

THE STATE OF
**ECONOMIC
DEVELOPMENT**

MARCH 12, 2026

#SOED2026

THE STATE OF **ECONOMIC DEVELOPMENT**



LAURI PERDUE

LVGEA BOARD CHAIR

#SOED2026

#SOED2026



WELCOME ELECTED OFFICIALS

#SOED2026

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70 YEARS YOUNG

EST. 1956

#SOED2026



2025 ANNUAL REPORT

SCAN TO VIEW THE FULL REPORT



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BRANDON BARKHUFF

PRESIDENT & CEO, NV ENERGY

#SOED2026

DANIELLE CASEY

PRESIDENT & CEO, LVGEA



TOM BURNS

EXECUTIVE DIRECTOR, GOED

#SOED2026

20

COMPANIES
ASSISTED

1,187

JOBS CREATED
& RETAINED

\$230M

TOTAL CAPITAL
INVESTMENT

#1

AMONG MAJOR METROS
(LAS VEGAS)

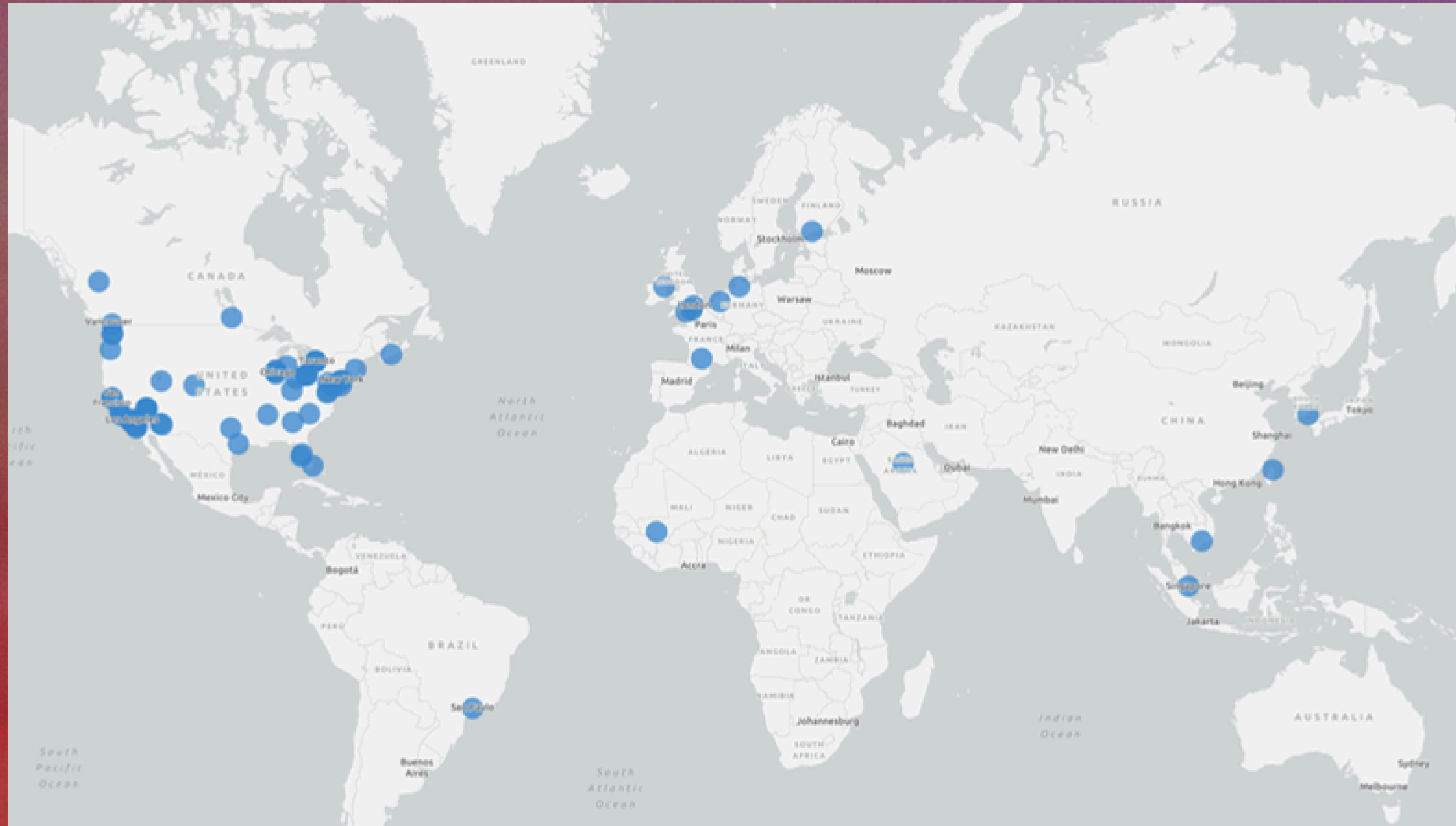
#2

AMONG SMALL MARKETS
NATIONWIDE (CARSON CITY)

7 → 14

FTZ OPERATORS PROJECTED TO DOUBLE IN 2026





LVGEA PROJECTS FROM 16 DIFFERENT COUNTRIES

\$38.5M

**ADDITIONAL SSBCI FUNDING FOR
BATTLE BORN GROWTH
WWW.NVSMALLBIZ.ORG**

60%

**WINN FUNDS AWARDED
WWW.GOED.NV.GOV/PROGRAMS/WINN/**



**ACCREDITED
ECONOMIC
DEVELOPMENT
ORGANIZATION**

International Economic Development Council



Economic Development 101

SPACES ARE LIMITED, REGISTER TODAY:



When: April 7, 2026, 8 a.m. - 5 p.m.

