

RANK	LAUGHLIN IMPLEMENTATION PLAN	TIME FRAME	RESOURCES	EVALUATION MEASURES	PARTNERS
			County Staff Hrs/mo		
GOAL 1: DIVERSIFY LAUGHLIN'S ECONOMIC BASE TO ENSURE ECONOMIC STABILITY AND PROSPERITY INTO THE FUTURE					
Objective 1A: Recruit growing companies from target industries to Laughlin's current and future industrial areas.					
1.A.1	Ensure adequate amounts of land are zoned for commercial and industrial uses.	On-going	2	Appreciation rate of commercial and industrial leases	Clark County Planning
1.A.2	Provide infrastructure and utilities to commercial & industrial sites; attract developers to build commercial or industrial space.	2011	6		Nevada Development Authority; Nevada Economic Development Commission
1.A.3	Market commercial and industrial space to target industries	On-going	10	Total assessed valuation; total sales tax; total employment	Nevada Development Authority; Nevada Economic Development Commission
1.A.3	1. Conduct asset audit to identify product being marketed and needs for facility improvements.	Completed-2009 (May need to be updated)			
1.A.3	2. Develop overall marketing - communication strategies, program objectives, target markets, key messages and budget.	Completed 2009			
1.A.3	3. Develop a marketing program tailored to promote Laughlin's unique assets.	Completed-2009 (Web Site Needs Program Link)			
1.A.4	Prepare the marketing implementation plan based on research conducted in 1.A.3.2	Completed-2009	8		NDA
1.A.5	Implement the Marketing Plan.	On-going	8	Job growth; growth in average wage per job	NDA
Objective 1B: Focus business attraction activities on jobs that offer higher wages and opportunities for advancement.					
1.B.1	Target business attraction efforts on businesses that have a high proportion of management, technical and professional occupations.	Ongoing	2	Total assessed valuation; total sales tax; median household income	Nevada Development Authority; Nevada Economic Development Commission
Objective 1C: Support efforts on the part of the existing tourism industry to expand the number of visitors to Laughlin and to increase the amount of spending per visitor.					
1.C.1	Encourage and support the development of a marketing program tailored to promote Laughlin's unique tourism assets, including its natural and outdoor recreation assets.	On-going	2	n/a	Tourism Committee; LVCVA; Laughlin TAB; Bullhead City

Objective 1D: Support efforts of the tourism industry to improve its economic vitality.

1.D.1	Encourage and support the formation of a tourism industry cluster organization. The members of this cluster organization would include casino and hotel operators and other businesses that are involved in tourism. The purpose of the cluster organization would be to develop and implemenet a business plan for improving the competitiveness of Laughlin's tourism industry vis-a-vis other regions.	2011	2	Occupancy rates; room rates; sales taxes	Tourism Committee; LVCVA; Laughlin TAB; Bullhead City
1.D.2	Encourage and support the formation of a <i>Tourism Improvement District (check legislation, NRS271)</i> Business Improvement District or Special Improvement District to fund joint marketing, streetscape improvements, maintenance and security along the Casino Drive commercial area.	2011-2012	2	Occupancy rates; room rates; sales taxes	Tourism Committee; LVCVA; Laughlin TAB; Bullhead City

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	GOAL 2: Encourage the location of retail, professional and business services in Laughlin				
Objective 2A: Ensure an adequate supply of land for retail and office uses.					
2.A.1	Maintain an adequate amount of land for retail and office uses within Laughlin	Completed-2007 Update 2013	Land Use Planning 2	Total acreage allocated to commercial land uses; total building area allowed by planning & zoning policies	
2.A.2	Encourage and support a specific planning process to create a high-density central commercial district for Laughlin, inclusive of high-density housing.	Completed-2007 On-going	Land Use Planning 2	Total new commercial square footage built in Laughlin	Laughlin property owners
Objective 2B: Diversify the mix of retail by attracting higher end retail stores.					
2.B.1	Capitalize on Laughlin's higher median household income to attract a greater diversity of retail shops.	2012	Land Use Planning 2	Total taxable retail sales; retail sales per capita	Chamber of Commerce; NDA; Economic Development Commission
2.B.2	Use Laughlin's economic development marketing program to attract retailers to Laughlin's commercial centers.	2012	Economic Development Manager 2	Total taxable retail sales; retail sales per capita	NDA
Objective 2C: Use Laughlin's economic development marketing program to broaden the availability of medical, health and professional services to Laughlin.					
2.C.1	Use a range of tools, including low-interest loans, tax write-downs and others to attract needed medical, health and other professional services businesses.	2012	Economic Development Manager 2	Total Laughlin-based employment in professional services	NDA; NEDC
Objective 2D: Monitor Business License Activity.					
2.D.1	As part of the business retention program, track trends in business activity.	To be deleted, make a performance measure.			
2.D.1	1. Conduct periodic reviews of vacancy rates, local vs. Arizona businesses, home based businesses and license hangs.	To be deleted, make a performance measure.			

