



**Comprehensive
Economic Development
Strategy 2020-2025**



Table of Contents

INTRODUCTION

Board of Directors	3
CEDS 2020 Committee	3
Introduction	4
About WNDD	5
Economic Development in a Post COVID-19 World	6

REGIONAL OVERVIEW

Regional Overview	10
Geographic Profile	11
Population and Growth Rates	12
Population by Age	14
Population by Diversity, Race, Culture	16
Population by Gender	18
Population by Education	20
Commuting	23
Income Per Capita Personal Income	24
Median Earnings	25

Top Growing Industries	26
Top Industry Earnings	27
Five-Year Total Employment	28
Employment By Industry	30
Top Ten Occupations by Employment	32
Top Industry Wages	34
Top Growing Occupations	35

SWOT ANALYSIS

SWOT Overview	36
SWOT Word Clouds	37
SWOT by Sectors of Focus	38
SWOT by Issue	39

ECONOMIC RESILIENCY WORKSHOP

Workshop Overview	40
-------------------	----

ACTION PLAN

Goals Overview	41
Economic Resiliency	42
Housing	43
Infrastructure	44
Quality of Life	45
Transportation	46
Workforce	47

APPENDICES

CEDS Project List	48
Opportunity Zones	50
CEDS Data	51
Economic Development Resources	60
Process/Public Participation	62
Sources and Images	63



Board of Directors

CARSON CITY

John Barrette, Commissioner
Nancy Paulsen, County Manager

CHURCHILL COUNTY

Jim Barbee, County Manager
Rick Lattin, Lattin Farms
Bus Scharmann, Commissioner

DOUGLAS COUNTY

Lisa Granahan, Economic Vitality Manager
Larry Walsh, Commissioner

CITY OF FALLON

Kelly Frost - Councilman

CITY OF FERNLEY

Roy Edgington, Jr., WNDD President
City of Fernley Mayor
Colleen Unterbrink, Assistant to City Manager

CITY OF LOVELOCK

Mark Hauenstein, CEO, Technical Designs
Pat Rowe, WNDD Executive Board, City Council

CITY OF RENO

Teri Bath, WNDD Secretary-Treasurer
Salmon Point Development
Naomi Duerr, Councilwoman
Aric Jensen, Revitalization Manager
Jeff Limpert, Office of Economic Development

CITY OF SPARKS

Charlene Bybee, City Council
Jason Evanchak, Broker/Owner, Realty Corner
Dr. Thomas Harris, University of Nevada, Reno
University Center for Economic Development
Ed Lawson, City Council
Art Sperber, CA., Inc.

MINERAL COUNTY ECONOMIC DEVELOPMENT

Shelley Hartmann, EDA

MINERAL COUNTY

Chris Hegg, County Commissioner

PERSHING COUNTY

Heidi Lusby-Angvick, Executive Director
Robert McDougal, WNDD Vice President
Pershing County Economic Diversification Authority

STOREY COUNTY

Lara Mather, Community Relations/Emergency
Management Coordinator

WASHOE COUNTY

Mojra Hauenstein, Director Planning & Development
Jeanne Hermann, County Commissioner

Associate Members

Tony Buettner, CEO
Buettner Inc.

Denise Castle, Chief Executive Officer
JOIN, Inc.

Carol Chaplin, Chief Executive Officer
Lake Tahoe Visitors' Authority

Leslie Colbrese, Chief Executive Officer
Community Services Agency

Amy Fleming, Project Manager Workforce
Development - EDAWN

Heidi Hill-Drum, Chief Executive Officer
Tahoe Prosperity Center

Aster Girma, President
Nevada Green Institute

Niki Gladys, Executive Director, Development
Western Nevada College/WNC Foundation

Johnny Hargrove, Econ. Development Executive
NV Energy

Dr. Dana Ryan, Executive Director
Truckee Meadows Community College

Stacey Sept, Director of Community Development
Nevada Rural Housing Authority

Aaron West, CEO
Nevada Builders Alliance

CEDS 2020 Committee

George "Buddy" Borden, University of Nevada,
Reno - Cooperative Extension

Roy Edgington, Jr., City Of Fernley

Aster Girma, Nevada Green Institute

Tom Harris, University of Nevada, Reno - Center
for Economic Development

Shelley Hartmann, Mineral County Economic
Development Authority

Andrew Haskin, Northern Nevada
Development Authority

Mark Hauenstein, City Of Lovelock

Jeanne Hermann, Washoe County

Patricia Herzog, Governors Office of
Economic Development

Aric Jensen, City Of Reno

Rick Lattin, Churchill County

Jeff Limpert, City Of Reno

Heidi Lusby-Angvick, Pershing County
Economic Development Authority

Lara Mather, Storey County

Marlene Rebori, University of Nevada, Reno -
Cooperative Extension

Dr. Dana Ryan, JOIN Inc.

Art Sperber, City Of Sparks

Sarah Tone, Washoe County

Mark Tulman, JOIN Inc.

Planning For The Future, **TODAY**

Representing seven counties and five cities in the northwest corner of Nevada, the Western Nevada Development District (WNDD) works toward creating an environment that welcomes new businesses, industries, and workforce to the region to promote a vibrant, resilient, and sustainable economy.

WNDD's cornerstone is the Comprehensive Economic Development Strategy (CEDS).

The CEDS is a locally based, regionally driven economic development planning process and document that successfully engages the region's community leaders, private sector partners, and stakeholders. This framework enables the region and its partners to strengthen their leverage and expand regional capacity to attract outside resources to build a sustainable and resilient economy. The result creates an economic roadmap to diversify and strengthen the regional economy and to qualify the region for additional assistance from the Economic Development Administration of the U.S. Department of Commerce (EDA).

The competitive global market makes it necessary for regions to have a long-term economic development strategy that

can serve as a roadmap to progress and prosperity. The CEDS does just that and is updated annually and revisited, revised, and rewritten every five years.

The 2020 CEDS is an update to the 2014 report and enables WNDD to continue as a designated Economic Development District by the EDA. The CEDS helps to ensure the communities within the region remain eligible for EDA and all federal funding. EDA invests in public works, economic adjustment assistance, technical assistance, and short-term planning. EDA investment priorities enhance regional competitiveness and support long-term diversification and development of the regional economy. Specific priorities include:

- Critical Infrastructure
- Exports and Foreign Direct Investment
- Opportunity Zones
- Recovery and Resilience
- Workforce Development and Manufacturing

Once certified by the EDA, the CEDS 5-year update will maintain the region's Economic Development District designation, the associated planning funds, and regionwide eligibility for federal funding to accomplish projects identified within the plan.





About WNDD

The U.S. Economic Development Administration designated WNDD as an Economic Development District in 1983. There are more than 500 development districts throughout the United States. WNDD is the only certified Economic Development District in the State of Nevada.

The WNDD Board of Directors is comprised of elected and appointed officials as well as agency staff and business representatives from throughout the region.