NEVADA APEX ACCELERATOR



GOED

NEVADA GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT

NEVADA APEX ACCELERATOR

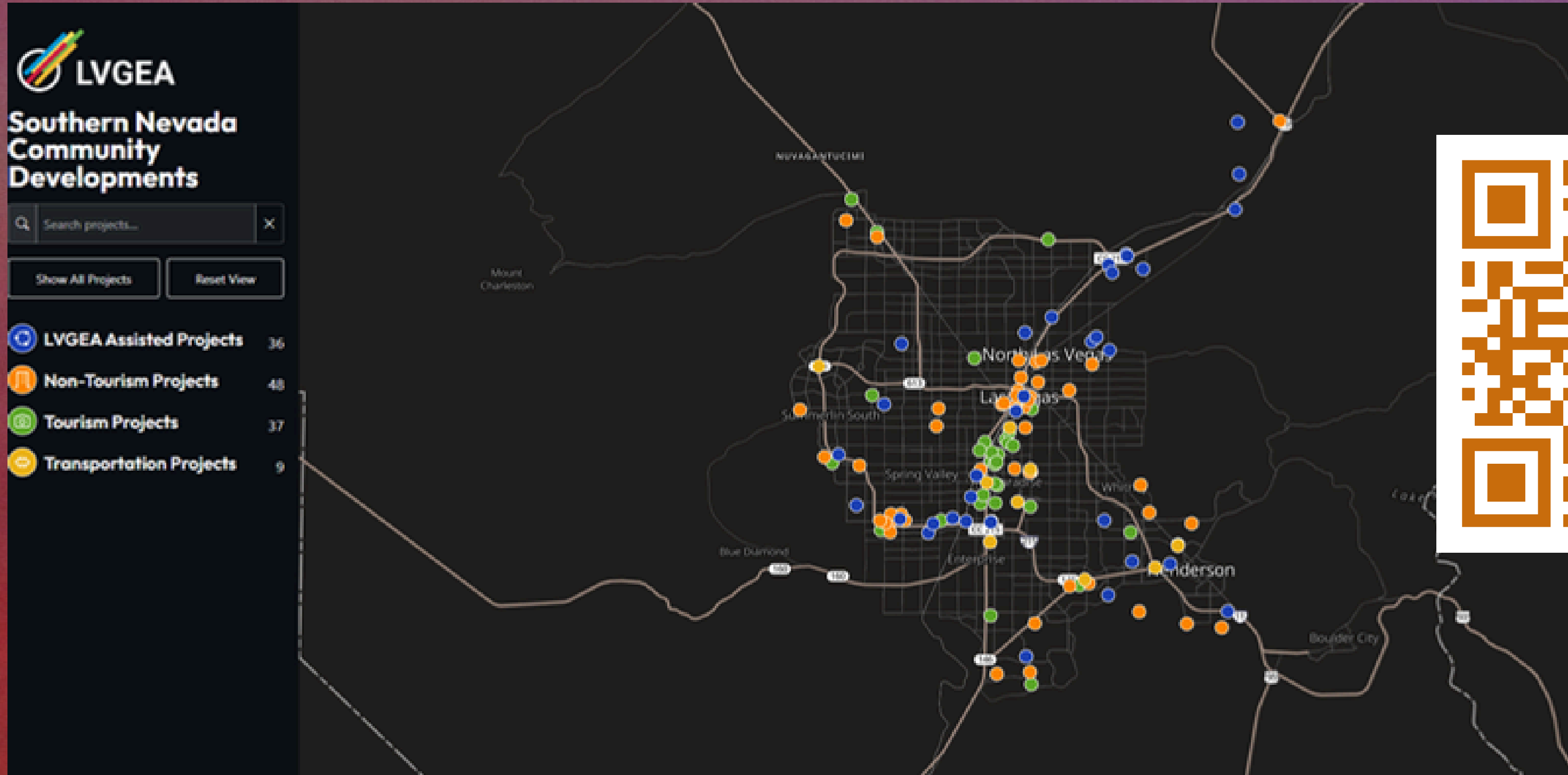
WWW.NVSMALLBIZ.ORG

**BATTLE
BORN
GROWTH**



Nevada's
Small Business
Capital Program





LVGEA.ORG/DEVELOPMENT-MAP

GOED 2026: AN EYE ON THE FUTURE



LVGEA 2026: STRATEGIC MOVES

BENCHMARKING | TARGET INDUSTRY VALIDATION | FLAGSHIP “NORTH STAR” GOALS & STRATEGIES
PARTNER ROLES AND RESPONSIBILITIES | ORGANIZATIONAL ASSESSMENT | STAKEHOLDER ENGAGEMENT
STEPS TO MOVE THE NEEDLE | RELIABLE METRICS FOR ACCOUNTABILITY AND SUCCESS





THE NEVADA WAY!

#SOED2026

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TAREQ WAFIAE

ECONOMIC DEVELOPMENT POLICY MANAGER, AMAZON

#SOED2026



Google Earth

Data SIO, NOAA, U.S. Navy

**WELLS
FARGO**

IVAN FERRAZ

**LVGEA BOARD EXECUTIVE COMMITTEE MEMBER & HEAD
OF NEVADA COMMERCIAL BANKING FOR WELLS FARGO**

#SOED2026



JASON HICKEY

HICKEY & ASSOCIATES

#SOED2026



AMBER BAKER

MANAGING PRINCIPAL, CLA LAS VEGAS

#SOED2026

GERALD E. ROSEN

RETIRED CHIEF JUDGE, US DISTRICT COURT FOR THE EASTERN DISTRICT OF MICHIGAN

MODERATED BY:

THE HONORABLE JON C. PORTER

#SOED2026

The Grand Bargain Unveiled



Protecting City Pensions

The Grand Bargain safeguarded retirement funds for Detroit's municipal employees, ensuring their financial security during bankruptcy.

Preserving Art Collections

Detroit Institute of Arts' valuable collection was protected, keeping cultural treasures safe for future generations.

Collaborative Funding Efforts

Local, state, and philanthropic sources united to provide funds, demonstrating innovative collaboration among diverse stakeholders.

Securing Detroit's Future

Financial recovery measures set Detroit on a path to stability, fostering hope for the city's future growth and resilience.



COMMUNITY BLIGHT



MICHIGAN TRAIN STATION BEFORE 'THE GRAND BARGAIN'



