

## **Overarching Narrative**

**Synopsis:** The Southern Nevada Regional Growth Cluster (SNRGC) coalition’s shared regional vision is to implement a long-term, transformational plan to increase economic resilience and diversification by strategically growing General and Advanced Manufacturing industry sector. During Phase 1, the SNRGC coalition, led by Key Coalition Member and Lead Institution, Las Vegas Global Economic Alliance (LVGEA), facilitated convenings with stakeholders to identify projects that create an intentional plan and investment strategy that leads to regional economic transformation and inclusion. These convenings resulted in a consensus among the stakeholders to choose eight sustainable, interconnected and aligned construction and non-construction component projects that represent our region’s strongest opportunity to grow high-wage jobs and create regional economy more resilient to economic shocks by radically transforming manufacturing capacity. Equally important, stakeholders are committed to expanding access to quality jobs and wealth building opportunities among historically excluded groups through these projects.

The SNRGC coalition includes diverse stakeholders committed to developing and implementing strategies, workforce training, and building the much-needed manufacturing infrastructure to mitigate impacts of future economic disasters. SNRGC coalition members include: LVGEA, Clark County (CC), City of Las Vegas (CLV), City of North Las Vegas (CNLV), City of Henderson (COH), City of Mesquite (COM), University of Nevada, Las Vegas (UNLV), and College of Southern Nevada (CSN) (see Letters of Commitment). Additional strong partnerships include: the Nevada Governor’s Office of Economic Development (GOED); Nevada GrantLab; Workforce Connections; LVGEA’s Board of Directors; Applied Analysis; and local Chambers of Commerce (see Letters of Support). The component projects being submitted in coordination with the Overarching Narrative to complete the full application include:

<b>Component Project (<i>Lead</i>)</b>	<b>Description</b>
Growth Collaborative <b><i>(Las Vegas Global Economic Alliance)</i></b>	Will support SNRGC grantees to successfully implement and administer funded projects, ensure the benefits of projects are enjoyed equitably, and strive to extend the projects’ impact and longevity far beyond the grant. Provide the necessary support structure needed for coalition governance, management, and project evaluation.
Sloan Project <b><i>(Clark County)</i></b>	Conduct a formal land study and development plan for the Sloan Industrial and Manufacturing Park
SMART Program <b><i>(City of Las Vegas)</i></b>	A regional initiative to focus on startups in the advanced manufacturing sector – specifically within “smart mobility”
Apex Water Line Completion <b><i>(City of North Las Vegas)</i></b>	Expansion of Apex water lines to serve 2,500 acres at the industrial park
Center of Excellence (COE) <b><i>(City of Henderson)</i></b>	Phase 2 of the CSN’s Manufacturing COE to increase the number of trained manufacturing workers for the region
Mesquite Site Grading Phase 1 <b><i>(City of Mesquite)</i></b>	Land grading to be more “shovel ready” to recruit manufacturers to the city.
Biomedical & Advanced Manufacturing Project <b><i>(University of Nevada, Las Vegas)</i></b>	Purchase of an adjacent building to the Harry Reid Technology Park. These facilities would be upgraded to support biomedical research
AAS Pathway <b><i>(College of Southern Nevada)</i></b>	Renovate/upgrade existing facilities for the purpose of rapid reskilling of Southern Nevada workers in the advanced manufacturing sector.

A strategic investment by the Economic Development Administration (EDA) will allow the SNRGC coalition to design and implement critical physical infrastructure and human capital /training talent pipeline projects to catalytically transform regional long-term economic development and resilience. Building critically-needed infrastructure projects are a once-in-a-lifetime opportunity to transform our regional economy, diversify our economic base, and prevent

the devastation suffered because of over-reliance on tourism as our main industry. The component construction projects, together with the non-construction component projects, will lay the groundwork to transform our region and launch General and Advanced Manufacturing as a regional economic driver by increasing regional innovation, building assets and infrastructure, developing General and Advanced Manufacturing sites in an environmentally sustainable way, expanding existing firms and attracting new companies, creating jobs, and catalyzing private business and philanthropic investment. In addition, the project will transform the regional workforce by building a training pipeline to address current skills gaps, supporting economically disadvantaged communities, and advancing equity and inclusion of underrepresented populations in in-demand education/training and business development, resulting in improved job placement and retention, and increased wage growth.

Without EDA funding, the economic impacts described above will not be realized for decades, if ever, due to the time it will take to fund and implement these projects in an uncoordinated fashion, and Southern Nevada will remain at high risk of economic devastation due to our lack of economic diversification. As a relatively young community, we are drastically underdeveloped in General and Advanced Manufacturing systems. EDA funding offers a once-in-a-lifetime opportunity to build the critical connectivity and training programs needed. The community is “shovel worthy” as the epicenter of economic devastation during COVID-19, and “shovel-ready” due to the organization around these opportunities and prior planning efforts already completed.

