

Bridge Plan 2025



OUR MISSION:

To strengthen the Las Vegas region's economy through intentional business attraction, expansion, and connectivity.



“Coming together is a beginning,
staying together is progress,
and working together is success.”
—HENRY FORD

As 2025 unfolds, Southern Nevada is embracing an exciting new chapter in its economic development, building on momentum and focusing on opportunities that lie ahead. Our region has long been known for its resilience and adaptability, but now, more than ever, we must come together with purpose and clarity to forge a prosperous future for all our residents.

In the spirit of collaboration, we present the **2025 Bridge Plan**, a roadmap designed to **simplify and stabilize** our company while **focusing on business development, lead generation, and branding the region**. We believe that our collective strength lies in our ability to unite diverse stakeholders—businesses, community leaders, educators, policymakers, and more—to chart a path forward that benefits everyone.

The **2025 Bridge Plan** reflects a pivotal shift in how LVGEA will approach economic development. Instead of reacting to opportunities as they arise, we are adopting a more strategic, intentional approach that capitalizes on Southern Nevada’s unique advantages: world-class infrastructure, competitive costs, and an unbeatable location. Our efforts will focus on four primary objectives:

Simplify: Streamline business practices, focusing on efficiency, effectiveness, and alignment with our mission.

Stabilize: Clarify board expectations, assess corporate governance, collaborate with GOED on key legislative measures, and conduct a national search for a new CEO.

Business Development: Prioritize lead generation efforts for both in-market and out-of-market opportunities, focusing on high-growth industries. Reboot collaboration efforts with municipal and economic development partners, improve communication, set measurable targets for key industry verticals, and prioritize business attraction over operational and event-related activities.

Target Industry Study: Conduct an in-depth study of the region’s target industries to identify and prioritize sectors with the most potential for economic diversification and job creation.

As we turn the page on the next chapter of Southern Nevada’s growth, this **Bridge Plan** will guide our efforts to attract high-growth industries, enhance workforce development, and elevate the Las Vegas brand on the global stage. At the heart of this plan is collaboration—working together across sectors to create measurable progress that will transform Southern Nevada into a world-class business hub where innovation, opportunity, and prosperity are within everyone’s reach.

We invite you to explore the **2025 Bridge Plan** and join us in our mission to build a resilient, sustainable economy for the future. Together, we are better, and together, we will achieve lasting success.

Organizational Goals



LEAD REGIONAL BUSINESS ATTRACTION

- Lead a regional target industry validation study.
- Improve data tracking and lead management.
- Host familiarization tours for business attraction.
- Attend conferences and business development missions.
- Leverage in-market conferences for business attraction.
- Maximize the Foreign Trade Zone #89 (FTZ) opportunities.
- Strengthen workforce development as a business attraction tool.
- Leverage the LOCATE NOW 501(c)(3) organization to proactively plan and lay the groundwork for a potential LOCATE initiative, aligning with key signature events in Las Vegas from 2026 to 2028.



CHAMPION THE LAS VEGAS REGIONAL BUSINESS BRAND

- Promote the Las Vegas brand to a regional and national audience.
- Highlight Las Vegas as the ideal destination for business relocation and expansion.
- Position LVGEA as a subject-matter-expert in regional economic development.



DELIVER VALUE TO OUR INVESTORS AND COMMUNITY

- Increase organizational capacity to support economic development in the Las Vegas region and address market demands.
- Articulate the value of investing in economic development to public and private stakeholders.
- Champion economic growth initiatives at a state and federal level.



STABILIZE AND STRENGTHEN THE ORGANIZATION

- Simplify business practices with a focus on the mission.
- Stabilize the organization during a time of transition.
- Renew the organization's focus on business attraction.

ORGANIZATIONAL GOAL 1

Lead Regional Business Attraction to Drive Economic Growth

1. Lead Regional Target Industry Validation Study.

- a. Oversee the Target Industry Validation Study to ensure alignment with Southern Nevada's economic priorities, workforce capabilities, and infrastructure assets.
- b. Work closely with municipal partners and industry stakeholders to define, refine, validate, and measure LVGEAs key identified industry verticals: Healthcare, Advanced Manufacturing, BioTech, Sports & Experiences, and Information & Communication Technologies.
- c. Use study findings to develop a targeted outreach strategy that prioritizes high-growth sectors and strengthens Southern Nevada's competitive position.
- d. Deliver a comprehensive report outlining key opportunities, challenges, and strategic recommendations to inform business development efforts.

2. Improve Data Tracking & Lead Management.

- a. Expand usage of CRM and lead tracking systems to measure business attraction, retention, and expansion efforts.
- b. Establish KPIs for business leads, site visits, RFIs, relocations, and GOED applications
- c. Work cross-departmentally to centralize lead intake and streamline reporting to ensure seamless coordination between Investor Relations, Workforce, and Marketing.
- d. Partner with identified municipal government economic development leaders on qualified leads & GOED applications.