THE WNDD REGION INCLUDES:

Seven counties

- Carson City
- Churchill
- Douglas
- Mineral
- Pershing
- Storey
- Washoe

Five cities

- Fallon
- Fernley
- Lovelock
- Reno
- Sparks

Associate members include Beuttner, Inc., Lake Tahoe Visitor's Authority, Community Services Agency, Tahoe Prosperity Center, Nevada Green Institute, Western Nevada College, Truckee Meadows Community College, NV Energy, Economic Development Authority of Western Nevada, Nevada Builders Alliance, Nevada Rural Housing Authority and JOIN Inc. The University Center for Economic Development also serves on the board and partners with WNDD in a variety of technical assistance projects, analyses, and reports.



Economic Development in a POST COVID-19 World

Almost a decade after Northern Nevada successfully began to reinvent itself following the Great Recession, the COVID-19 pandemic swiftly and dramatically impacted the state's economy and tested its resiliency.

Following Governor Steve Sisolak declaring a State of Emergency and implementing stay at home directives in mid-March, unemployment claims spiked, worker earnings decreased significantly, and consumer spending slowed dramatically. By the end of April 2020, the state had lost 244,800 jobs, and the unemployment rate rose to 28.2 percent—the worst unemployment rate in state history and the highest mark in the country, according to the Nevada Department of Employment, Training and Rehabilitation.

Nevada's economy is particularly at-risk to pandemic due to its casino-based tourism industry, according to a study by Oxford Economics. The same study ranked the state second most vulnerable in the nation to an economic shock from the coronavirus pandemic. Unemployment rates support this study, as the accommodation and food service industry lost the most jobs in the state in April 2020. In 2018, this industry employed about 20% of the state's population between 25 to 64 years old.

As a result of policies and restrictions designed to prevent the spread of COVID-19, many of the counties and cities within the Western Nevada Development District's region experienced economic downfalls not seen in decades.

continued on page 8

COVID-19 By The Numbers

COVID-19 data in Nevada as of June 2, 2020. For the most up-to-date numbers, visit nvhealthresponse.nv.gov.

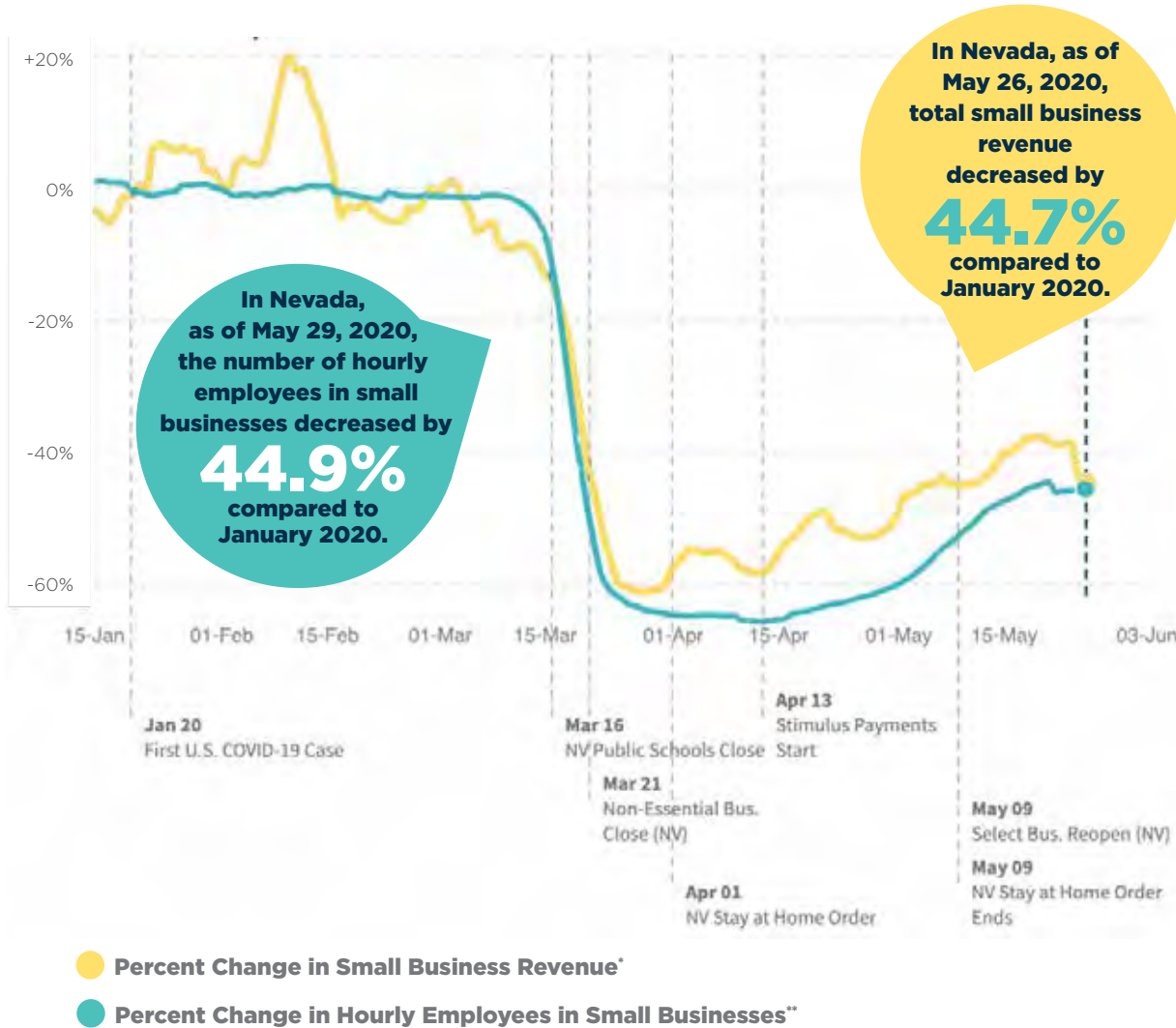
In Nevada

- 176,032 PCR Tests Performed
- 8,830 Confirmed Cases
- 420 Deaths

In the WNDD region's counties

- 33,784 PCR Tests Performed
- 1,640 Confirmed Cases
- 63 Deaths

Changes in Small Businesses: Employees and Revenue



*Change in net business revenue for small businesses, indexed to January 2020. Based on data from Womply.