The proposed projects directly address all five goals and specific objectives within each goal from the region’s Comprehensive Economic Development Strategy ([CEDS](#)): Goal 1: Promote a Resilient & Diverse Economy; Objective 1.1. Accelerate the growth of high-skill, high-wage jobs, 1.3 Increasing utilization of the region’s Foreign Trade Zones (“FTZ”) (APEX is a designated FTZ), and Objective 1.4 Ensure sufficient land, infrastructure, and resources are available for new development in Southern Nevada; Goal 2: Connect People, Businesses, & Ideas, Objective 2.2. Encourage effective business collaborations, including partnerships between startups and established, larger businesses; Goal 3: Support Southern Nevada’s New Target Industries, Objective 3.1. Expand Southern Nevada's manufacturing base; Objective 3.4. - Capitalize on Southern Nevada's connectivity to major domestic and international markets; and Objective 3.5. - Recruit businesses with compelling value propositions for Southern Nevada that diversify the region’s economy; Goal 4: Reimagining Regional Collaboration, Objectives 4.3. Enhance and align regional economic development efforts, 4.4. Engage community and business leaders in the economic development process; Goal 5: Stimulate a Future-Ready Workforce, Objective 5.3. Advance opportunities for dislocated workers in target industries and stable employment.

These projects also address all EDA Investment Priorities: Recovery & Resilience –Projects will lead to regional economic diversification and resilience, increase economic capacity, improve worker access to good jobs and increased wage growth, and build, improve, and better leverage economic assets that leads to economic success; Equity - LVGEA convened regional stakeholders to create an Equity Plan following the Phase 1 award to ensure that economic benefits of the EDA’s investment are shared equally across our diverse region, including in high poverty urban and suburban areas; Workforce Development and Manufacturing - Projects will support the planning and implementation of infrastructure for skills training centers with a focus on manufacturing, job creation and technical education aimed at retraining Nevada’s workforce; and will effectively address the creation and/or retention of high-quality jobs; Technology-Based Economic Development - The SMART Program and UNLV will foster regional knowledge ecosystems that support entrepreneurs and startups that are creating technology-driven, well-paying jobs of the future; Environmentally-Sustainable Development - The APEX Project helps address the potential impacts of continued drought, changing economic conditions, and water use patterns on long-term

demands through the development and implementation of green processes that will help ensure the sustainable development of resources and reduce water demand impacts to the Colorado River; and Exports & FDI: Projects, such as the APEX Project and Mesquite Site Grading, include the development and implementation of projects that enhance and build community assets to support growth in U.S. exports.

Additional and complementary initiatives taking place concurrently in Southern Nevada that leverage this investment include but are not limited to: 1) CSN’s development and construction of the Westside Education and Training Center (ETC) in collaboration with the City of Las Vegas and funded recently by the EDA, which will serve the long disadvantaged and impoverished Historic Westside of the City of Las Vegas, surrounding areas within Las Vegas and adjacent North Las Vegas through training the unemployed, under-employed, and yet-to-be employed for entry-level careers in construction; information technology (IT); Advanced Manufacturing; and healthcare; 2) GOED, a key partner in the SNRGC, is updating the Recovery and Resiliency plan through the ARPA EDA Statewide Planning Grant to focus on resiliency and working on a statewide CEDS and workforce analysis of existing assets, industry intelligence and opportunities to foster growth of manufacturing and logistics sector workforce with equity and inclusion will be done, outcomes include a roadmap with short, mid- and long-term strategies to identify specific infrastructure and/or workforce investments to facilitate and sustain anticipated expansion of the industry cluster. 3) GOED also has WINN funds, designed as a commitment to arm businesses with the skilled employees needed. WINN has made more than \$11 million in strategic investments to enable accelerated on-ramps to high-skill and high wage jobs in a New Nevada. Existing programs include the Manufacturing Skills Training Program (MTSP) at CSN designed to provide foundational manufacturing skills for local employers and meet the training requirements for the manufacturing industry.

Specific metrics of success expected include: Increased anticipated job creation; improved wage growth; anticipated regional GDP growth; reduced unemployment; number of workers and students placed in quality jobs; demographic breakdown of populations benefiting from investments; number of students achieving certification. For infrastructure projects, metrics of success include: total linear feet of pipeline constructed; total water flow available for industry use; total dollars of manufacturing investment and commercial investment in target area.