JUDGE STEVE RHODES



RETIREEES REVOLT



BANKRUPTCY PROTESTS



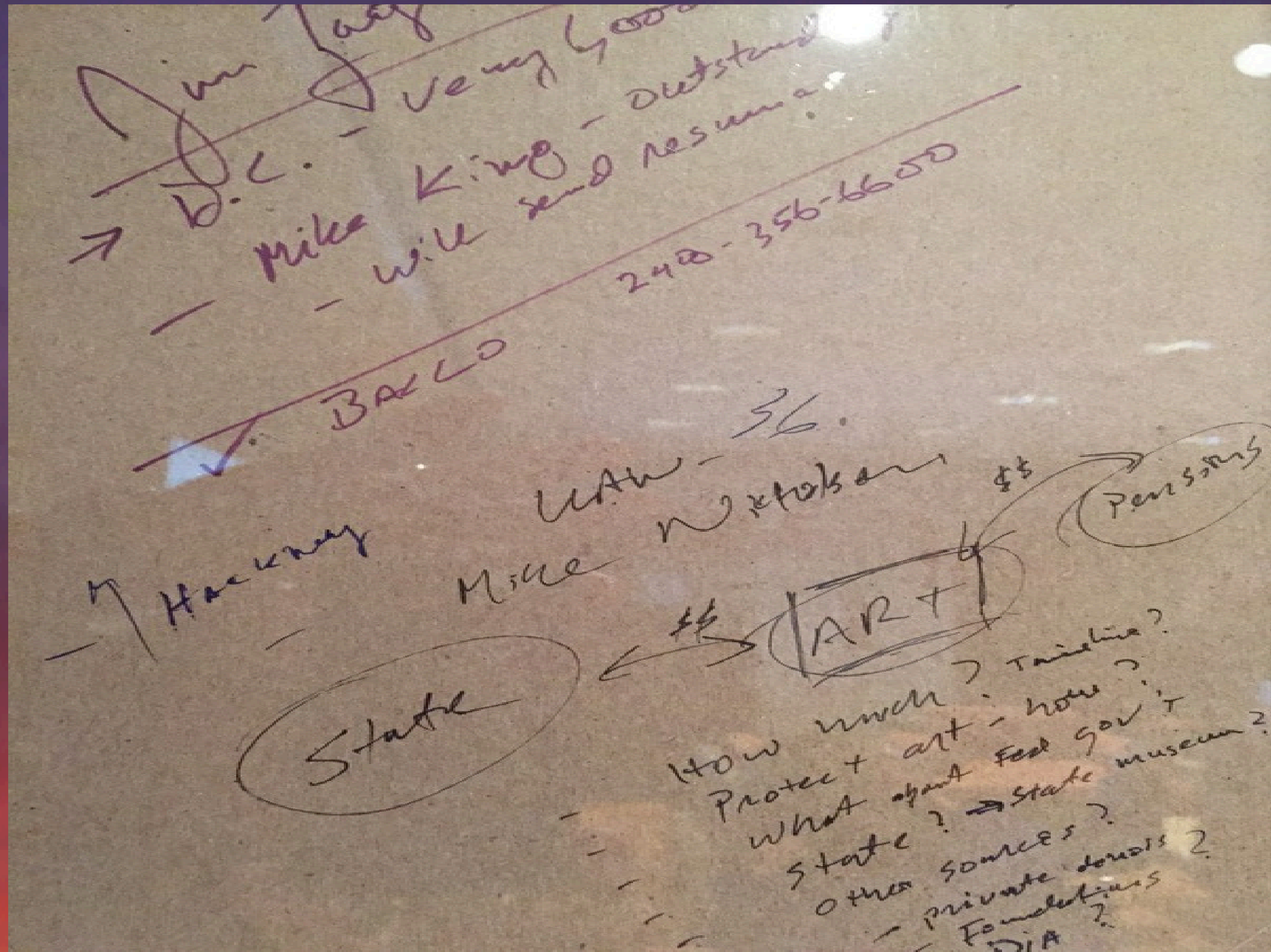
PROTESTS AGAINST STATE



BANKRUPTCY PROTESTS



JUDGE ROSEN'S SON JAKE AND WIFE LAURIE



THE DOODLE - NOW HANGING IN THE DETROIT INSTITUTE OF ARTS



EMERGENCY MANAGER KEVYN ORR



DETROIT MAYOR MIKE DUGGAN





GOVERNOR RICK SNYDER



MARIAM NOLAND, COMMUNITY FOUNDATION FOR SE MICHIGAN



DARREN WALKER, FORD FOUNDATION



RIP RAPSON, KRESGE FOUNDATION



JOHN GALLAGHER, REPORTER



DR. PAUL SCHAAP, PAUL AND CAROL SCHAPP FOUNDATION



SHIRLEY LIGHTSEY, DETROIT RETIRED CITY EMPLOYEE ASSOCIATION



DONALD TAYLOR, RETIRED DETROIT POLICE AND FIREFIGHTERS ASSOC.