**Change in the number of hourly workers employed by small businesses, indexed to January 2020. This series is based on data provided by Homebase. Homebase's customers primarily consist of restaurant, food & beverage, retail and service businesses. Notes from track therecovery.org

Timeline of Major COVID-19 Events in WNDD Region

- **March 4:** Nevada sees its first patient test positive for COVID-19
- **March 12:** Governor declares a State of Emergency
- **March 15:** First COVID-19 death recorded in Nevada
- **March 17:** Governor announces COVID-19 risk mitigation initiatives
- **March 31:** Governor issues travel advisory
- **April 1:** "Stay at Home" directive formally issued through April 30
- **April 29:** Governor modifies and extends "Stay at Home" directive
- **April 30:** Governor announces Nevada United: Roadmap to Recovery plan
- **May 9:** Nevada launches Phase 1 reopening with statewide standards
- **May 11:** Governor declares State of Fiscal Emergency early last month, are tools the state can use to address the shortfalls.
- **May 29:** Nevada launches Phase 2 reopening with statewide standards

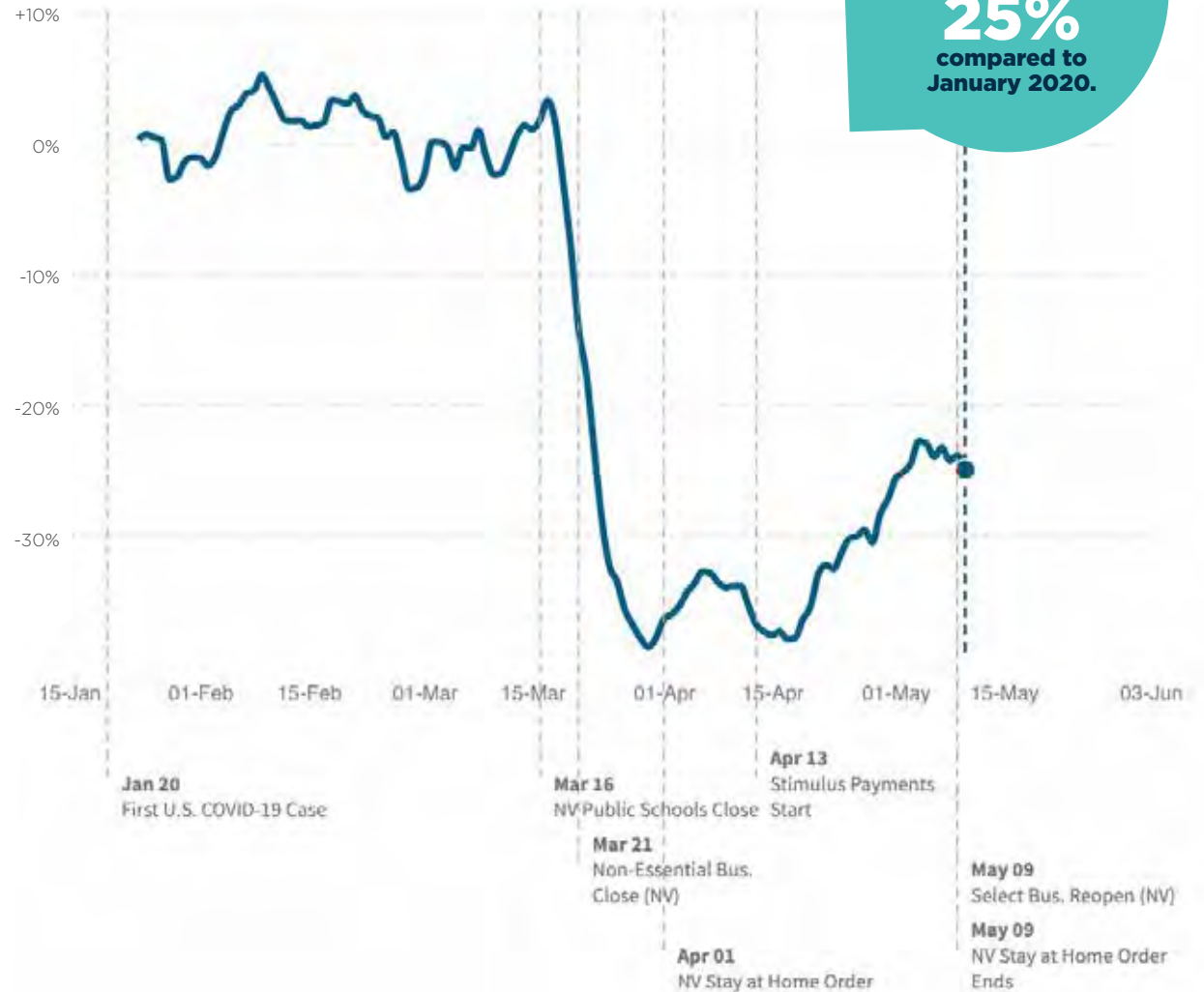
Economic Development in a post-COVID-19 World, cont'd

continued from page 6

Outside of Southern Nevada, two of WNDD's counties, Storey and Carson City, showed the highest rates of unemployment and annual change in the state in April 2020. On average, the WNDD Region's seven counties showed a higher rate of employment for April 2020 and annual change compared to the average of the state's 10 other counties. While workers lost their jobs at large businesses, those employed by small businesses were not immune. The number of hourly employees working in small businesses decreased by almost 36% in the WNDD region's counties on average, according to Opportunity Insights, a team of researchers and policy analysts based at Harvard University tracking the impacts of COVID-19 using private-sector data. In Carson City alone, half of the employees in small businesses lost their jobs. At the same time, consumer spending in the WNDD region dropped by almost 23%, closely mirroring the state's drop of 25%. Nationally, consumer spending fell by about 15%, according to Opportunity Insights.

These statistics and numbers paint a startling image of a region under economic siege as it fights the unfaced enemy of the novel coronavirus. However, while the state's and region's economic decline ensued rapidly,

Percentage Change in All Consume Spending*



In Nevada, as of May 10, 2020, total spending by all consumers decreased by **25%** compared to January 2020.

