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## Lander County Economic Development Authority 2012 Economic Diversification, Community Business Enhancement and Marketing Plan



Future Industrial Needs  
Discovery Project

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### Introduction

A vibrant local economy is the foundation for a high quality of life. Residents of Lander County, Nev., have been living through “boom and bust” cycles related to the activity of the regional mining industry. The community’s challenge is to move away from the historical economy of high peaks and deep valleys and find a holistic, sustainable economic development strategy.

This challenge was taken on through a partnership between the Lander County Economic Development Authority and the Lander County Sustainable Development Committee, whose combined effort and expertise explored potential economic stability through the Lander County Future Industrial Needs Determination (FIND) Project.

A key element of this quest, and the FIND project, was the Community Business Matching (CBM) Model developed by economists at the University of Nevada Cooperative Extension and Department of Resource Economics University Center for Economic Development.

Baseline infrastructure, demographic, community opinion, and business trend data were collected and utilized as inputs for the CBM model. It required the community to take a hard look at itself through qualitative and quantitative surveys as well as public meetings and forums.

Unlike many economic development tools, the CBM begins with a desirability index which quantified how Lander County citizens would take into account a particular business sector based on its economic, environmental, and social impacts. That was then measured with how well the location and infrastructure of Lander County suit the needs of a particular business sector.

The CBM program also allowed Lander County to take a look at the retail sector of business, which for many years has been hampered by leakage to other counties through a lack of availability, variety or service level.

The FIND project provide LEDA and the LCSDC the opportunities to look at existing master plans for the area and determine if these still offered viable tools and tactics to build a sustainable economy through community and retail business enhancements.

The results from the CBM model were used to identify potential development opportunities with the highest potential to be realized. It also identified “opportunity gaps” in the local retail landscape which is being used to help build local businesses organically as well as attract new retailers and other vendor services.

This 2012 Economic Diversification, Community Business Enhancement and Marketing Plan is the framework and focus that Lander County needed to move forward with a wide variety of outreach and marketing, infrastructure capacity building and community enhancements. It is Lander County’s road map to a sustainable future.

The following studies and tools were utilized in developing this marketing plan:

- Housing Gap Analysis (UNR 2009);
- FIND Project GIS Database (Summit Engineering 2010);
- Community member survey (UNR 2010);
- Business community survey (UNR and BMHS 2010);
- Leakage Study and Retail Sector Analysis (UNR 2011);
- Community Business Matching (CBM) Model (UNR 2011);
- Business Attraction and Downtown Revitalization Program (LDSDC 2012 based on the draft 2005 Battle Mountain Master Plan);
- Community Development Initiatives (LDSDC 2012).

All source documents are available on [www.sustainablelander.org](http://www.sustainablelander.org).

The objectives of this plan mirror those established by the Lander County Comprehensive Economic Development Strategy (CEDS; April 2005) and the Battle Mountain Master Plan (July 2004), including:

- ensure orderly planning of future development,
- create growth patterns consistent with cost effective delivery of public services,
- utilize lands not currently in use,
- encourage growth in a manner compatible with the surrounding area,
- preserve existing agricultural use,
- attract additional business that diversify the mining economy,
- provide employment opportunities,
- promote local business,
- improve housing options, and
- improve educational opportunities.

Numerous economic development opportunities and activities have been identified via the FIND Project activities. This 2012 Marketing Plan does not attempt to pursue this entire list. Instead, it addresses an initial sequence of activities that are either necessary for subsequent

activities, or common activities identified in multiple components of the FIND Project research which fit within the current budget allowance. Subsequent phases of the marketing plan will pursue other identified activities in a sequence guided by the progress of these initial phases.

To begin with, this plan will have two areas of activity:

1. promotion of existing businesses through customer attraction and downtown revitalization, and to expand services per the outcome of community surveys and leakage study, and
2. recruitment of new business and job centers, especially to diversify from the mining economy.

The plan calls for these activities to proceed in parallel.

Like many economic development initiatives, this marketing plan has elements that are Lander County focused and elements that have a more regional nature. For example, recruitment of new business to I-80 corridor has an inherently regional nature, because these businesses will attract labor, customers, and vendors from multiple communities in the area. On the other hand, specific infrastructure and zoning requirements are inherently local to specific communities, because of the authorities needed to implement them.

