRESIDENTIAL CHAMPION

“University of Phoenix is committed to providing tailored learning pathways to recruit, upskill, reskill, and retain our workforce in Southern Nevada. LVGEA provides valuable access to the data, connections, and information needed to develop and deliver programs that align with the community’s needs. Through investing and engaging with the LVGEA50 and partners, University of Phoenix can proactively answer the workforce development challenges with intelligent insight across all industries and top leaders in Southern Nevada.”

LAURI PERDUE

Campus Director, University of Phoenix (LV)

APPENDIX

“University of Phoenix is committed to providing tailored learning pathways to recruit, upskill, reskill, and retain our workforce in Southern Nevada. LVGEA provides valuable access to the data, connections, and information needed to develop and deliver programs that align with the community’s needs. Through investing and engaging with the LVGEA50 and partners, University of Phoenix can proactively answer the workforce development challenges with intelligent insight across all industries and top leaders in Southern Nevada.”

LAURI PERDUE

Campus Director, University of Phoenix (LV)
Members of the LVGEA team—both past and present—bid farewell to Jonas Peterson, former President & CEO, during an evening reception.

APPENDIX

LVGEA TEAM

LVGEA.ORG/TEAM

EXECUTIVE TEAM

TINA QUIGLEY
Incoming President & CEO

JONAS PETERSON
Outgoing President & CEO

JARED SMITH
Chief Operating Officer

CHRISTINE DOMINGUEZ
Executive Assistant & Office Manager

INVESTOR SERVICES & ENGAGEMENT

BROOKE MALONE
Director, Investor Services & Engagement

JASON BERTHIAUME
Engagement & Events Coordinator

MARKETING & COMMUNICATIONS

BREANNA BENSOUA
Senior Director, Marketing & Communications

CAROLYN KRESSER
PR & Communications Coordinator

BUSINESS DEVELOPMENT

MICHAEL WALSH
VP, Economic Development

PERRY URSEM
VP, Business Retention & Expansion

CHRIS ZUNIS
VP, Economic Development

NICK CLASON
Economic Development Analyst

OPERATIONS

JOAN CAMILLO
Senior Accountant

CHAAD TAYLOR
Special Projects Coordinator

WORKFORCE DEVELOPMENT

BILL REGENHARDT
Director, Workforce Development
The Las Vegas Global Economic Alliance is a public-private partnership dedicated to developing the economies of Las Vegas, Clark County, Henderson, North Las Vegas, Boulder City, and Mesquite through regional cooperation, global trade, and global connectivity.

LVGEA has been designated as one of eight Regional Development Authorities (RDA) in Nevada by the Governor’s Office of Economic Development (GOED) for 2021–2022. Each RDA receives oversight and major financial support from GOED.