A general timeline for implementation for component projects is represented below:

Component Project (Lead)	Year 1	Year 2	Year 3	Year 4	Year 5
Growth Collaborative (LVGEA)					
Sloan Project (CC)					
SMART Program (CLV)					
Apex Water Line Completion (CNLV)*					
Center of Excellence (COH)					
Mesquite Site Grading Phase I (COM)					
Biomedical & Adv. Mfg. Project (UNLV)					
AAS Path (CSN)					

\*By August 2027

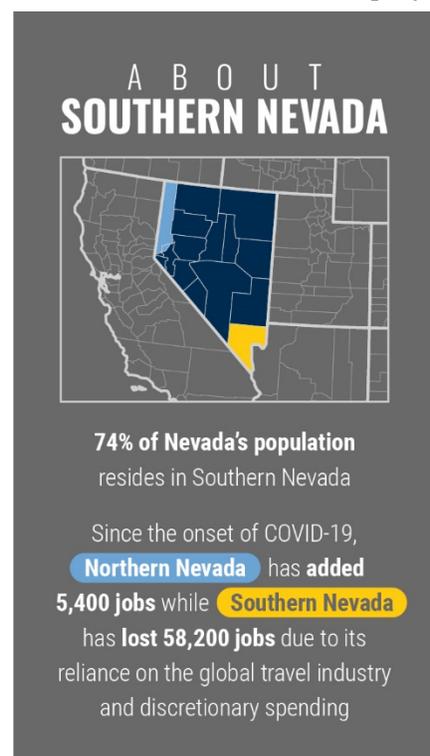
**Description of Geographical Region Served:** SNRGC will serve Clark County (FIPS code 32003), NV, Southern Nevada’s most populous county with almost 2.3 million residents or 73.6% of the state’s population. There are five major cities in Clark County – Las Vegas (the largest city in Nevada and one of the fastest-growing metropolitan areas in the nation), North Las Vegas, Boulder City, Henderson, and Mesquite; 20 other U.S. Census-designated areas; and 13 smaller communities and unincorporated areas. In addition, 45 Census Tracts are [Designated Qualified Opportunity Zones](#). [Clark County](#) has a [majority minority population](#) as residents are 41.7% White,

31.6% Hispanic/Latino, 13.1% Black/African American, 10.4% Asian, 4.9% Two/More Races, 1.2% American Indian/Alaska Native, and 0.9% Native Hawaiian/Other Pacific Islander.

Southern Nevada is known for the city of Las Vegas, and world-renowned for hospitality, gaming and tourism. While this international brand is an asset, the fact that the region has always been reliant on one industry, tourism, has resulted in the greatest economic devastation seen in any region across the country during the Great Recession and the pandemic, including the highest job loss and unemployment rates ever seen. The pandemic caused sudden and massive job losses, the closure of entire industries, and incredible economic devastation to date, as Clark County (Las Vegas MSA) experienced unemployment rates reaching [33.3% in April 2020](#) – the highest rate ever recorded in U.S. history. As of September 2021 (the latest available data), the Local Area [County Economic Impact Index](#) (CEII) value for Clark County was 0.942, indicating that the county’s economy is worse off than it was in January 2020 before the pandemic began. Clark County’s [24-month unemployment rate](#) (December 2021) of 11.5% was above the national average of 6.7%. Further, the region’s [single-month unemployment rate](#) of 6.0% in December was substantially above the national average of 3.7%. In both cases, Clark County’s [unemployment rates exceed the economic distress threshold](#), which is defined as a rate greater than 1% above the national average. An estimated [50,000](#) of Nevada’s service industry workers employed before the pandemic will not have a job in our post-pandemic economy. Members of diverse racial and ethnic groups, including large communities of African American and Latino populations in our region, have been [disproportionally affected](#) by the pandemic (following similar devastating impacts as a result of the Great Recession) since they are employed in higher rates in gaming and hospitality than other demographic groups. The lack of economic diversification in southern Nevada impacts equity the most when economic shocks hit, and it is our priority to address this historical inequity.

The critical need to diversify the local economy was highlighted by the marked resilience Washoe County (400 miles north of Clark County) in Northern Nevada realized after it [successfully diversified its economy between 2010 and 2019](#), and growth in new sectors, particularly Manufacturing and Logistics and Operations insulated it from the scale of economic devastation of the coronavirus pandemic that hit our region. The vision of economic resilience has been integrated into all regional activities, and further recognized by city councils of Henderson, Las Vegas, North Las Vegas, and Mesquite through resolutions at the municipal level that codify this vision.

While Southern Nevada has sustained decades of rapid growth and intensive development, key resources such as water are in the forefront of planning activities regionally. Considering potential impacts of continued drought and climate change on water resources availability, as well as the potential impact of changing economic conditions and water use patterns on long-term demands, the Southern Nevada Water Authority (SNWA) has continued to make extraordinary progress toward achieving the region's water conservation goal and adaptive use of its water resource portfolio. SNWA has sufficient permanent, temporary, and future resources in its water resource portfolio to meet the community’s [short- and long-term water resource needs](#). Still, all partners in this application are seeking to mature and adopt new technology to reduce usage and maximize reuse.