### **Economic Development Goals**

During its period of data collection and analysis, the FIND Project has defined economic development in terms of matching community resources with future business needs in alignment with community sensibilities to grow the local economy and employment base while diversifying from a mining base.

Stated regional and Lander County economic development goals have been established in previous efforts such as the Battle Mountain Master Plan (2004) and the Lander County CEDS (2005). These documents listed specific goals and policies:

### **Goals**

- Create growth patterns within Battle Mountain consistent with designated types, amounts and intensities of land uses coordinated with cost effective delivery of public services.
- Ensure that future development is planned in areas where there exists the capacity to provide adequate public services and infrastructure.
- Preserve agriculture and ranching lands surrounding Battle Mountain and their associated uses; invest in/promote Agricultural use.
- Identify desired land uses, appropriate growth patterns and suitable lands available for expansion unhindered by development constraints such as floodplains, ownership or jurisdictional issues, etc.
- Improve economic conditions in order to:
- Overcome and detach from “Boom/Bust” economic cycle tied to mining and resource based industries;
- Attract a variety of additional commercial services;
- Attract new and keep existing residents.
- Provide for employment opportunities and services for the community.

- Promote and support local business and entrepreneurial enterprise.
- Increase availability, variety and quality of housing options.
- Improve school facilities and attract dynamic educators.
- Improve and provide for adequate public transportation options.
- Identify and implement measures to attract travelers off of I-80 and into town.
- Provide opportunities for special events and publicity to help stimulate interest in Battle Mountain as a unique place to visit and explore.
- Develop and adopt community design standards for site development, architecture and landscaping within Battle Mountain to improve appearance and guide beautification programs.
- Conduct enforcement of applicable codes and regulations to address violations that detract from community appearance and health, safety and welfare.

### **Policies**

- Commercial and tourist uses should be encouraged in and around the new Interstate-80/305 interchange.
- A specific plan area should be developed for areas affected by the new on and off-ramps in Battle Mountain.
- Residential land uses should not be allowed to develop in commercial or industrial designated areas.
- Design standards for commercial and industrial landscaping and architecture should be developed and adopted.
- Improve the appearance of commercial and industrial areas through building rehabilitation or removal, street beautification programs, and improved development requirements utilizing sign controls and landscaping.
- Limit or mitigate land use and zoning conflicts through enforcement of the master plan and zoning ordinances.
- Advocate land use patterns that foster vitality, diversity and compatibility.
- Promote redevelopment programs to improve the quality of some deteriorated areas.
- Support infill development in vacant or underutilized areas.
- Create a mixture of quality housing stock to assist in the diversity of the community.
- Encourage development in areas that have existing infrastructure.

The marketing plan details the implementation of an initial sequence of activities towards meeting those goals and objectives.

The 2012 Marketing Plan is pursuing these activities because Nevada's I-80 corridor is experiencing a mining-related economic boom which is providing communities with growth capacity the impetus to achieve their growth goals. Recent experience has shown that public-private partnerships have been effective in attracting new businesses and services to the communities in the I-80 corridor.

## **Economic Trends**

The economic trends were examined by studying key areas such as the regional and local retail sector, leakage, housing, community sentiment, infrastructure, and potential compatible plus desirable business partners. These studies are summarized below, with full reports available at [www.sustainablelander.org](http://www.sustainablelander.org).

### **Retail Sector Analysis**

The University of Nevada Reno's (UNR's) Center for Economic Development conducted an analysis of the retail sector in Lander County and Battle Mountain. They reported on six primary areas:

1. an overview of the national, state and county trends in the retail sector,
2. analysis of the needs and perspectives of Battle Mountain business operators,
3. findings on the needs and perspectives of Battle Mountain consumers,
4. a trade analysis of downtown Battle Mountain,
5. retail sector surpluses and leakages, and
6. strategies to capture retail sector sales.

### **Leakage Study**

Sales leakages occur regionally and in Battle Mountain when consumers make purchases outside the community. Knowledge of this leakage can provide information as to the potential retail sectors that could exist or expand in the community to potentially fulfill consumer demand and reduce leakages. The advantages of a reduction in retail leakage would be expanded retail business, additional employment, and increased quality of life.