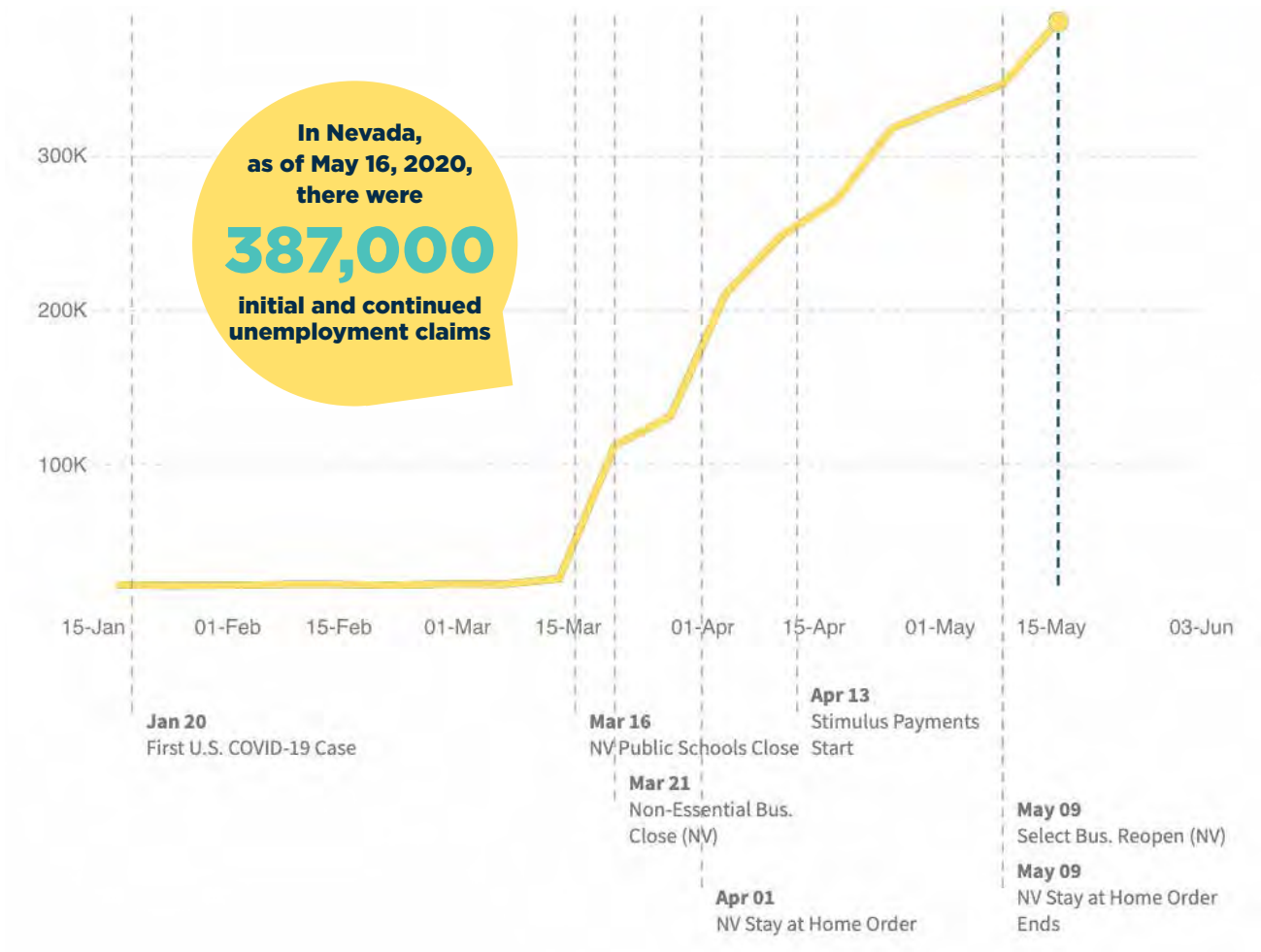
*Change in average consumer credit and debit card spending, indexed to January 2020. This series is based on data from Affinity Solutions. Note from track therecovery.org

its recovery will take longer and require significant support and assistance from a variety of agencies and organizations. There is also a potential for a second-round of impacts, that could become more severe due to structural economic vulnerabilities, according to the Oxford Economics study.

WNDD will play a vital role in the effort to restore the region’s vitality and ensure its resiliency for the future. Many of the projects, programs, and goals from the organization’s 2020-25 CEDS provide a path to rebuild the region’s economy. To help lift Nevadans from joblessness and financial despair, WNDD and its CEDS targets workforce development, infrastructure, transportation, housing, quality of life, and resiliency. Small and large businesses can benefit from the strategies and action plans developed by WNDD to drive economic recovery. Because workers and companies rely on effective and efficient infrastructure, WNDD also prioritizes the development of this foundational community element.

While COVID-19 quickly and dramatically changed the immediate trajectory of the nation, Nevada, and the WNDD region’s economy, it will not undo all strides toward the future previously made. Instead, WNDD will use this as an opportunity to respond proactively and plan for a thriving future.

Current Unemployment Claims*



*Number of unemployment benefit claims filed with state unemployment offices. This series is based on data published by the Department of Labor.

A Region CONNECTED

Located in the northwestern corner of Nevada, the Western Nevada Development District's region includes both urban and rural areas, large cities, and even larger swaths of open public lands. As a result, the region often magnifies the state's demographic and economic trends, drawing attention to opportunities and potential threats.

Commerce and commuters intertwine the region's various communities, making it more crucial that they work together to demonstrate a forward-moving commitment to quality of life and opportunity for all residents

Like the rest of the state, the region's population is expected to grow over the

next decade. With that growth comes greater economic activity, but also an increased need for infrastructure, education, and other services that promote resiliency and deliver the high-quality of life that the region promises.

Ultimately, the region continues to pursue its mission to have an innovative economy rooted in sustainable development and enriched by the area's abundant natural resources and the collaboration of its independent, unique communities. To develop an action plan that supports the region's overall goals, it's imperative to begin with a clear understanding of the region's communities from a demographic, geographic, and economic perspective.

By the NUMBERS

2018 Population:

611,364

2040 Projected
Population: 805,138



Average Per
Capita Income: \$50,460



Largest Employing
Industry:
Trade,
Transportation,
and Utilities

421,160
Jobs



Primary Industries:
Management of Companies
and Enterprises, Utilities, And
Finance and Insurance



Pyramid Lake

REGIONAL OVERVIEW

Geographic PROFILE

Nevada is geographically unique in how much of its acreage is devoted to public lands.

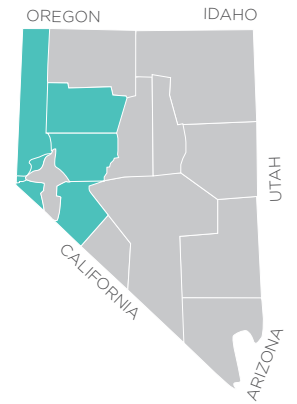
As a whole, Nevada covers 110,567 square miles, making it the 7th largest state in the nation by area. However, only 12.2% of the land is private, which makes Nevada the 10th smallest state in acreage available. In addition, the 13,490 square miles of developable private land is not contiguous.

Western Nevada Development District includes the counties of Mineral, Douglas, Carson City, Storey, Churchill, Washoe and Pershing, and the cities of Reno, Sparks, Fernley, Lovelock, and Fallon. The major thoroughfares that connect the region include Interstates 8 and 580, and U.S. Routes 50 and 95.

Going east from the Sierra Nevada, the WNDD region is characterized by mountain ranges, generally running north and south, separated by broad valleys. The region is boarded on the north by Oregon and Idaho, and to the west by Lake Tahoe and California. To the east lies Utah and south lies the remainder of Nevada.

Nevada is part of the Great Basin, a desert environment. The region falls within a high desert zone and has an arid climate. Nevada is the driest state in the country, and the WNDD region has rainfall that ranges from 16.8 inches in Douglas County to 5.3 inches in Mineral County.

As a region, 74.8% of the WNDD region is public lands. Mineral County boasts the highest percentage of public lands at 86.8%, while Storey County has the least with 9.73%.