Other regional assets to be leveraged include: Infrastructure Assets: such as the APEX Industrial Park (see component project narrative) that will create up to 20,000 direct and 56,000 indirect jobs for Southern Nevadans, NV Energy which will ensure adequate resources for manufacturing companies; the Harry Reid International Airport, the [nation's tenth busiest airport](#) in terms of passenger traffic; Regional Transportation Commission of Southern Nevada and their broad transportation network that will facilitate worker access to training and jobs. Institutional Assets: LVGEA (see component project narrative), Southern Nevada's official regional economic development organization, is working directly with a number of regional institutional assets, including the region's manufacturing businesses. GOED will continue to fund and support the mission and leadership objectives of LVGEA through RDA grants; and SSCBCI funds, Statewide Planning Grant activities, WINN funds, and the Southwest Supply Chain Coalition will work in tandem with the SNRGC to bring diversification to the state's largest economy; Nevada GrantLab, a local nonprofit organization designed to align, coordinate and advance federal funding; Workforce Training and Development Assets: CSN and UNLV (see component project narratives) are key educational institutions and leaders; Workforce Connections (WC), our region's Workforce Investment Board, operates the One Stop system, and will bring job training, wrap-around and supportive services, on the job training and apprenticeship opportunities in General and Advanced Manufacturing to this project, funded and sustained through WIOA funding streams. WC has recently submitted an EDA Good Job Challenge grant application focused on the General and Advanced Manufacturing as one of three priority industry sectors and built out a plan for ensuring growth in training, On-the-Job Training, supportive services, and job placement services with a commitment to ensuring over 80% of participants of EDA funded programs are from historically marginalized communities. Nevada Department of Employment, Training and Rehabilitation (DETR) provides job training and placement, and its Nevada JobConnect system, which facilitates job placement with employers.

**Detailed Overview of Private Sector Engagement:** As Southern Nevada's designated economic development authority, LVGEA actively engages hundreds of private-sector employers to advance economic development, collaborate on strategic initiatives, and strengthen the regional economy. LVGEA's Board of Directors includes more than 50 of the state's most respected and influential leaders from private corporations, leading academic institutions, nonprofits, and government. Together, these leaders unanimously approved SNRGC's Build Back Better Regional Challenge grant application. The board recently approved the revised [CEDS](#), funded by an EDA grant, which establishes a robust, ongoing private sector engagement strategy and clearly identifies General and Advanced Manufacturing as a high-priority target industry cluster.

SNRGC has engaged the private sector and industry leaders who share a common vision for how significant investment from EDA could catalyze wage growth, increase economic diversification through new industries, and scale or grow existing industries in the Southern Nevada region. Through this engagement, SNRGC has obtained private sector commitments that include collaborating on planning initiatives to further diversify the Southern Nevada economy, making it less dependent on gaming and tourism; collaborating on strategic planning initiatives to grow Southern Nevada's manufacturing and logistics industry; helping to identify training and labor needs; helping to identify industry growth threats and opportunities; assisting in identifying housing solutions for Nevada's workers; working with LVGEA on efforts to bring more industry to Southern Nevada; identifying educational needs for training workers; and hiring commitments. These commitments support innovation and workforce development for the region's global competitiveness (see Letters of Commitment including some commitments to hire secured for the region's Good Jobs Challenge grant that our EDA representative encouraged us to include).

In addition, each coalition member has identified matching funds and other complementary investments for Phase 2 that would be supported by additional non-federal funds, including but not limited to local fuel taxes, state capacity funds, city development funds, city general funds and philanthropic investments from funders such as Gene Haas Foundation, Nevada GrantLab and Wells Fargo Bank. Funding sources have been identified in the additional and complimentary initiatives mentioned on page 3. Furthermore, LVGEA will be providing leadership, governance accountability, coalition support services, strategy development for global competitiveness, business retention and expansion services, evaluation of impact, leadership of the DEI Advisory Committee and outreach, economic trend and sector data reports, and recruitment of manufacturing firms.