The leakage study investigated the goods and services purchased by Battle Mountain consumers, and the locations of those purchases. Findings were summarized in Table 9 of the report available at [www.sustainablelander.org](http://www.sustainablelander.org). These findings indicated that the following sectors had local demand capable of supporting expansion:

- Food and Drinking Places,
- Clothing and Clothing Accessories,
- Motor Vehicle and Parts Dealers,
- Building Materials, Garden Equipment, and Supply Stores, and
- Sporting Goods, Hobby, Book, and Music Stores.

### **Housing**

The UNR Center for Economic Development issued a housing report available at [www.sustainablelander.org](http://www.sustainablelander.org) that indicates a significant gap (871 units) between the demand for housing and the county's available supply. The gap is caused and exacerbated by mining industry expansions, renewable energy development, and construction services supporting those sectors.

### **Compatible and Desirable Business Partners**

Infrastructure and community survey data was input into a community business matching (CBM) model to identify commercial and industrial sectors that were compatible with the

area and its infrastructure plus desirable from a community perspective. Full documentation of the model results is available at [www.sustainablelander.org](http://www.sustainablelander.org).

The CBM model indicated that expansion of the following sectors, which are already present in the area, would be compatible and desirable with the community:

- Other Financial Investment Activities,
- Other Telecommunications,
- Individual and Family Services,
- General Freight Trucking,
- Residential Building Construction, and
- Electrical Power Generation, Transmission, and Distribution.

Because these sectors are already part of the Lander County and regional economy, marketing in these areas might be focused on assisting local businesses with organic expansion. For example, the Renewable Energy Development Study (REDS) was undertaken to assess the feasibility of developing renewable energy projects on public lands previously disturbed by mining. The study assessed the feasibility of various types of renewable energy production by looking at technical feasibility, costs, environmental implications, and permitting requirements. A complete version of the REDS report is available at [www.sustainablelander.org](http://www.sustainablelander.org).

The CBM model identified some new sectors for potential business recruitment that would have existing local demand for their services:

- Basic Chemical Manufacturing with local demand from mining, agricultural, fire-fighting, and road construction/maintenance activities,
- Scenic and Sightseeing Transportation, Other with local demand from tourists and visiting gamesmen, and
- Chemical and Allied Products Merchants Wholesalers with local demand from mining, agricultural, fire-fighting, and road construction/maintenance activities.

The CBM model also identified some new sectors for potential business recruitment that would be primarily export dependent:

- Petroleum and Coals Product Manufacturing,
- Textile and Fabric Finishing and Fabric Coating Mills,
- Animal Slaughtering and Processing,
- Metal and Mineral Merchant Wholesalers, and
- Leather and Hide Tanning and Finishing.

Mining and mining support sectors were also identified as growth opportunities by the CBM model. Although these sectors are highly valued in Lander County and the region, they are mature industries that are currently flourishing, and would not derive as much benefit from external marketing initiatives as other diversifying non-mining sectors.

## Business Attraction and Downtown Revitalization

The opportunities to expand existing businesses and attract new business would be significantly enhanced through infrastructure improvements.

Recommendations in the Final Draft Master Plan 2005 for Battle Mountain, remain viable and desirable in accordance with its Vision Statement:

*To plan for and create a thriving vibrant rural community and modern day quality of life expressive of Battle Mountain's rich heritage and pioneer spirit preserving of the areas unique western landscapes and supportive of a well -integrated self-sustaining local economy.*

Enhancement elements could include:

- Decorative elements: Retain historic elements. Consider mining as one thematic approach to addressing historical significance.
- Lighting: Safety and security while minimizing undesirable effects. The vast open spaces and star gazing could be emphasized.
- Landscaping: Improve the visual and environmental quality of the area. Specific plants should reflect the ecotone of the area and be able to survive year round (perennials).
- Signage: Appealing signs that are compatible with local character contribute to a neighborhood or District's cultivating local pride and invite travelers to stop. Consider consistent signs that tier off the thematic approach identified above that brand Lander County.
- Awnings: Pleasant resting place, cost effective in terms of conserving energy, add character and interest to the area, and identify and brand individual stores. Consider consistent awnings that tier off the thematic approach identified above that brand Lander County.
- Entrances: Original entry doors are still present throughout downtown Battle Mountain. Consider emphasizing the historical significance of these entry points to draw in consumers.
- Rear Facades: Rear entrances should be designed to complement their neighbors. Consistency in rear designs should include specific standards to business owners are expected to abide by.
- Traffic and Parking: Controlled organized travel and a safe pedestrian environment is crucial; parking lots should provide direct access to businesses and sidewalks are a necessity that should be included with new development. Parking lots and sidewalks could be designed and signed around the historic theme described above and used as opportunities to display local resources and recreation and business



opportunities.

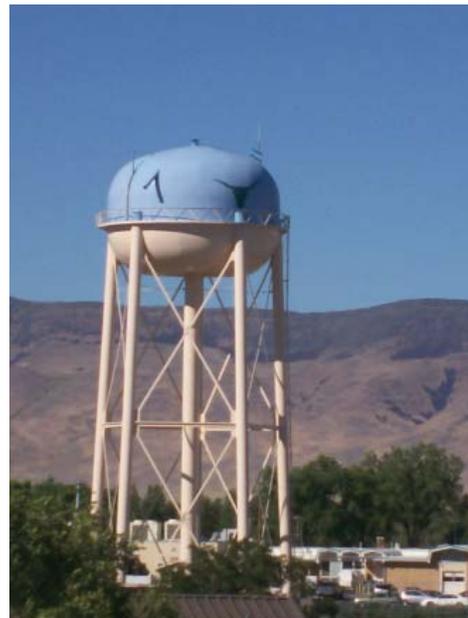
- Design:** Attention to detail to ensure design compatibility with the community. Retention of historic elements and the thematic approach adopted by Battle Mountain and Lander County should be adhered to.
- Streetscape Treatment:** Gateways and streetscapes play a crucial role in the image of a thriving community including appropriate landscaping, street trees, street furniture and lighting will help create attractive public spaces and define the visual character of Battle Mountain. A gateway into a community is much the same as a front door to a home. It serves as a symbolic entry to the community and provides an introduction into what is in the area.

An additional enhancement activity would involve participation in Nevada's Wi-Fi Program which would deliver free public Wi-Fi within participating communities. This free Wi-Fi could be used as a vehicle to promote advertising themes such as the "Glass Castle" strategy where the popularity of the locally-based novel Glass Castle could be sustained through association with the new strategies for local enhancement and development.

### **Community Development Initiatives**

Data from the Community Business Matching Model Analysis and the Battle Mountain Retail Sector Analysis was analyzed to develop a set of recommended initiatives that focus on community development within and around Battle Mountain. The following community development initiatives are intended to improve the quality of life for current Battle Mountain residents while still taking into consideration sustainable growth. In addition, existing initiatives that fit the study results have been included here for discussion.

The results from all studies in their entirety are available on the Lander County Sustainable Development Committee website [www.sustainablelander.org](http://www.sustainablelander.org) and more information about the committee and their on-going activities are also available on Facebook by searching "Sustainable Lander".



### **Entertainment & Recreation**

**Restaurant Variety** – Restaurant selection in Battle Mountain is limited and residents expressed a desire for more variety. Increasing the number of restaurant choices would draw additional residents out to the downtown area to eat and could increase how frequently residents dine out. Chinese or Japanese is the most popular category desired by Battle Mountain residents; however a Chinese restaurant opened relatively recently. The next most popular category desired by residents is a Family Restaurant.

Additionally, survey results indicate a bakery is the most desired retail business in downtown Battle Mountain. Although the grocery stores offer fresh baked goods, either expanding the existing services or opening a new bakery is desired by residents.

**Coffee/Internet Café (or Bakery) with Lounge Area** – Although Battle Mountain residents did not express a strong interest in a coffee house or café opening, survey results show residents spent a large portion of their leisure time reading and using the computer/internet. There is currently a coffee shop in Battle Mountain, but expanding the lounge area to attract readers or internet users may be a lucrative option. An alternative to this option would be to offer wireless internet or a lounge area in a bakery.

