

Economic Vitality Strategy and Action Plan Overview



Douglas County, Nevada

Plan Adopted September 13, 2010
Document updated June, 2011

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Douglas County, NV

Background

Development of an Economic Vitality Strategy and Action Plan was a top strategic planning objective of the Board of County Commissioners. In September 2009, Karen Craig Creative Cities was hired to assist the County with this project. Rather than starting from scratch, the project began with an evaluation of 10 excellent plans dealing with economic development that were developed during the past 10 years. The plans include:

- Douglas County Community Assessment 2009
- Douglas County Strategic Plan Update 2009
- Genoa Strategic Plan 2008 by the Town of Genoa
- Carson Valley Visitor & Tourism Assessment 2006
- NVision Regional Economic Development Strategy 2006
- Douglas County Master Plan Update 2006
- Gardnerville Plan for Prosperity 2005
- Minden Plan for Prosperity 2002
- Douglas County Economic Development Business Plan 2000
- Douglas County Retail Leakage Study by University Nevada Small Business Development Center 1998

From the plans, a database was developed to sort 900 recommendations by general area, topic and status. Completed items were celebrated on March 15, 2010, at a State of the County event.

Remaining recommendations were reviewed focusing on major projects on the horizon that are ripe with motivated leadership and/or access to resources. Initial recommendations were presented to the Board of County Commissioners on April 29, 2010 in a workshop where the Board confirmed the project was on target.

In July the Board formed the Economic Vitality Division within the County Manager's Office, and the Assistant to the County Manager Position was reclassified to become the Economic Vitality Manager. Plan implementation becomes the charge and focus of the division guiding a majority of the work, programs and services.

After the workshop in April 2010, most project champions were identified, and most of the teams were formed. Projects are proceeding at varying paces. A presentation of the final proposed Economic Vitality Strategy and Action Plan was approved at a September 13, 2010 Board meeting.

The plan sets a goal that "by 2022, Douglas County will be recognized as the best place to live, work and play because of our community commitment to education, recreation and innovation."

Five guiding principals will direct the County's Economic Vitality work and the attraction of new businesses: improve the business climate; preserve the natural environment; improve infrastructure; enhance education and workforce; maintain the quality of life, and attract businesses that are unique and marketable.

The Action Plan includes three areas of focus and twelve priority projects:

Distinctive Downtowns

- Tahoe Revitalization
- Minden Momentum
- Genoa Destination
- Main Street Gardnerville

Outdoor Recreation & Lifestyle

- Tremendous Trails
- AscentDouglas.com – the attraction of Outdoor Recreation & Lifestyle Manufacturers
- Sports Aviation Destination
- Inspired Mobility

Education & Workforce

- Maximize WNC Facility
- Energy Science Park
- K-12 Education
- Community & Senior Center

A creative approach to economic development, the plan focuses on growing true community wealth by placing a focus on being a place rich in talent and ideas, attracting educated people, creating additional physical cultural amenities, and putting together bold partnerships among businesses, government, and the nonprofit sector to bring about change.

Guiding Principles

- Improve the business climate
- Preserve the natural environment and improve infrastructure
- Enhance education and workforce
- Maintain the exceptional quality of life
- Attract businesses that are unique and marketable

Vision Statement

“A Community to Match the Scenery”

Economic Vitality Projects

Project champions develop the project goal with the input of their team members. The projects are proceeding at different paces.

Focus Area – Distinctive Downtowns
1. Tahoe Revitalization – Mike Bradford, Champion
Team Members: Tony O’Rourke, Mitchell Mize, Scott Morgan and T. Michael Brown
Goal – Tahoe Revitalization is a major economic development goal for Douglas County, El Dorado County and the City of South Lake Tahoe. The guiding principle the attainment of significant environment gains through revitalization of the built environment and related environmental improvement projects founded on integrated water and transportation systems extending throughout the South Shore and within the areas of separate governmental authorities.
Objective – Transform the South Shore from a gaming based economic model to an outdoor recreation based tourism destination. As addressed in the Lake Tahoe Basin Prosperity Plan: “The Tahoe Brand – To re-brand the region as a green, geotourism, health and wellness visitor destination, providing a unique, authentic Lake Tahoe experience including sports, recreation, culinary, historical, art, cultural experiences, environmental education and volunteer opportunities.” LTBPP Nov 2010
Strategy – Visioning
Strategy – Engage residents; engage with similar communities; engage political leadership
Strategy – Attract capital
Strategy – Revitalization
Strategy – Constant evolution of what’s coming next
2. Minden Momentum – to be determined
Team Members: Mike Gilbert, Bill Henderson, Mike Pegram, John Hamer, Chris Bently and T. Michael Brown
Project Framework – Using the momentum of major investment along Hwy. 395 radiating from the Buckeye Gateway, pedestrian friendly and traffic calming improvements will be pursued to inspire a vibrant downtown including mixed-use, infill and adaptive reuse of historic buildings.
3. Genoa Destination – Dave Whitgob, Champion
Team Members: Randy Falcke, Chad Coons, Dan Aynesworth, Sheryl Gonzales, and Lisa Granahan
Goal – Genoa is an active business community providing services and unique experiences for visitors and residents.
Objectives – Create the destination; amplify the destination
Strategy – Revisit and consider the implementation of the Genoa Main Street Master Plan (2002 landscape plan)
Strategy – Mormon Station possibilities
Strategy – Genoa Trail
Strategy – Cemetery beautification