**Detailed Plan for Regional Growth Cluster Sustainability:** The long-term sustainability of manufacturing in Southern Nevada is deeply rooted in strengthened collaborations and partnerships between regional stakeholders, several of which are identified above under Infrastructure Assets, Institutional Assets, and Workforce Training and Development Assets, and the assets at the region's disposal. Existing collaborations began in 2011 with [Unify, Regionalize, Diversify: An Economic Development Agenda for Nevada](#), a statewide strategic plan that called for stronger partnerships between state, regional, and local stakeholders in the public, private, and academic sectors. Additional studies that provide evidence of broad-based and inclusive community engagement to identify General and Advanced Manufacturing as key to regional economic resiliency include the recent [CEDS](#); [Target Industry Validation Study](#); [Nevada's Plan for Recovery & Resilience](#); [State of Nevada Climate Strategy](#); and the [2020 Water Resource Plan](#), and LVGEA's soon to be published Workforce Blueprint, updated to address the recent impact of economic shifts in Southern Nevada's workforce, identify the jobs expected to be in greatest demand for future, and scale educational and training solutions to meet demand.

With this proposal to construct infrastructure, business and industrial facilities, build training centers, attract tenants, and take advantage of favorable business conditions and local market demand, SNRGC seeks to build on previous investments in this industry sector. SNRGC has orchestrated the right ecosystem to enable sector and value chain growth, including facilitating the necessary cluster "enablers", has identified existing funding streams to leverage, and our region has passed resolutions at the municipal level prioritizing this work. In addition, with their unique roles in the region, coalition members are capable of committing resources and adapting strategies for shared prosperity. SNRGC will work with regional and strategic partners in the public and private sector to ensure continued development of initiatives that advance the General and Advanced Manufacturing industry cluster. SNRGC will also bring attention to the intentional effort behind the regional growth cluster in delivering transformational economic change to the region, allowing other regional actors to harness what was created with EDA funding.

To ensure sustainability beyond EDA funding, the SNRGC coalition will leverage existing funding streams to build out transformative change in the General and Advanced Manufacturing industry sector, with a focus on good jobs and supporting workers. The SNRGC will align this project with regional initiatives and investments, and blend/braid EDA investment with existing federal, state, and local resources including funding from American Rescue Plan Act, WIOA funds, existing Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Women, Infants and Children (WIC) funds, DOL competitive grants, Clark County Department of Social Services and HUD Continuum of Care current investments, Department of Education and Perkins investments supporting our Institutions of Higher Education and K-12 training array, Department of Justice re-entry funding and Department of Veterans Affairs funding through pre-procured service provider partners, and private philanthropy already committed to the project.

Additional funding streams and assets to be leveraged toward ongoing sustainability include: 1) the State Infrastructure Bank - Senate Bill 430, passed in 2021, expands the types of projects that can be financed through the State Infrastructure Bank. Seventy-five million dollars in state general funds have been allocated to accelerating traditional forms of infrastructure and can fund project elements like renewable energy, recycling and sustainability, new technologies, affordable housing, health care, food insecurity, and public education. Clark County has identified this as a potential investment for construction after its design plans are completed with EDA funds. 2) Regional Development Authority (RDA) Grants from GOED - GOED provides grants to support the activities of Nevada's eight RDAs, of which LVGEA is one, and will be an asset we leverage to sustain EDA activities. 3) Southwest Supply Chain Coalition - GOED is partnering with OnTrackNorthAmerica (OTNA) to create the Southwest Supply Chain Coalition that will better connect markets and lower costs, while at the same time addressing urgent climate change, safety, and congestion issues. Launched in August 2021, the purpose of the Coalition is to develop a regional approach to coordinating planning of and investment in the supply chain transportation infrastructure that serves the commercial activities of each jurisdiction, which are mutually dependent for the production, import, export, delivery, and utilization of goods. 4) Private investment – SNRGC has engaged private industry through this grant process and has secured commitments from private companies to build this system and to hire workers produced through EDA funded activities (see Letters of Support and Letters of Commitment). By convening private foundations, banks and funders, and presenting them with the data driven case for support, we will be able to leverage private philanthropy to support the SNRGC project and goals. Wells Fargo Bank and Nevada GrantLab have also committed to helping lead and sustain the work.