**Movie Theater** – Survey results indicate there is a strong desire for a movie theater in downtown Battle Mountain. This corresponds with multiple comments received during the survey expressing a desire for more youth based activities. Youth based activities provide opportunities for kids to do something besides get in trouble. Movie theaters provide entertainment to local residents, including area youth. Additional recreational activities that are easy additions to other initiatives, such as an arcade in the movie theater, would provide children and teens with another activity at a relatively low additional investment.

Re-opening a bowling alley with an arcade would provide a similar level of youth and adult entertainment to the Battle Mountain community. When the bowling alley and arcade were open in Battle Mountain, it was a great asset to the community and enjoyed by several residents.

**“All things Battle Mountain” Shop** – Consider supporting small local entrepreneurs in Battle Mountain with a store to sell all of their homemade items. The store would be similar to The Nevada Store in Reno which specializes in retail sales of made in Nevada brand products. The store offers gift baskets featuring made in Nevada products such as barbeque sauces, rubs, chocolates, jams and coffees. Rural Nevada businesses, such as J.M Capriola Co. in Elko, send items to The Nevada Store in Reno to be sold. This type of retail store is a great way to support small businesses that are just getting started and also supports residents who are contemplating selling their homemade items.

**Raceway Complex, Individual/Organized Sports** – Downtown business owners experienced an increase in sales volume with sports activities in the community. Currently, the majority of sports activities are related to Battle Mountain High School. Expanding sports activities beyond the high school to the broader community would draw more business to the downtown area and further increase sales for business owners in Battle Mountain. Expanding the raceway complex so it is capable of hosting more/larger racing events, such as motocross and drag racing, would bring in additional revenue for the community and expand on existing infrastructure.

Another option that utilizes the existing racing infrastructure is off-road/desert racing. The current infrastructure could serve as staging areas for these types of racing events, and the wilderness surrounding Battle Mountain is an ideal environment for off-road racing.

A benefit of all of the potential racing options is that because these are generally not inexpensive sports to be involved in,



the crowd that participates is of a higher income level and has potentially disposable income to spend at local retailers, restaurants and lodging options.

Additional sports activities would also increase the number of activities available for the youth in the community. Renovating the golf course or potentially expanding the course to an 18-hole course could generate additional revenue for businesses. Renovation or expansion may allow the course to host larger tournaments and other fundraisers which generate more revenue.

**Parks/Gardens** – Residents who participated in the community survey were asked to list the top reasons they live in Battle Mountain. The top two reasons residents live in Battle Mountain are for the small town feel and wide open spaces. Preserving the beauty of rural Nevada and the area surrounding Battle Mountain is important to residents.

There are currently three parks in Battle Mountain that are maintained by Lander County and are heavily used by the community. Adding an additional park or expanding one of the current parks would provide great benefits to the Battle Mountain community such as providing place for people to get out of their homes and enjoy the scenery, a community gathering place, a venue for community events and festivals and a place for outdoor exercise. Adding additional walking trails, playground and exercise equipment and sports fields would increase the number of users and make current parks less crowded.

Another potentially successful option would be a community garden. A community garden can provide a creative outlet, reduces responsibility on the city/county in terms of operating costs and maintenance and can provide an area for growing produce or plants by individuals. Community gardens can also serve as entrepreneurial opportunities for individuals wishing to start non-profits focusing on gardening, wellness or job training programs.

**Community Festivals/Events** – Although business owners did not indicate that sales increased dramatically during events held downtown, organized festivals and events draw residents and out of town visitors to the downtown area which has the potential to increase sales. It also provides an alternative marketing opportunity for local businesses through sponsorship opportunities and by having booths at the events. Several residents commented on how Battle Mountain has lost events such as the Pony Express, Bluegrass Festival and Armpit events and how they would like to see the events return to the area. Festivals or events that tie into the history of the area (both Battle Mountain and Northeastern Nevada) preserve the small town feel of the community and celebrate the heritage of the community. Establishing a non-profit organization to organize and manage events provides an entrepreneurial opportunity and in collaboration with existing organizations, such as the Lander County Convention and Tourism, can assist with obtaining necessary funding for the events. It also provides an opportunity to partner with similar organizations at the state level or in surrounding states may draw in additional interest.