THE DETROIT INSTITUTE OF ARTS



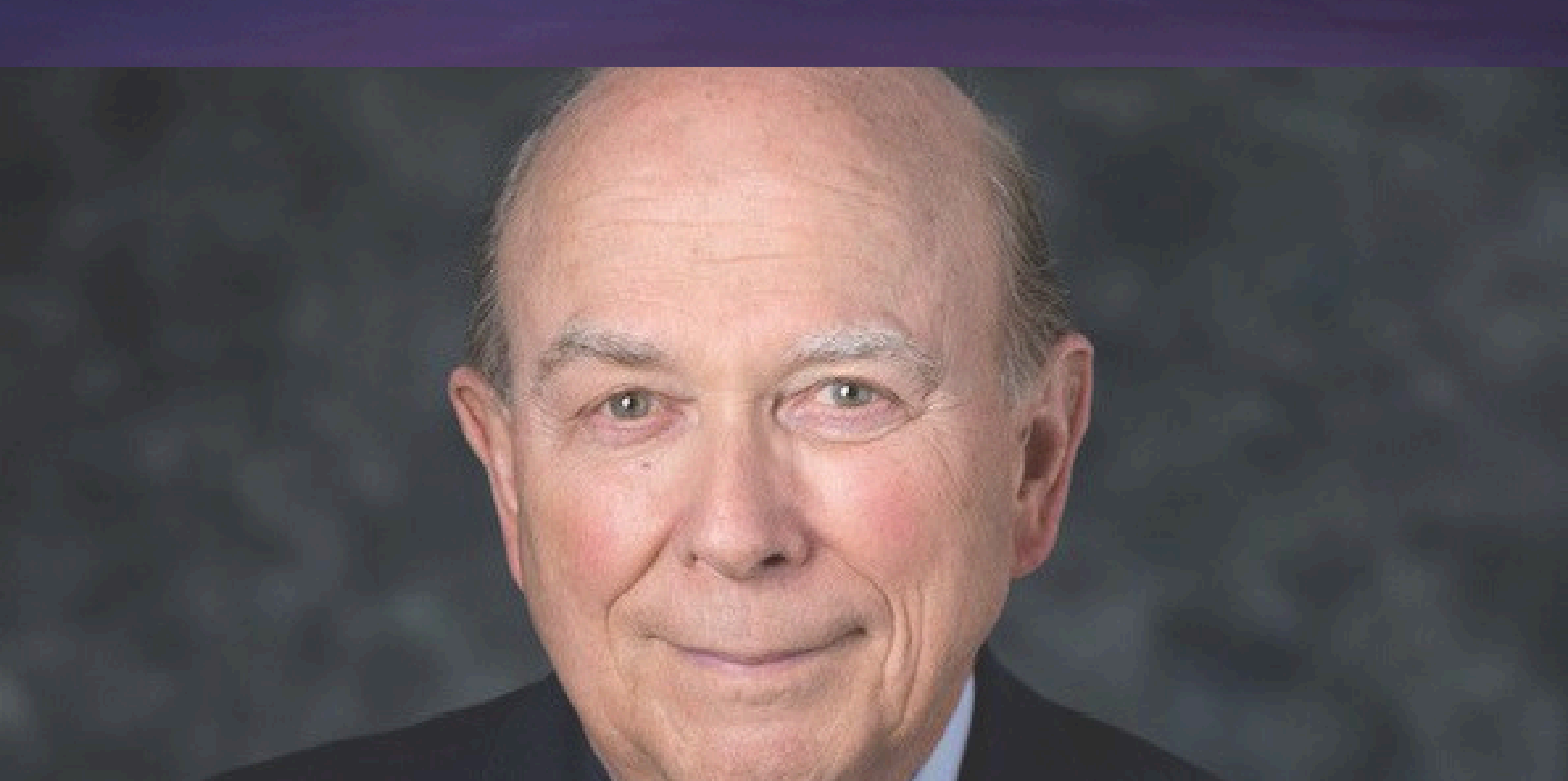
A COMMUNITY TREASURE



DAVID AND THE RESCUED DOGS



THE EMPTY CABIN



GENE GARGARO, DIA CHAIR OF THE BOARD



FRANKIE THE BARBER



TIM COLEMAN, INVESTMENT ADVISER TO BOND INSURERS



DAVID HEIMAN, LEAD COUNCIL FOR THE CITY OF DETROIT



THE FINAL SETTLEMENT - AROUND 2:30 A.M.