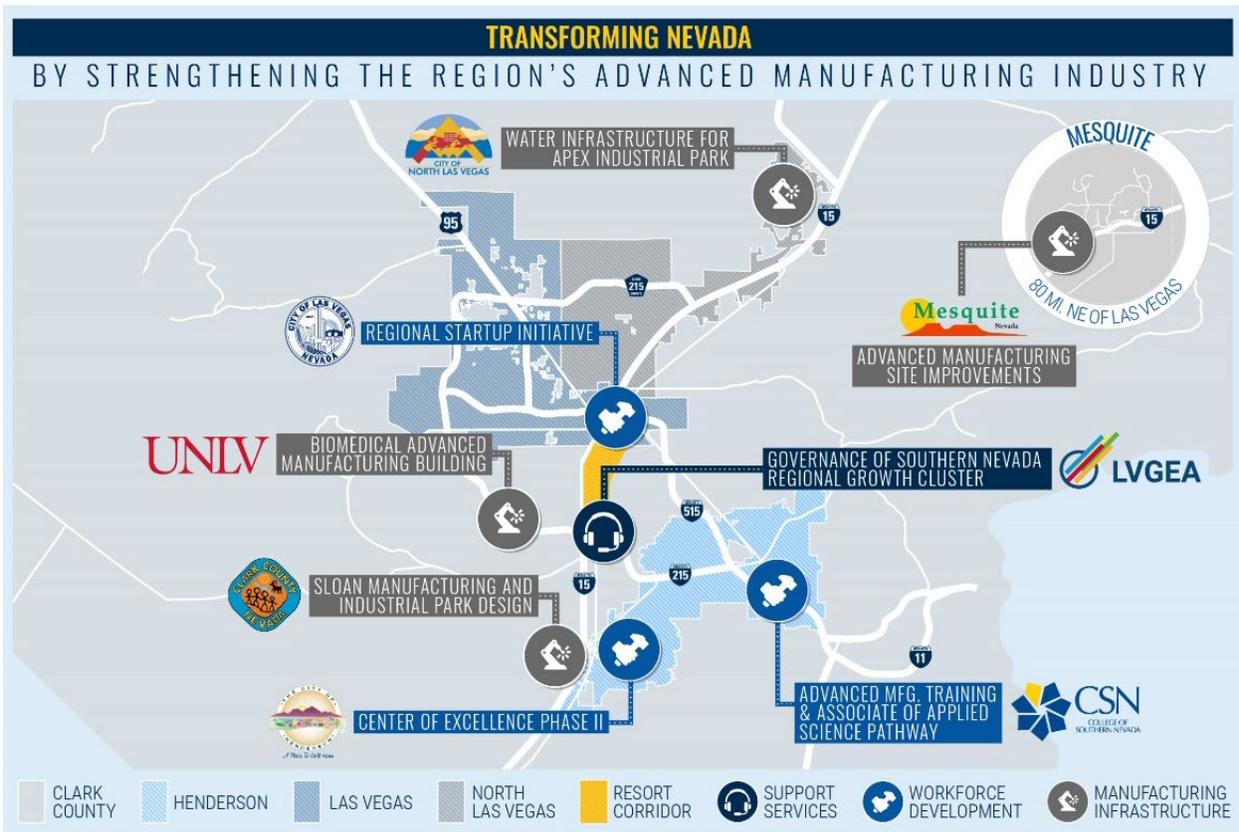
**Detailed Plan for Engaging Specific Organizations:** SNRGC will engage local community-based organizations, labor organizations and unions under the LVGEA component project (the Growth Collaborative) to ensure the use of high-quality labor standards and directly engagement to understand the needs of labor and community-based worker led organizations. By intentionally building the leadership structure and corresponding activities into our project, we will increase our ability to keep investments and jobs created as these investments are local. Local labor and community organizations/unions representing the building trades and General and Advanced Manufacturing will be invited to meet with component project leaders, key stakeholders and LVGEA's leadership through a series of stakeholder convenings to gain insight, build stronger relationships with the unions and labor, and advance the outcomes of workers across the region.

The SNRGC is committed to incorporating strong labor standards and economic benefits for local residents, including project labor agreements and community benefit agreements that offer wages at or above prevailing wage, as well as local hire provisions, in alignment local, state, and federal labor laws. At the core of these requirements is Nevada Revised Statute (NRS) section 338, which requires the use of prevailing wage (also included in Nevada Assembly Bill 136), overtime, and utilization of apprenticeship in public works projects, specifically: **Prevailing Wage:** Every contract over \$100,000 to which a public body is a party and that requires the employment of skilled or unskilled labor in the performance of a public work must contain in expressed terms the rate of wages to be paid to each of the classes of workmen and wages must not be less than the rate of such wages then prevailing in the county in which the public work is located. **Overtime:** A contractor or subcontractor must pay any mechanic or workman 1.5 times the applicable prevailing wage rate for work performed over 40-hours in workweek or 8 hours in any workday. Zone Rates are added to the hourly rate, and then overtime is calculated on that rate. Premium Pay is provided for work over 8-hours/12-hours, or such other time increment set forth in the Collective Bargaining Agreement or on a weekend or holiday. **Apprenticeship:** Nevada's Apprenticeship Utilization Act requires a contractor or subcontractor to use one or more apprentices for at least 10% of the total

hours of labor. By formalizing the outreach and engagement of labor organizations under the LVGEA Growth Coalition mandate, we are ensuring Nevada workers have a say in the economic development process of the region and retain their bargaining power.