**Retail Pricing & Customer Service** - For all retail initiatives, low competitive prices need to be kept at the forefront of business owner's minds. Battle Mountain residents listed price as the most important factor when weighing retail options. Business owners also listed outside competitors as their main source of competition, specifically big box businesses such as Wal-Mart located in Winnemucca and Elko. Business owners need to make their pricing competitive in order to keep

residents from driving to a neighboring community to shop. Several residents were also vocal about their expectation for quality customer service when shopping locally. Residents in a small town expect a warm and friendly welcome when shopping in local stores and not having quality customer service may disenchant local residents.

### *Education*

**Community Education** – Business skills development courses or continuing education courses can provide great benefit to business owners and other residents in a community. Battle Mountain residents expressed an interest in financial management and business planning classes specifically. Though a majority of owners reported very little interest in receiving information or assistance to improve or strengthen their operations, business owners can add value to their customers by continuing to expand their business knowledge. Classes offering basic information about marketing and social media can also help business owners reach new demographics and offer discounts or sales to residents and out of town visitors. These classes also help increase the skills of the general population, resulting in a more educated community and workforce.

**Great Basin College** – Job skills training is important to existing industries in Battle Mountain and is attractive to businesses looking to relocate to the area. Local training provides businesses with a skilled workforce pool to draw employees from and also continues to develop the skills of their employees. Occupational targeting in the CBM model indicates that occupational skills required in the construction sector, transportation sector and the wholesale sector are similar to the occupational skills required in the already present mining industry. In addition to programs that support the current dominant industry studies such as the Future Industrial Needs Discovery could be targeted to look at the development of programs that educate the workforce on future industries in the area, such as renewable energy development.

### Community Health

**Battle Mountain Aquatic/Fitness Center** – Currently, Battle Mountain has an outdoor pool that is only available during the summer months. In addition, residents have indicated that the existing swimming pool is in need of an update. Upgrading the pool and renovating the facility for year-round use would provide multiple benefits to residents. The benefits include: supporting the school district's athletic program by allowing the formation of a swim team and making it available for school use and competition, physical therapy expansion opportunities (aqua therapy), and scuba diving training and certification programs. In addition, incorporating a fitness center would provide residents with another location to exercise and stay healthy.



**Senior Citizens & Specialty Care** – 39% of survey participants are over the age of 60. 2010 U.S. Census data shows 20.4% of the population in Lander County is between the ages 50 – 64 and 11.8% over the age of 65. Expanding care of senior citizens in Battle Mountain would allow more seniors to obtain the needed care locally and not have to travel to an outside community. A July 2011 study by the Battle Mountain Hospital revealed a desire for the increased availability of medical specialists and specialty services. An overlapping desire represented in both surveys was the need for in-home care in the Battle Mountain community.

The Battle Mountain General Hospital held a health fair in October 2011 which was very successful. Supporting the hospital and maintaining the health fair as an annual event will help seniors get access to some of the healthcare that they need.

## **Marketing Program**

The 2012 Marketing Plan focuses on:

1. creating awareness of the opportunities and benefits of business expansion or relocation to the region and Lander County, and
2. encouraging businesses to expand or relocate locally.

The plan will rely on the baseline economic and community data developed by the FIND Project along with local and national business databases developed by UNR with specific company data and contact information.

To support this effort, LEDA will maintain a list of mining sites within the economic sphere of Lander County through the GIS database in order to:

- assist in identifying potential closing mine sites with available infrastructure for secondary industrial development and use,
- participate with surrounding BLM District Land Use Plans (LUPs) to incorporate sustainable development concepts and appropriate decisions that allow or accommodate secondary industry use of closed mine sites or other facilities on public lands, and
- update the Lander County Plan for Federal Lands upon completion of the Battle Mountain BLM District LUP to include concepts of sustainable development for public lands to provide consistency between the plans.

### **Relocation Specialists**

There are companies that specialize in facilitating the transfer of information between communities and prospective business partners. This information would include community data, infrastructure information, permitting & zoning information, business needs, relocation incentives, and other relevant information. The retention of relocation specialists could be an efficient means of focusing the advertising effort, if specialists experienced with rural western communities were identified and managed.