R E G I O N A L O V E R V I E W

POPULATION

and Growth Rates

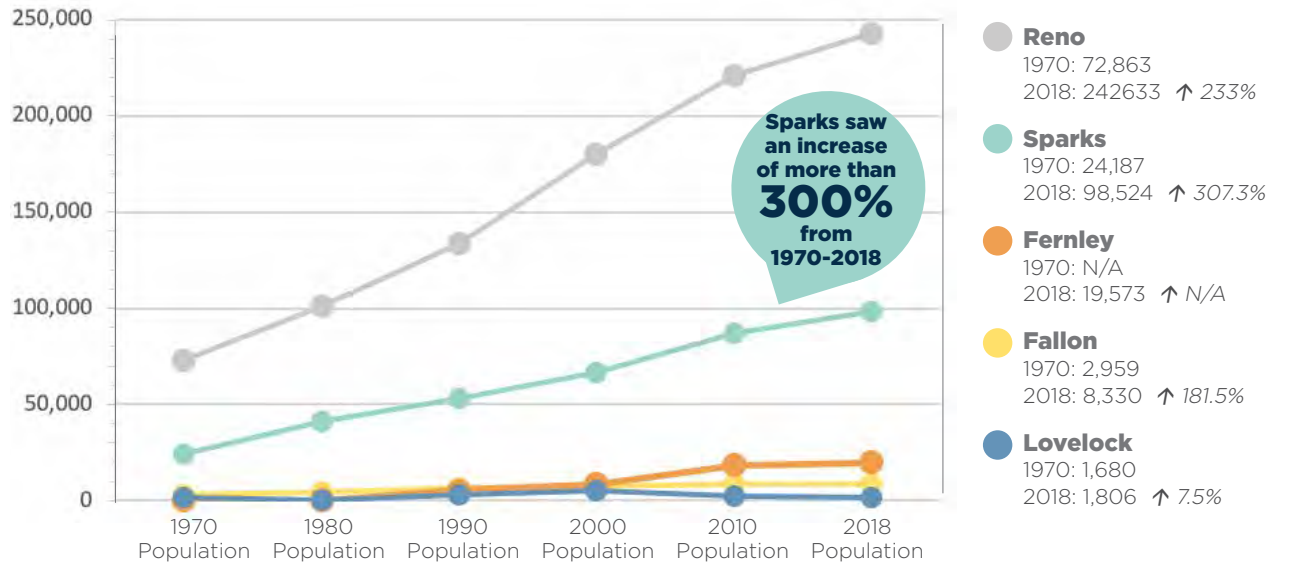
Like the state of Nevada as a whole, the population in the Western Nevada Development District's region grew dramatically from 1970 to 2018, compared to the country. While the United States saw a population increase of about 60% over those 48 years, WNDD's population grew by more than 270% during the same time. This trend will likely continue over the next two decades as experts predict more people will move and relocate to the region.

annual regional
growth rate

2.9%

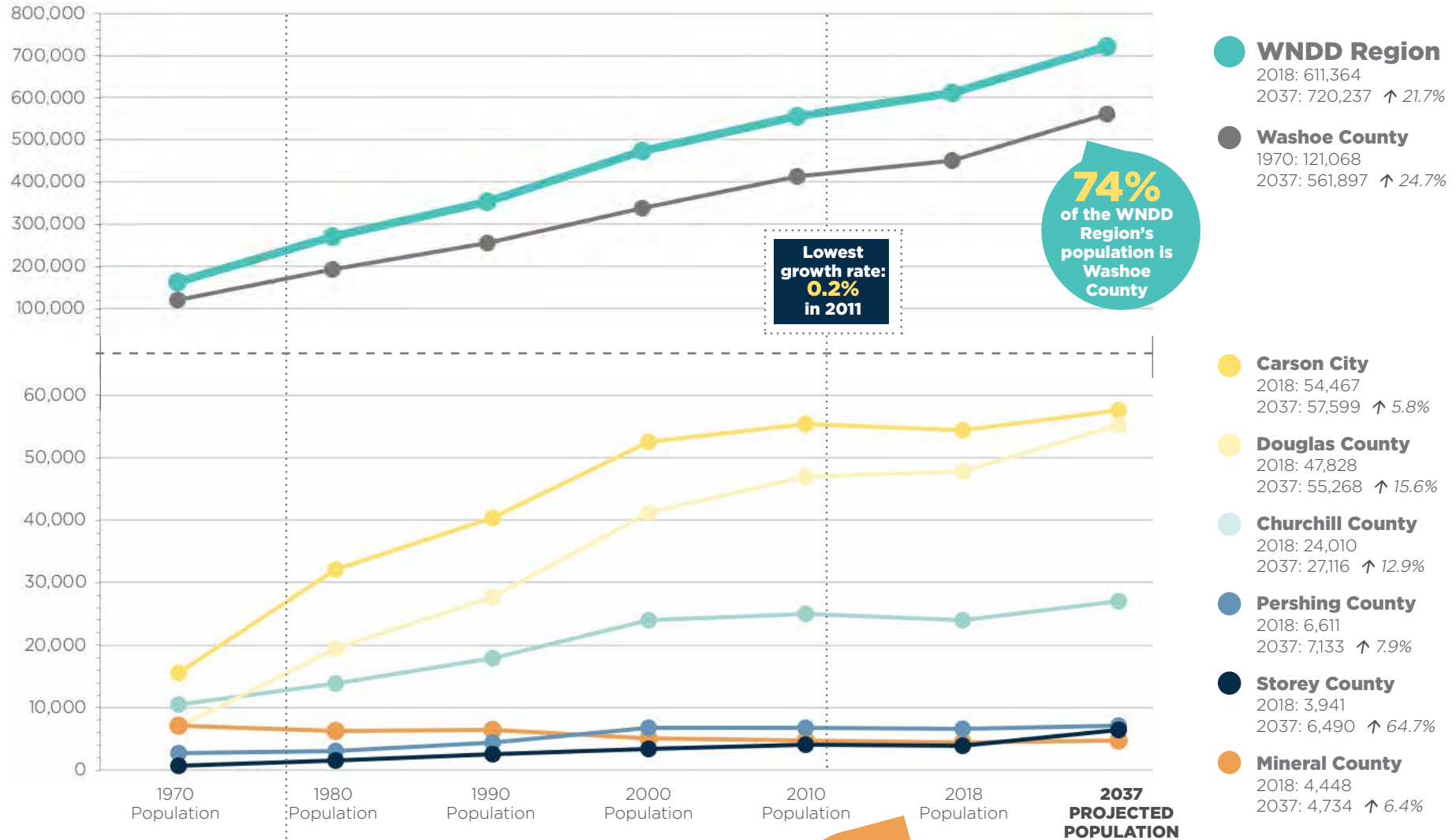
1970 - 2018

Population Growth by City



Projections show a growth rate of almost **22%** by 2037, with a total increase of 128,446 people in the WNDD Region's counties.