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	GOAL 3: Establish an Economic Development program for Laughlin				
Objective 3A: Prepare a business plan for the establishment of a Laughlin-based economic development program, including needed financing, staffing, governance structure and program components.					
3.A.1	Prepare a business plan to establish a Laughlin-based economic development program. Business plan will address program objectives, organizational model, governance, staffing, funding and budget.	2011	LTMO 20		Clark County; Nevada Development Authority; SBDC; Chamber of Commerce
3.A.1	1. Establish roles for the Economic Development Program. These could include the following: economic analysis and planning; marketing and finance; workforce development; community development.	2011	LTMO		Clark County; Nevada Development Authority; SBDC; Chamber of Commerce
3.A.1	2. Determine the organizational model for delivery of economic development services. Delivery of economic development services could be through a government agency, such as the Laughlin Township or through private economic development corporation.	2011	LTMO		Clark County; Nevada Development Authority; SBDC; Chamber of Commerce
3.A.1	3. Establish an Economic Development Board or Standing Committee with authority to implement the economic development plan.	Completed-On-going	LTMO		Clark County; Nevada Development Authority; SBDC; Chamber of Commerce
3.A.1	4. Establish staffing and other resource needs to implement the Economic Development Plan.	2007-2008	LTMO		Clark County; Nevada Development Authority; SBDC; Chamber of Commerce

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	GOAL 4: Increase Laughlin's Supply of Qualified Workers				
Objective 4A: Increase the supply of housing of all types by making more land available for development.					
4.A.1	Continue the process of auctioning BLM lands to private developers.	Temporarily Suspended	4		
4.A.2	Permit the development of part of the Fort Mohave Development lands to higher density workforce housing.	2011-2013	4		County Planning
4.A.3	Permit the development of part of the land surrounding the closed Mohave Generating Station to higher density workforce housing.	2011-2013	1		County Planning
Objective 4B: Ensure an adequate supply of potable water available to support the construction of more housing units.					
4.B.1	Support the efforts of the Southern Nevada Water Authority and other appropriate agencies to encourage water conservation within Laughlin.	On-going	1		SNWA
4.B.2	Limit business attraction and recruitment activities to those types of businesses that use minimal amounts of potable water. Businesses that use large amounts of water in their operations, especially many types of food processing and semiconductor manufacturing.	On-going	1		NDA
Objective 4C: Match the supply of housing to the earned incomes of the local workforce population.					
4.C.1	Consider establishing an acceptable goal for workforce housing supply.	2013	1		County Planning
4.C.2	Consider creating a community land trust on the Fort Mohave Development lands for the purpose of maintaining an adequate supply of workforce housing.	On-going	4		County Planning
4.C.3	Include workforce housing into all new housing developments in Laughlin Township.	On-going	1		
4.C.4	Work with appropriate non-profit housing organizations, including the Clark County Housing Authority, to identify opportunities for building workforce housing.	On-going	1		CCHA; Community Resource Management Department

Objective 4D: Fast-track the development of College of Southern Nevada's Laughlin campus.					
4.D.1	Work with appropriate local, state and college officials to begin the development of the Laughlin campus for College of Southern Nevada.	2015	8		SNC; Chamber; NDA
4.D.1	1. Ensure all public infrastructure required for the campus is in place. Fast-track building and development approvals.	2015	8		SNC; Chamber; NDA
4.D.1	2. Form a Laughlin Higher Education Task Force made up of business, government, and community leaders to support efforts to build the CSN campus in Laughlin.	2013	8		SNC; Chamber; NDA
4.D.1	3. Work with the Laughlin Higher Education Task Force to identify training needs of existing and future businesses, including health care services.	2013	8		SNC; Chamber; NDA
Objective 4E: Build Laughlin's capacity to provide workforce development and life-long learning opportunities.					
4.E.1	Link workforce development and training programs to the needs of target industries.	On-going	4		SNC; Chamber; NDA
4.E.2	Establish workforce training programs in concert with the attraction of new firms to Laughlin.	On-going	4		Chamber of Commerce; Nevada Development Authority
4.E.3	Continually assess workforce development needs of key employers. Offer new programs as needs change.	On-going	4		Chamber of Commerce; Nevada Development Authority
4.E.4	Provide existing tourism industry workers with economic literacy skills so as to improve their capacity to manage their households and lives.	2012	4	Enrollment in economic literacy courses; Mean household income	Tourism committee; Clark County School District/Adult Education; Parks & Recreation
4.E.5	Attract university-level courses from universities around the world that would interest seniors.	On-going	4	Active adult in-migration rate	UNLV extension; Northern Arizona U.; Clark County School District/Adult Education; Senior Services; Parks & Recreation
4.E.6	Offer new business formation technical services and entrepreneurship development services to Laughlin residents.	On-going	4	New firm formation rate; Active adult in-migration rate	UNLV extension; SBDC; Chamber of Commerce; Clark County Schools