Under this plan, the following activities would be pursued:

- A scope of work for a relocation specialist will be developed that includes duties and input relating to portions of the other advertising tasks described below.
- Requests for qualifications (RFQ) and billing rates responding to the scope of work will be transmitted to three or more companies that offer relocation specialist services.
- The RFQ's will be reviewed, and a preferred supplier will be recommended for retention if an acceptable response is received.
- Pending LEDA approval, the selected relocation specialist will be retained to execute the scope of work.

### **Branding**

Branding is the art of differentiation that identifies features and characteristics that set communities apart. As such, branding requires continuity amongst community characteristics and marketing efforts so that the essence of a community is effectively reflected.

Starting in 2009, LEDA embarked on the “Betcha Didn’t Know” branding campaign that has advertised the area via short factual statements regarding Lander County. Augmentation of the larger branding effort through branding of specific communities (e.g., Austin, Battle Mountain, etc.) will be necessary to address both regional and local scale economic development opportunities.

Under this marketing plan, the following branding activities will be pursued:

1. continuation of branding activities for Lander County and its economic sphere,
2. continuation of branding activities for individual communities (i.e., Austin and Battle Mountain), and
3. launch of additional branding efforts for communities or for specific-industry sectors.

This branding would take the form of activities such as:

- development and publication of logos on the [www.sustainablelander.org](http://www.sustainablelander.org) website and facebook,
- publication of logos in printed media and advertisements, and
- presentation of logos on billboards and signage.

### **Advertising**

With branding and community data in place, advertising efforts will disseminate that information to potential business partners. Advertising would be focused on primary opportunities identified in the retail business sector analysis and CBM model, and would follow techniques tailored for attracting identified target industries. The general categories for advertising will be:

- print and on-line advertisement,
- sales piece development, and
- cold calls.

***Print and On-Line Advertisement*** – LCSDC and LEDA will work with their selected public relations consultants and/or relocation specialists to prepare advertising content focused on industries identified by the retail sector analysis and CBM Model. The UNR business survey data would be employed to guide the development of advertising material to address the specific interests of target industries. The prepared advertising content would then be placed in print media and/or on-line advertisements in venues where they would reach their target business audiences.

Under this plan, the following activities would be pursued:

- Preparation of an advertisement focused on the Other Financial Investment Activities sector,
- Preparation of an advertisement focused on the Other Telecommunications sector,
- Preparation of an advertisement focused on the Individual and Family Services sector,
- Preparation of an advertisement focused on the General Freight Trucking sector,
- Preparation of an advertisement focused on the Residential Building Construction sector,
- Preparation of an advertisement focused on the Electrical Power Generation, Transmission, and Distribution sector,

- Preparation of an advertisement focused on the Basic Chemical Manufacturing sector,
- Preparation of an advertisement focused on the Scenic and Sightseeing Transportation Other sector,
- Preparation of an advertisement focused on the Chemical and Allied Products Merchants Wholesalers sector,
- Preparation of an advertisement focused on the Petroleum and Coal Product Manufacturing sector,
- Preparation of an advertisement focused on the Textile and Fabric Finishing and Fabric Coating Mills sector,
- Preparation of an advertisement focused on the Animal Slaughtering and Processing sector,
- Preparation of an advertisement focused on the Metal and Mineral Merchant Wholesalers sector,
- Preparation of an advertisement focused on the Leather and Hide Tanning and Finishing sector,
- Identification of appropriate print and on-line venues for advertising placement,
- Placement of advertisements in the selected venues,
- Cold call delivery of the advertising material to target industries from each sector as identified by the UNR industry database, and
- Identification of a follow-up point of contact to respond to inquiries from businesses.

While this plan calls for preparation of 14 sector-specific advertisement packages, the general content of these packages is expected to be largely redundant but with some sector-specific content. The outline for these advertisement packages will be:

- Overview of the area with references to supporting documents,
- Map of the area with reference to the FIND Project GIS database,
- Distance charts to neighboring cities and metropolitan areas,
- Population statistics and demographics,
- Overview of business statistics, taxation, and incentives with references to supporting documents,
- Inventory of available properties for development along with potential mine site re-development opportunities, adding them to the FIND Project GIS web-site,
- Listing of community organizations,
- Inventory of community services and facilities,
- Inventory of recreation, attractions, and travel amenities,
- Special events listings,
- Information responsive to sector-specific issues as identified from the UNR sector surveys, and
- Current government and resource contact information.