Strategy – Roadway cleanup
Strategy – Reassess signage
Strategy – Explore creative solutions to zoning, code and parking issues
4. Main Street Gardnerville – Paula Lochridge, Champion
Team Members: Margaret Pross, Lisa Granahan, Main Street Gardnerville Board of Directors & Volunteers
Goal – Revitalize downtown Gardnerville utilizing design, organization, promotion, and economic restructuring to develop the unique identity and preserve the historic nature of our community.
Strategy – Recruit small independent retail businesses
Strategy – Pedestrian friendly and convenient parking
Strategy – Basque Old Town Center

Focus Area – Outdoor Recreation & Lifestyle
5. Tremendous Trails – Melissa Shaw Granat, Champion
Team Members: Juan Guzman, Bill Hay, Kerstin Wolle, Charlotte Bass, a motorized trail representative and Lisa Granahan
Goal – To build a sustainable community connected by trails, making it easy and inviting for residents and visitors to connect outdoors and enjoy more than 22-types of outdoor activities year round in Douglas County.
Objective – Connect physically and virtually, an accessible network of sustainably planned and designed neighborhood paths and adventure trails
Objective – Be recognized with national awards and selected to host national meetings and event destinations for having one of the finest sustainably designed trails network in the United States
6. Ascent Douglas – Jim Slade, Champion
Team Members: John Endter, Andrew Strain, Rob Hooper, J. Brandon, Lisa Granahan and RKPR
Goal – Recruit, retain and expand Outdoor Recreation and Lifestyle Industry jobs.
Strategy – Outdoor Retailer–world’s largest Outdoor Sports Industry gathering
Strategy – Online Social Media Initiative
Strategy – Network local Outdoor Recreation Manufacturers
7. Sports Aviation Destination – Linda Mae Draper-Hivert, Champion
Team Members: Terry Lalonde, Mike Bradford, Rick Walters, Bob Semans, Chris Johnson and Bobbi Thompson
Goal – Elevate Minden-Tahoe Airport to the world’s premier sport aviation destination by developing: <ul style="list-style-type: none"> – community involvement – International awareness – a learning center
Strategy – Education
Strategy – Awareness
Strategy – Business development
8. Inspired Mobility – Carlo Luri, Champion
Team Members: Mel Maalouf, Donna Walden, Chris Buchanan, Mahmood Azad and Lisa Granahan
A broad plan that will encompass a variety of inspiring modes of transportation while being convenient, affordable, fun, and have a low impact on the community.

Focus Area – Education, Innovation & Workforce
9. Maximize WNC Facility
Goal – Maximize WNC Facility with four levels of higher education –Vocational/technical courses –Associate programs –Undergraduate –Graduate degree
10. Energy Science Park
Goal – To create a better life for all in Douglas County through knowledge and technology-based development that effectively balances human needs with economic opportunities.
Objective – Promote academic, industry and government collaboration
Objective – Accelerate the establishment and maintenance of research and technology based companies, facilities, and organizations in Douglas County
Objective – Produce quality jobs and opportunities for our community and region
11. K-12 Education – Ray Sidney, Champion
Team Members: Gintas Vildzius, Eric Butterfield, Dr. Lisa Noonan, T. Michael Brown, Denise Castle and Lisa Granahan
12. Community Center – Janice Rice, Champion
Team Members: Steve Lewis, Jeff Wass, Travis Lee and Brian Fitzgerald
Goal – To Build a Community Center that brings Carson Valley people together – a hub for activities for families and friends of all ages.
Objective – Secure accessible property
Objective – Finalize Community Center designs
Objective – Identify funding options for land/property acquisition, design/development and annual operations

Key Performance Measures

The performance measures below were developed as part of the Economic Vitality Strategy and Action Plan. Further refinement of the measures and development of targets still needs to take place.

Economic Vitality 2010 – 2022 Key Performance Measures

County Strategic Priority	Department Strategic Outcome	Performance Measure	Target
Economic Vitality	Job Growth	Percent change in private nonfarm employment	
	Income Growth	Percent change in per capita money income	
	Business Growth	Percent change in manufacturers	
		Percent change in private non-farm establishments	
	Improved Quality of Life	Percent change in educational attainment	
		Percent change in mean travel time to work	
		Beautification Projects completed	