Population Growth and Projections: Region and County



74%
of the WNDD Region's population is Washoe County

Lowest growth rate: **0.2%** in 2011

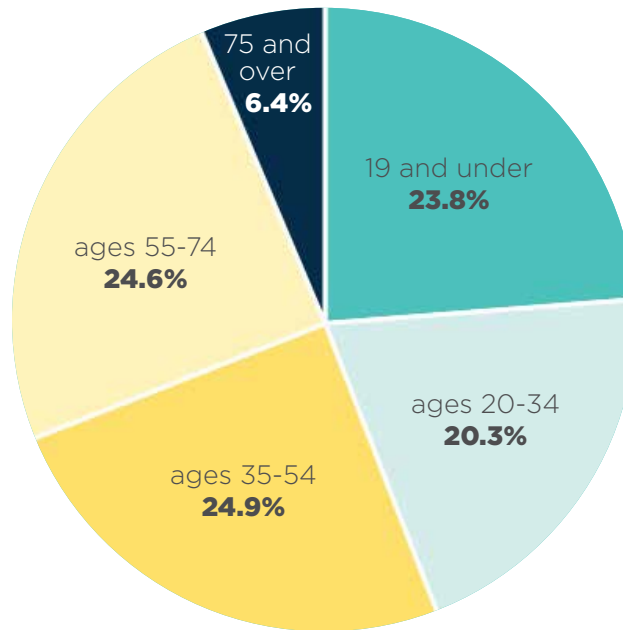
Highest growth rate: **6.3%** in 1978

Mineral County saw a **37% drop** in population from 1970-2018

Population by AGE

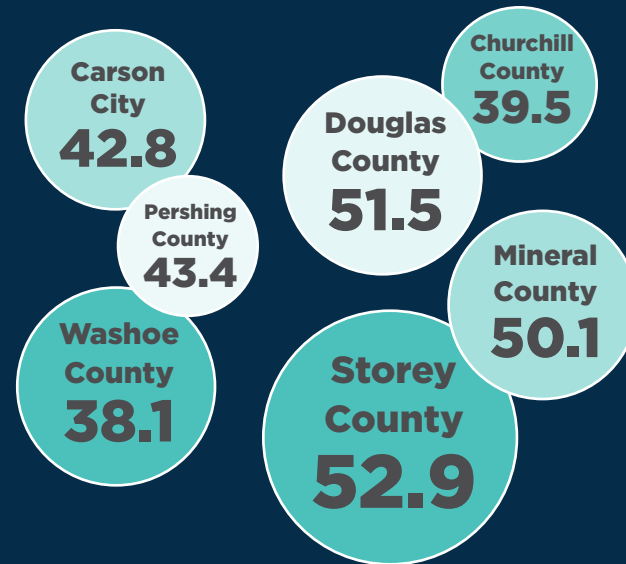
On the whole, the WNDD Region is older than the state of Nevada and the United States, with an average age of 44.8, almost seven years older than the state and country. More rural areas, such as Storey County and Lovelock, have an older population on average than the state and the general region. However, the population of more urban areas skews younger, especially the region's largest county, Washoe County, and the cities it encompasses, Reno and Sparks. Individuals younger than 44 make up more than half of the WNDD's regional population, and individuals between the ages of 35-54 make up the largest group of the population in the region.