These materials would take the form of a print publication and associated pdf-version for distribution.

### **Internal Marketing**

Internal marketing efforts target local communities and businesses to enhance organic growth in the local economy. The goals of the internal marketing would be:

- educate local residents and businesses with regard to the results of the FIND Project and their meaning for economic development,
- promote local business by encouraging residents to spend at local stores on local goods,
- encourage improvement in local customer service to retain customers,
- prevent leakage by encouraging local suppliers and local shopping, and
- promoting public-private partnerships for economic development.

Under this plan, the following activities would be pursued:

- LEDA and LCSDC will host public events to present the results of the FIND Project,
- LEDA will work with the Chamber of Commerce to distribute FIND Project results to chamber members and to assist interested local businesses in starting or expanding ventures upon request,
- Print advertisements for a “Buy Local” campaign will be developed and placed in the Battle Mountain Bugle,
- Radio advertisements for a “Buy Local” campaign will be developed and placed on local radio,
- Signs, posters, and buttons promoting the “Buy Local” campaign will be developed and distributed to interested local businesses,
- A “Buy Local” webpage will be added to local economic development websites,
- E-blasts of the advertisements will be sent to Chamber of Commerce distribution lists, and
- LEDA and LCSDC will coordinate with the Chamber of Commerce to form public-private working groups to work on business attraction and community development initiatives.

### **Summary**

The 2012 Marketing Plan incorporates elements of

- Economic Development Goals,
- Economic Trends,
- Business Attraction,
- Community Development, and
- Marketing

resulting in tasks identified pertaining to

- Branding,
- Advertising, and
- Internal Marketing.

The tasks are summarized in the attached table and figure.

Lastly, the plan calls upon LEDA and LCSDC to work with the Chamber of Commerce to develop public-private partnerships that pursue business attraction and community development initiatives on an ad hoc basis.

Expenditures for these activities would be funded in whole or in part by funding for the FIND Project Task 4 and LEDA funding for consultants. Expenditures would take the form of:

- consulting fees for logo, advertising, etc. development,
- publication costs,
- advertising costs,
- hosting costs for public events, and
- consulting costs for relocation specialists activities per the response to the scope of work.

### **Milestones and Measurables**

The key plan milestones are summarized in the table below:

<b>Task</b>	<b>Responsibility</b>	<b>Timeline</b>
<b><i>Branding</i></b>		
Development and publication of logos	LEDA	7/1/2012
Publication of logos in print media and advertisements	LEDA	12/31/2012
Presentation of logos on billboards and signage	LEDA	12/31/2012
<b><i>Advertising</i></b>		
Develop scope of work for Relocation Specialists	LCSDC	7/1/2012
Solicit and review response to RFQ for Relocation Specialists	LCSDC	9/1/2012
Select and contract with a Relocation Specialist	LEDA	10/1/2012
Prepare advertisements for the 14 identified target sectors	LCSDC	12/31/12
Identify print and on-line advertising placements	LEDA	2/1/2013
Place advertisements	LEDA	2/1/2013
Cold call deliver advertisements to target industries	LEDA	2/1/2012
Identify follow-up point of contact	LEDA	12/31/2012

<b>Task</b>	<b>Responsibility</b>	<b>Timeline</b>
<b><i>Internal Marketing</i></b>		
Public information events	LCSDC	7/1/2012
Distribute information through Chamber of Commerce	LEDA	7/1/2012
Implement “Buy Local” campaign	LEDA	12/31/2012
Form public-private ad hoc partnerships	LEDA/LCSDC	ongoing

Measurable progress will take the form of tracking the following:

- adoption of the Marketing Plan by the County Commissioners,
- selection of a relocation specialist to assist in the implementation of the marketing plan,
- the number of contacts with target industries (i.e., minimum of three contacts per identified sector),
- completion of a public information event,
- implementation of a “Buy Local” campaign, and
- formation of an ad hoc partnership to pursue a community development project.