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RANK	GOAL 5: Encourage investment and development in Laughlin				
Objective 5A: Encourage the development of undeveloped properties within the Laughlin Township. Encourage the creation of a central business district near or on the former MGS lands. Encourage the development of a business park district on the Fort Mohave Development lands (Southland).					
5.A.1	Initiate a specific planning process for the Fort Mohave Development lands to ensure future development is consistent with Laughlin's community, quality of life and economic development goals. Consider permitting business park uses on Fort Mohave Development.	2011-2015	Clark County Planning 40	Completion of specific plans	Laughlin property owners and residents CRC; MGS owners.
5.A.2	Support the involvement of the public in the development of a specific plan for the lands now occupied by the closed Mohave Generating Station (MGS).	2011 On-going	Clark County Planning 8	Adoption of enabling zoning and development guidelines	Laughlin property owners and residents; CRC; MGS owners
5.A.3	Market available development sites to targeted businesses.	On-going		Total assessed valuation; number and value of building permits	Nevada Development Authority; developers
Objective 5B: Ensure that development permits are processed in a timely manner.					
5.B.1	Assess existing review timelines and the process of administering the Clark County development codes and regulations as applied to Laughlin township.	On-going	Clark County Planning 6		Laughlin property owners; developers
5.B.2	Prioritize needed changes to the administration of Clark County development codes in Laughlin.	On-going	Clark County Planning 6		Laughlin property owners; developers
5.B.3	Recommend changes to review procedures to County Commissioners.	On-going	Clark County Planning 6	Total assessed valuation; number and value of building permits	Laughlin property owners; developers
5.B.4	Facilitate the timely review of development applications by outside agencies.	On-going	Clark County Planning 6		

Objective 5C: Encourage revitalization of existing commercial and industrial areas of Laughlin through public incentives and public investments.

5.C.1	Encourage the formation of Tourism Improvement Districts (Review Legislation) , Special Improvement Districts and Business Improvement Districts.	On-going	Clark County Planning 6	Retail sales	
5.C.2	Establish and administer design guidelines for Laughlin commercial areas that provide clear, objective, guidance on building facades, height, bulk, signage, xeriscaping, and parking. Link availability of public incentives to compliance with these established design guidelines.	2015	Clark County Planning 6	Completion of guidelines	Clark County Community Development Department
5.C.3	Work with USDA? NSBDC? Nevada Economic Development Commission and the CDBG program to establish a revolving loan program to property owners to improve their properties in accordance with design guidelines.	2017	6	Number and value of building permits, retail sales taxes	Clark County Community Development Department; Nevada Economic Development Commission; NDA

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	GOAL 6: Collaborate with surround jurisdictions and other agencies and organizations to achieve the goals of the economic development strategy				
	Objective 6A: Support the formation of collaborative organizations for the purpose of achieving the goals of this economic development plan.				
6.A.1	Support the formation of a Workforce Investment Committee for southern Clark County for the purposes of achieving workforce development goals. Members of the committee could include private businesses, colleges, government officials, business organization.	2009	2	Average wages; % unemployed	Chamber; SBDC; Community College
6.A.2	Support the formation of a Higher Education Task Force to drive the construction of a Laughlin campus of the College of Southern Nevada.	2012-2015	8	# teachers; # students; # degrees granted	SNC; Chamber
6.A.3	Support the formation of a Tourism Improvement District (Review Legislation) , Business Improvement District or Special Improvement District for the purpose of enhancing the vitality of the businesses located along Casino Drive.	2011 On-going	2	# rooms; room rates; occupancy rates; retail sales	Tourism Committee
6.A.4	Support the formation of a Tourism Industry Cluster Organization for the purpose of enhancing the competitiveness of Laughlin's tourism industry	2011 On-going	2	Room rates; occupancy rates	Tourism Committee