Population by Age: WNDD Region

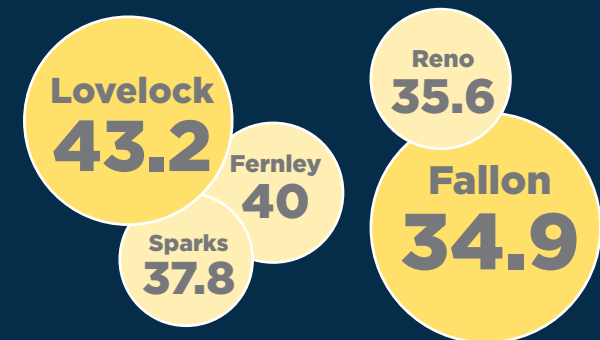


Average Median Age in Region: 44.8

Average Median Age by County



Average Median Age by City

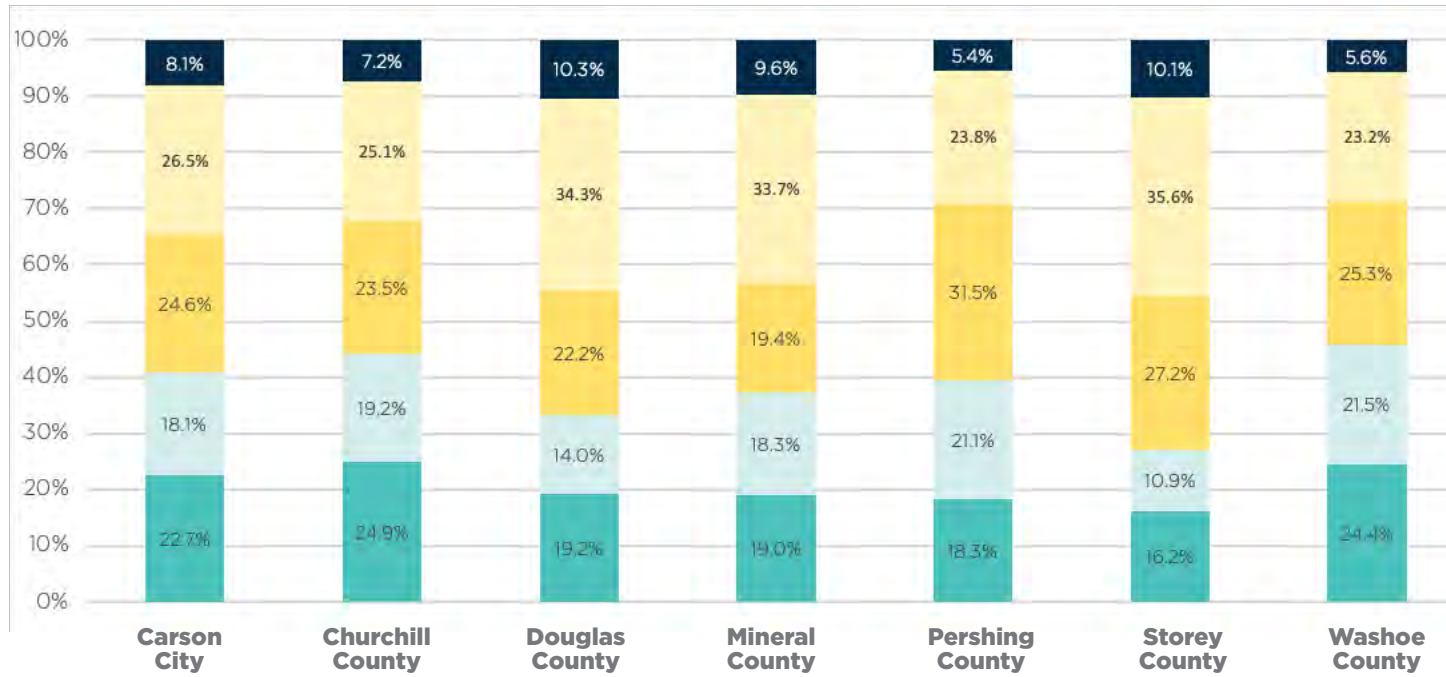


Source: U.S. Census Bureau, American Community Survey, 2018

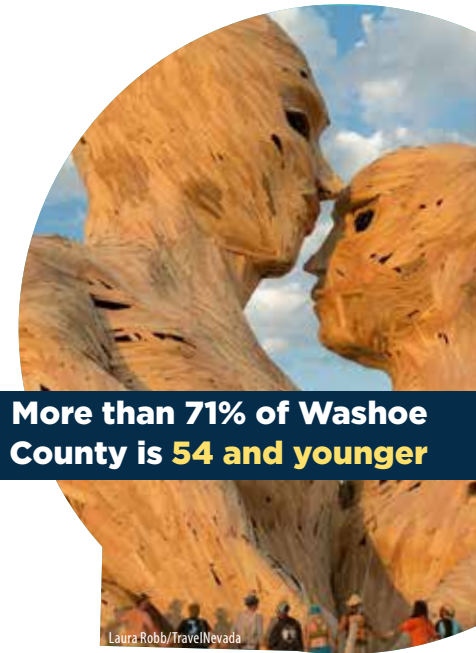
Loneliest Road Highway 50
Sydney Martinez/TravelNevada



Population by Age: County



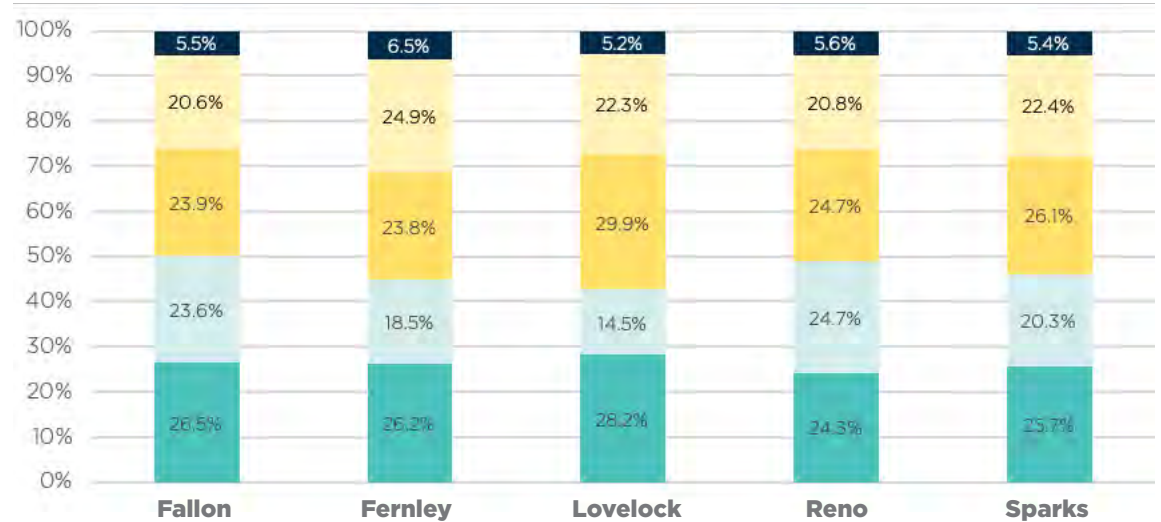
More than 71% of Washoe County is 54 and younger



- 75 and over
- 55 - 74
- 35 - 54
- 20 - 34
- 19 and under

WNDD's youngest city is **Fallon** with 50% of the population 34 and under

Population by Age: City



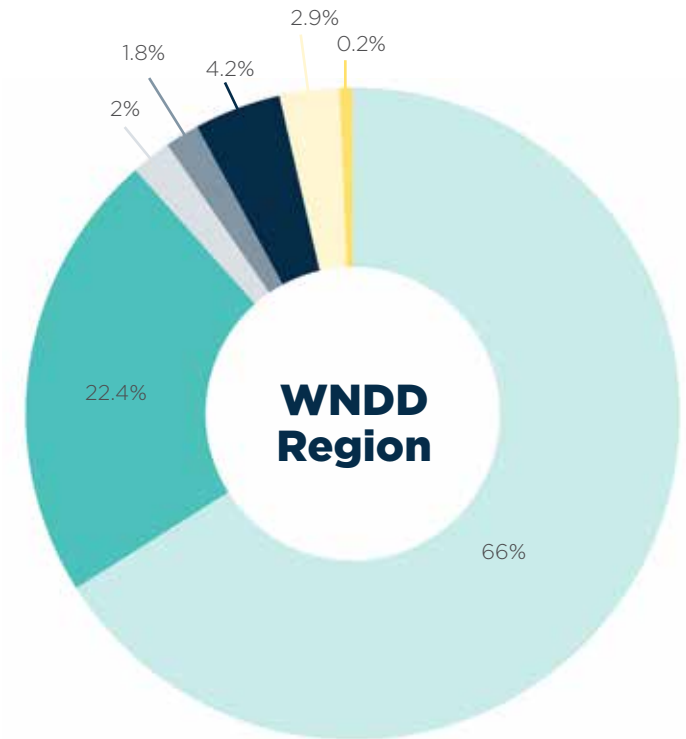
Population by DIVERSITY CULTURE RACE

Compared to the state of Nevada as a whole, the WNDD region is less diverse when examining race and ethnicity.

While Nevada’s population is almost evenly split between white and other races and ethnicities, the overall WNDD’s regional population is 66% white. The region’s Hispanic or Latino population is also a smaller percentage than the state average of more than 28%.

The region’s most diverse county by percentage is Mineral County, which also has the most significant American Indian and Alaska native population by percentage at more than 20 percent. However, Washoe County has the most indigenous individuals by headcount.