**Detailed Plan on Engaging Equitably:** SNRGC will ensure all projects support economically distressed areas and disadvantaged communities in the region and will consistently track outcomes of regionally driven economic development initiatives. A large part of Southern Nevada’s regional growth is driven by individuals from diverse backgrounds, creating an urgent need to prioritize the needs of individuals from marginalized communities, by increasing opportunities in high-demand industries and reducing barriers to entry. By leveraging WC’s driven \$22-\$25 million WIOA funded system in our region, we will ensure reaching historically marginalized populations, as aligned with WC goals and objectives in General and Advanced Manufacturing, including providing supportive services and wrap supports for clients facing barriers to participation in education and training programs.

During Phase I, facilitated DEI meetings with the Latin, Urban, and Asian Chambers of Commerce, and stakeholders took place. As a result of these discussions, a Diversity and Equity Plan has been developed to ensure the benefits of Southern Nevada’s Build Back Better Coalition will be shared equitably. To address these regional inequities, LVGEA and others in Southern Nevada will work with local chambers of commerce—those focused on minority-owned businesses like the Latin, Asian and Urban Chambers of Commerce—and other local community organizations to implement the Equity Plan that was developed with their leadership and input and ensure the benefits of the cluster are shared equitably. As noted below in the graphic, the project extends across the entire Southern Nevada region, into poor and low-income areas, rural locations and the urban core, ensuring investments are wide reaching and equitable.

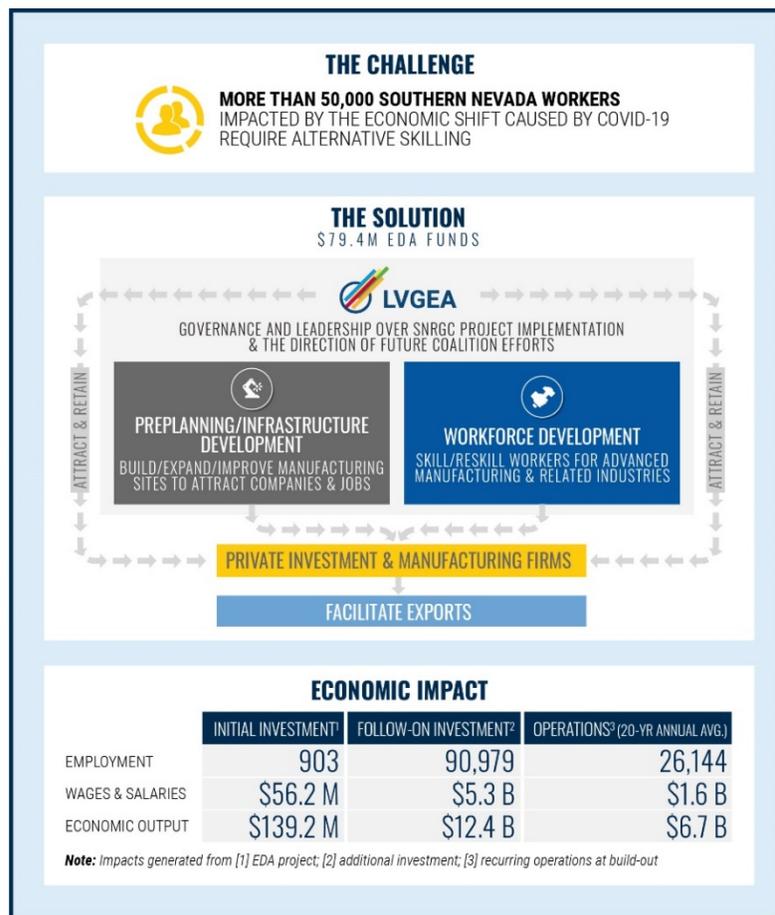


**Detailed Overview on Expected Outcomes:** SNRGC coalition’s component projects goals are to transform the workforce, through equity and inclusion of underrepresented populations in

education/training and business development and develop General and Advanced Manufacturing sites in an environmentally sustainable way. See Logic Model below:

Initial Conditions/ Capacities	Inputs	Outputs/ Activities	Direct Results/ Anticipated Outcomes
Economic Conditions/ Regional Business Cycle	Portfolio of Component Projects	Development-Ready Land	<b>Land/Site Development</b>
Industry/Cluster Conditions, Competitiveness and Level of Definition & Development	EDA Funding	New Education/ Training Facilities	<ul style="list-style-type: none"> <li>• # sq. ft. new physical space for education/ training</li> <li>• # sq. ft. usage of new sites</li> <li>• # linear ft. of pipeline constructed</li> <li>• Total water flow available for industry use</li> </ul>
Existing Regional Networks & Innovation Ecosystems	Other Funding/ Match	Renovated and Established	<b>Human Capital Development</b>
Existing Workforce Skills & Knowledge	Regional Business and Educational & Training Resources	Businesses Attracted	<ul style="list-style-type: none"> <li>• # of cluster-aligned degrees &amp; certificates completed</li> <li>• # of workers/students placed in quality jobs</li> </ul>
Existing Facilities		Workforce Education & Training	<b>Markets &amp; Business Development</b>
		Financing Support	<ul style="list-style-type: none"> <li>• # of manufacturing businesses with new network contacts or partnerships</li> </ul>
			<b>Financing</b>
			<ul style="list-style-type: none"> <li>• Total \$ of manufacturing investment</li> <li>• Total \$ of commercial investment</li> </ul>
			<b>Regional Development</b>
			<ul style="list-style-type: none"> <li>• # of jobs created</li> <li>• Improved wage growth</li> <li>• Regional GDP growth</li> <li>• Reduced unemployment</li> <li>• Demographic breakdown of populations benefiting from investments</li> </ul>