3. Host Familiarization (Fam) Tours for Business Attraction.

- a. Plan and execute industry-specific Fam Tours designed to showcase Southern Nevada's business environment to corporate executives, investors, and site selectors.
- b. Customize each tour based on company priorities, including site visits to potential business locations, meetings with key stakeholders, and access to workforce development programs.
- c. Leverage regional partners, including GOED, municipalities, utility providers, and developers, to create a unified regional approach to business attraction.
- d. Increase post-event engagement with participants by providing customized market reports and tailored support services to facilitate decision-making.

4. Attend Conferences & Business Development Missions.

- a. Represent Southern Nevada at conferences, industry trade shows, and B2B networking events to build relationships and secure business leads.
- b. Targeted conferences for 2025 include:

In-Market:

- CES–Tech, Startups, ICT
- Money20/20 – Fintech, Payments, Digital Economy
- HLTH - Healthcare and Wellness Innovation
- SEICon – Sports & Entertainment Tech
- AgriTech Conference – Sustainable Agriculture & Water Technology

Out-of-Market:

- BIO International – Biotech, Life Sciences
- Site Selectors Guild Fall Forum - Location Strategy/Real Estate
- Select USA – Foreign Direct Investments
- VIVE – Healthcare Tech

- c. Develop pre-event strategies to schedule high-impact meetings with industry executives and ensure measurable ROI from conference participation.
- d. Establish a follow-up protocol for post-conference lead engagement, nurturing high-value prospects into actionable business development opportunities.

5. Leverage In-Market Conferences for Business Attraction.

- a. Leverage Las Vegas' status as the world's leading convention destination to host targeted business attraction events that connect prospective companies with local resources and decision-makers.
- b. Collaborate with top industry leaders, investors, and educational institutions to showcase the advantages of doing business in Southern Nevada to out-of-market decision-makers.

6. Maximize Foreign Trade Zone #89 (FTZ) Opportunities.

- a. Promote the benefits of Southern Nevada's Foreign Trade Zone (FTZ) as a strategic advantage for manufacturers, logistics companies, and global businesses.
- b. Identify and engage companies that can leverage FTZ incentives for cost savings, supply chain efficiency, and international market expansion.

7. Strengthen Workforce Development as a Business Attraction Tool.

- a. Develop customized workforce solutions to address employer needs and ensure talent availability for relocating and expanding businesses, leveraging insights from the Talent Pipeline Council.
- b. Collaborate with EmployNV, NSHE, CCSD, and industry partners to create workforce training programs aligned with target industry needs and informed by Talent Pipeline Council discussions.
- c. Leverage LVGEA's Workforce Talent Liaison for businesses to access no-cost workforce resources, analyze hiring and training needs, connect with Nevada's workforce, identify financial incentives, and facilitate scalable no-cost options to support growth.
- d. Strengthen Workforce Development's presence with the LVGEA Board, Sponsors, and at investor onboarding, site visits, fam tours, and outreach events.

8. Leverage the LOCATE NOW 501(c)(3) organization to proactively plan and lay the groundwork for a potential LOCATE initiative, aligning with key signature events in Las Vegas from 2026 to 2028.

- a. Evaluate and plan for LVCVA Signature Events.
 - i. NCAA Final Four
 - ii. College Football Championship
 - iii. Olympics
 - iv. World Cup
- b. Convene The LOCATE NOW Board to discuss funding strategies and event planning.
- c. Review prior LOCATE initiative pros and cons.

ORGANIZATIONAL GOAL 2

Build and Champion the Las Vegas Business Brand

1. Promote the Las Vegas Brand to a Regional and National Audience.

- a. Revamp and relaunch LVGEA's website with new features targeting out-of-market decision makers and industry-specific landing pages (e.g. healthcare, advanced manufacturing) to reinforce LVGEA as the economic development authority of Las Vegas.
- b. Launch a regional public relations campaign focused on 1-2 key industries to boost brand visibility and reinforce organizational credibility.

2. Highlight Las Vegas as the ideal destination for business relocation and expansion.

- a. Develop a marketing plan to generate business leads in target industries.
- b. Conduct at least 1-2 lead generation campaigns targeting business leaders in our target industries.
- c. Share success stories and client testimonials of new companies expanding and locating in the region.
- d. Marketing and leveraging the positive of impact new legislative changes.

3. Position LVGEA as a subject-matter-expert in regional economic development.

- a. Cultivate and solidify relationships with local media outlets.
- b. Collaborate with trade and industry publication reporters to align PR strategies with potential pitching opportunities (tailored to national or local scope, depending on timing and budget).
- c. Secure opportunities for LVGEA executive leadership to speak at community and business events, highlighting the reorganization, organizational stability, and strategic focus on new target industries.