DETROIT FREE PRESS SPECIAL REPORT

A FREE PRESS SPECIAL REPORT

HOW DETROIT WAS REBORN

THE INSIDE STORY OF DETROIT'S HISTORIC BANKRUPTCY CASE



STEPHEN HENDERSON
EDITORIAL PAGE EDITOR

No time to rest after bankruptcy

I have started to view Detroit's path forward through a specific lens. The neighborhood where I was born, in the old St. Cecilia's parish near Loversin and Grand River, is as hard-hit as any in the city. And the house where my family lived, near the corner of Tansie and Monica, is an abandoned, stripped wreck that's blighting the block. I was born there, and my connection compels action on my part. I want to take my old house, fix it up and find a productive life for it. I want to work with the people in that neighborhood, the ones who have stayed in decay set to around them, on the kind of change that will matter for everyone. This is the work that bankruptcy was never going to get done. It's work that reaches deep into the city's most desperate areas. And work across the tormented neighborhoods will be far more expensive, with dividends that pay much more slowly, than those won in federal court. Bankruptcy's objective was simple. Give the city's balance sheet some breathing room. Reset the financial outlook. It was never intended to fix schools or lower crime. It was never going to solve the deep social and cultural dysfunction that thrives on the poverty and isolation that grip so much of the city. It was never going to "save" Detroit. Bankruptcy could only make city government more visible, with debt off our backs and more cash to flow into services. But most important, back-

See HENDERSON, Page 24



City rises from horrific debt to incredible hope

By Nathan Aschery, John Gallagher and Mark Stricker
Detroit Free Press Staff Writers

U.S. District Chief Judge Gerald Rosen wondered what the hell he'd gotten himself into. Rosen was in Florida in August 2013 for a quick golf vacation but was rising before dawn each day to read Detroit's massive plan to restructure its debt. The numbers were horrific: \$18 billion in liabilities, 78,000 blighted buildings, four of every 10 dollars already devoted to debt, pensions and retiree health care. Thousands of elderly retirees were facing deep pension cuts — their livelihoods. Detroit's world-class art museum was at risk of losing its treasured pieces in a fire sale. The city needed hundreds of millions of dollars just to begin to climb out of the hole. Rosen, the appointed federal mediator in the city's historic bankruptcy case, picked up his pen and doodled an idea on the cardboard back of a legal pad. He wrote "ART" and drew a box around it, representing protection for the city-owned Detroit Institute of Arts and its billions of dollars in masterpieces. He wrote "state" and "pensions" and drew arrows in a diagram. He wrote several phrases — "New Bonds?" "Utilities," "what about fed gov.," "foundations," "private services." Sixteen months later, Rosen's idea became the central element of a blueprint to reinvent one of America's oldest cities. The unprecedented deal that Rosen imagined ultimately brought together a unique coalition of foundations, state government, unions and others to save the museum — and throw a lifeline to thousands of Detroit pensioners. This is the backstory of how Detroit cleared mountains of debt accumulated over 50 years and emerged with a shot at restoring basic services for 685,000 city residents who deserve better. It's a story that played out in dozens of little dramas, including the \$100-million Cal State, the Christmas Eve Massacre, the Mad Race to the Courthouse and the Hallowed at the Hallowed — when lawyers decided in a hair-splitting See BANKRUPTCY, Page 26



ROCHELLE RILEY
CHILDREN OF DETROIT WILL DECIDE BANKRUPTCY SUCCESS. 28



SUSAN TOMPOREK
SMALLER PENSION, HEALTH CARE CUTS STILL PAINFUL. 88

THE CAST OF CHARACTERS
KEY FIGURES IN DETROIT'S BANKRUPTCY CASE. 74

DIA
ART SAVED, MUSEUM LOOKS TO FUTURE. 88

DETROIT IN 30 YEARS
HARD WORK AHEAD ON TECHNOLOGY TAXES AND BLIGHT. 108

CITY SERVICES
THEY'RE IMPROVING, BUT CITY STILL HAS LONG WAY TO GO. 118

LIVING IN THE D
DETROITERS TALK ABOUT HOPES FOR FUTURE. 128



THE GRAND BARGAIN SIGNED INTO LAW



MICHIGAN TRAIN STATION - AFTER 'THE GRAND BARGAIN'

HCA 
Healthcare[®]

MATT LATUCHIE
VP OF STRATEGY, HCA HEALTHCARE

THANK YOU.

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