EDA investment will produce catalytic change across our region. Long-term system level and regional level impacts will be realized upon successful completion of the proposed projects and complementary initiatives. According to a preliminary economic impact analysis conducted on behalf of LVGEA by Applied Analysis, the initial EDA investment is expected to support nearly \$140.0 million in economic output, \$56.2 million in wages, and 903 jobs within Southern Nevada. From a recurring operations perspective, in aggregate over a 20-year time horizon, a total of 26,144 jobs are anticipated and \$6.7 billion in economic activity is estimated to be generated, supporting \$1.6 billion in wages and salaries annually.



**Overview of Work Conducted in Phase 1:** Between Phases 1 and 2: Formed a regional leadership group consisting of the GOED, LVGEA, grant writing consultants, and a project management firm; developed clear timelines/deliverables to ensure timely EDA submission; established a communication strategy between stakeholders of emails, weekly status updates of leadership group and larger stakeholder group, one-on-one outreach to component projects to provide information and updates from EDA; distributed procedures for Phase 1 reimbursement expenses; designed internal controls and review policies to meet federal guidelines; implemented a third-party review process to assess technical and competitive weaknesses for EDA grant submission; provided rapid response assistance to component projects needing additional support; completed an economic impact analysis for 8 component projects and overall EDA investment to demonstrate transformative regional economic benefits; gathered demographic data on 8 components within commute and communities adjacent to ensure diversity and equity benefits are realized across the overarching EDA project investments; established a website to ensure open communication of project activities, outcomes, benefits are accessible, and transparent; and the region's leading economic development entities representing underserved populations (Urban, Latin, and Asian Chambers), convened by LVGEA and GOED, designed the process from which to receive stakeholder feedback, issued invitations to communities and held 7 focus groups receiving feedback from 120 people to design a plan for the equitable distribution of resources. In addition, the APEX Water Line Completion project has initiated in-depth conversations with APEX landowners, including the formally recognized APEX Owner's Association, to garner support for the project and acquire necessary easements for construction. Phase 1 funding was operationalized to conduct a preliminary environmental study at the project site to start mitigation planning and prepare for the NEPA/SHPO processes. Supply chain issues have led to higher estimated construction costs, and the CNLV has modified its cost share commitment so the project can achieve its goal of a completing the water infrastructure for all of APEX through EDA funding.

In addition, 4 component projects modified their scope for Phase 2: UNLV modified from building out advanced manufacturing and wet lab capacity to purchasing an existing building and transforming it into an ecosystem-changing biomedical project that leverages an existing (and EDA-supported) 120-acre Tech Park. The COH modified from designing/constructing a new interchange on the I-15 corridor to planning/constructing a 20,000 sq. ft. Center of Excellence training facility designed to provide state-of-the-art training, provided by CSN, with curriculum developed in collaboration with industry leaders such as Haas Automation, that mirrors workplace conditions across manufacturing and supporting sectors. LVGEA, in response to needs identified between phases by component partners, modified their proposal to have a larger, system-level focus on DEI outreach, minority chamber engagement, system-level evaluation and a broader convening role to ensure deep and consistent stakeholder and private sector engagement, component partner support and system-wide benefits are built out and sustained. COM's reported budget needs exceeded initial expectations due to increased construction costs. The project scope was modified to include phased site grading and covers Phase I site grading needs.

ARPA notices of funding opportunities have served as a catalyst for the region partnering together in a way that has not happened in the past. Historically, work has been siloed. The Phase I Build Back Better Regional Challenge, Good Jobs Challenge, and Tourism grants have allowed leadership in area municipalities, nonprofits, the local workforce development board, higher education institutions, tourism and visitor authority, business leaders, federal delegation representatives, state entities and economic development agencies to regularly meet together to develop projects and coordinate applications. The synergy created by these grants will continue and the region is prepared to band together to see the principles and projects proposed in these grants move forward.