ORGANIZATIONAL GOAL 3

Deliver Value to our Investors and Community

1. Increase organizational capacity to support economic development in the Las Vegas region and address market demands.

- a. Secure additional investments and diversify funding sources to provide the necessary resources for executing business attraction initiatives.
- b. Focus on high-value engagement opportunities with partners such as strategic councils, roundtables, familiarization tours and business to business trips.
- c. Leverage relationships to connect with new investors outside of the LVGEA network.

2. Articulate the value of investing in economic development to public and private stakeholders.

- a. Distribute an ROI sheet to each investor showcasing the value of investment.
- b. Calculate the regional economic impact for each new locate, broken down by municipality.
- c. Share case for support to help align value conversations.
- d. Create a standardized approach to including LVGEA's investors in the business development process, including creation of an Investor Network booklet that will be provided to interested companies to help connect them to the region's business ecosystem.



3. Champion economic growth initiatives at a state and federal level.

- a. Actively engage with state officials and legislators to advocate for policies in the 2025 legislative session that promote economic growth, including an economic development modernization bill, an inland port bill, and modifications to abatement requirements.
- b. Lead the LVGEA Policy Committee in analyzing legislation and delivering strategic guidance on key bills during the biennial legislative session.
- c. Renew GOED agreements for 2025 and beyond.
- d. Convene a regional coalition to craft a long-term Comprehensive Economic Development Strategy that drives sustainable growth for the region.
- e. Partner with Nevada's federal delegation in support of federal policies that benefit Southern Nevada, including the Southern Nevada Economic Development and Conservation Act, the Sloan Canyon Conservation and Horizon Lateral Water Pipeline Act, and the Apex Area Technical Corrections Act.
- f. Hold semi monthly meetings with local mayors and elected LVGEA reps to align on regional priorities to enhance communication and coordination.



ORGANIZATIONAL GOAL 4

Stabilize and Strengthen the Organization

1. Simplify business practices with a focus on the mission.

- a. Enhance internal communications by implementing clear, efficient, and cohesive messaging strategies for staff, partners, investors, and board members.
- b. Conduct a thorough assessment of current processes and SOPs, pinpoint inefficiencies, and implement standardized improvements to maximize staff effectiveness and operational efficiency.
- c. Reduce outside consulting & contracting dependence.

2. Stabilize the organization during a time of transition.

- a. Launch a nationwide executive search to hire a President & CEO, and incorporate performance metrics into the CEO's employment agreement.
- b. Strengthen and expand ongoing fundraising efforts to ensure sustainable financial support for LVGEA's mission and initiatives.
- c. Conduct a comprehensive review and strategic revision of the 2025 budget to optimize resource allocation and financial efficiency.
- d. Lead a thorough board corporate governance and engagement assessment, establishing clear expectations to enhance leadership effectiveness and organizational alignment.






3. Renew the organization's focus on business attraction.

- a. Rebuild the business development team by strategically recruiting top-tier sales professionals and industry experts to drive growth and market leadership.
- b. Reestablish and strengthen relationships with key stakeholders and partners to foster collaboration and maximize long-term impact.
- c. Conduct a comprehensive regional competitiveness analysis to identify strengths and uncover opportunities to better position the market for growth.
- d. Establish clear, data-driven performance targets for key industry verticals to ensure strategic growth, accountability, and measurable success.
- e. Focus organizational resources on high-impact business attraction efforts, ensuring they take priority over operational and event-related activities.



Metrics

		TARGET	STRETCH
	NEW JOBS CREATED	900	1,200
	CAP X	\$800M	\$1B
	AVERAGE ANNUAL SALARY	\$72,000	\$75,000
	COMPANIES AT HIGH AVERAGE WAGE (125% OF COUNTY AVERAGE)	3	5
	% OF LOCATES IN TARGET INDUSTRIES	50%	75%
	2-YEAR ECONOMIC IMPACT	\$200M	\$220M
	2-YEAR FISCAL IMPACT	\$150M	\$165M
	WORKFORCE DEVELOPMENT COMPANIES ASSISTED	175	182
	WORKFORCE GRANT FUNDS AWARDED	\$400K	\$420K
	FTZ INQUIRIES	45	50
	FTZ APPLICATIONS	3	5
	FTZ OPERATORS	10	12

Metrics



	TARGET	STRETCH
NET NEW REVENUE	\$150K	\$300K
AVERAGE ANNUAL PRIVATE INVESTOR AMOUNT	\$15,000	\$16,000
DATA PORTAL VISITORS	2,500	2,600
LEAD GENERATION CAMPAIGNS	1	2



SITE VISITS	24	30
BUSINESS ATTRACTION EVENTS	3	5



TOTAL ASSISTS	25	30
ANCILLARY ASSISTS	10	12
GOED ASSISTS	15	17
QUALIFIED LEADS	150	165



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