Population by Race/Ethnicity



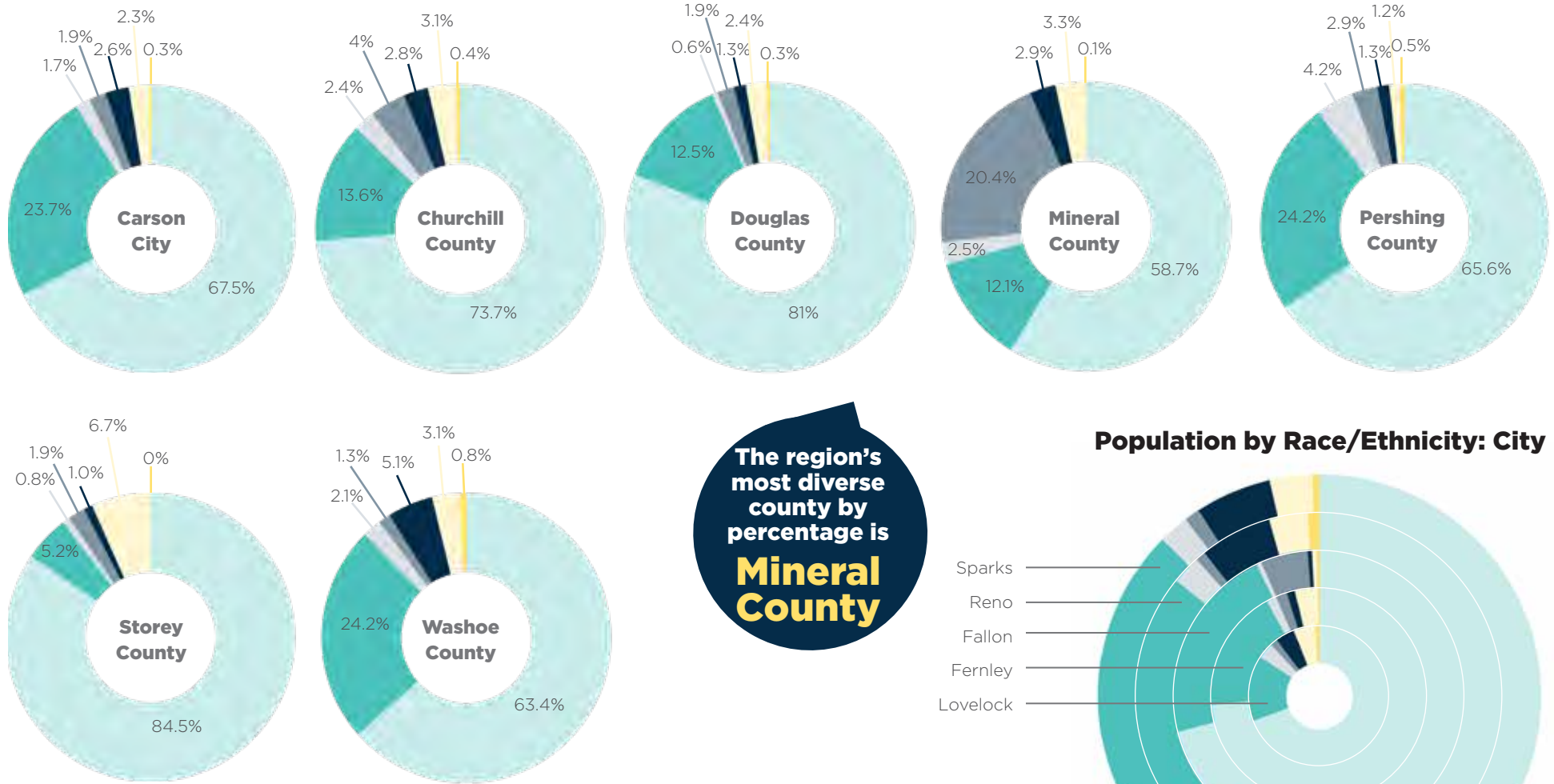
- White
- Hispanic/Latino
- Black/African American
- American Indian/Alaska Native
- Asian
- Two or more races
- Other



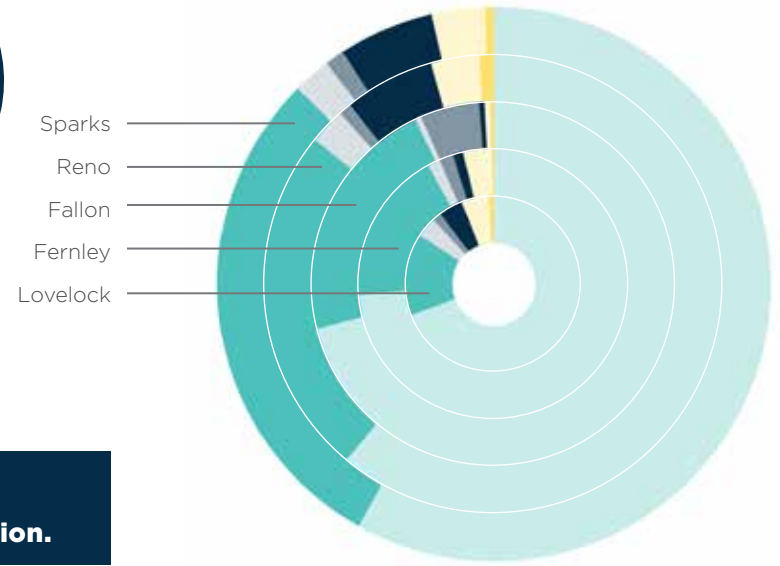
Corley Ranch, Gardnerville
Chris Moran/TravelNevada

Washoe County has the most indigenous individuals

Population by Race/Ethnicity: County



Population by Race/Ethnicity: City



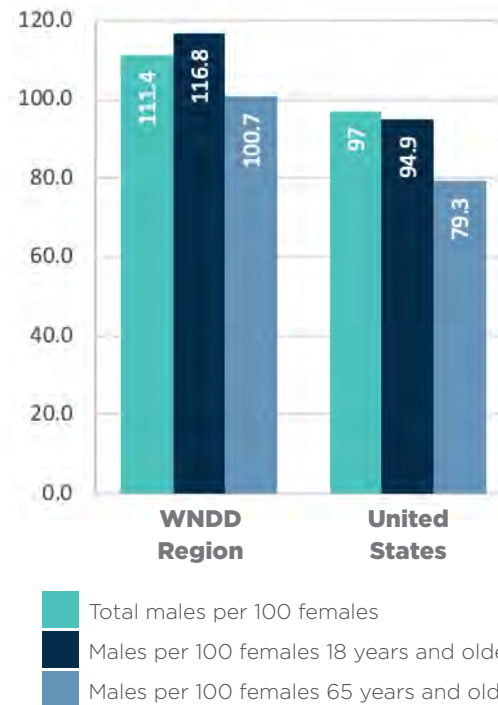
The region's most diverse city is Sparks, with a more than 58% white population and almost 30% Hispanic or Latino population.

Population by GENDER

In general, there are more men than women living in the WNDD region compared with state and national averages. The region's average sex ratio, males per 100 females, is almost 10 points higher than the state's and nearly 14 points higher than the national ratio. In general, there are more men than women in rural areas, especially Pershing County. Pershing County's males-per-females ratio is especially high in the 65 and older age range. The area with the most equal representation of genders is Douglas County, which averages around a 100-male-to-100-female ratio for individuals older than 18 years.

The region's ratio of 111 males per 100 females is **14 points higher** than the national ratio of 97.

Male to Female Ratios

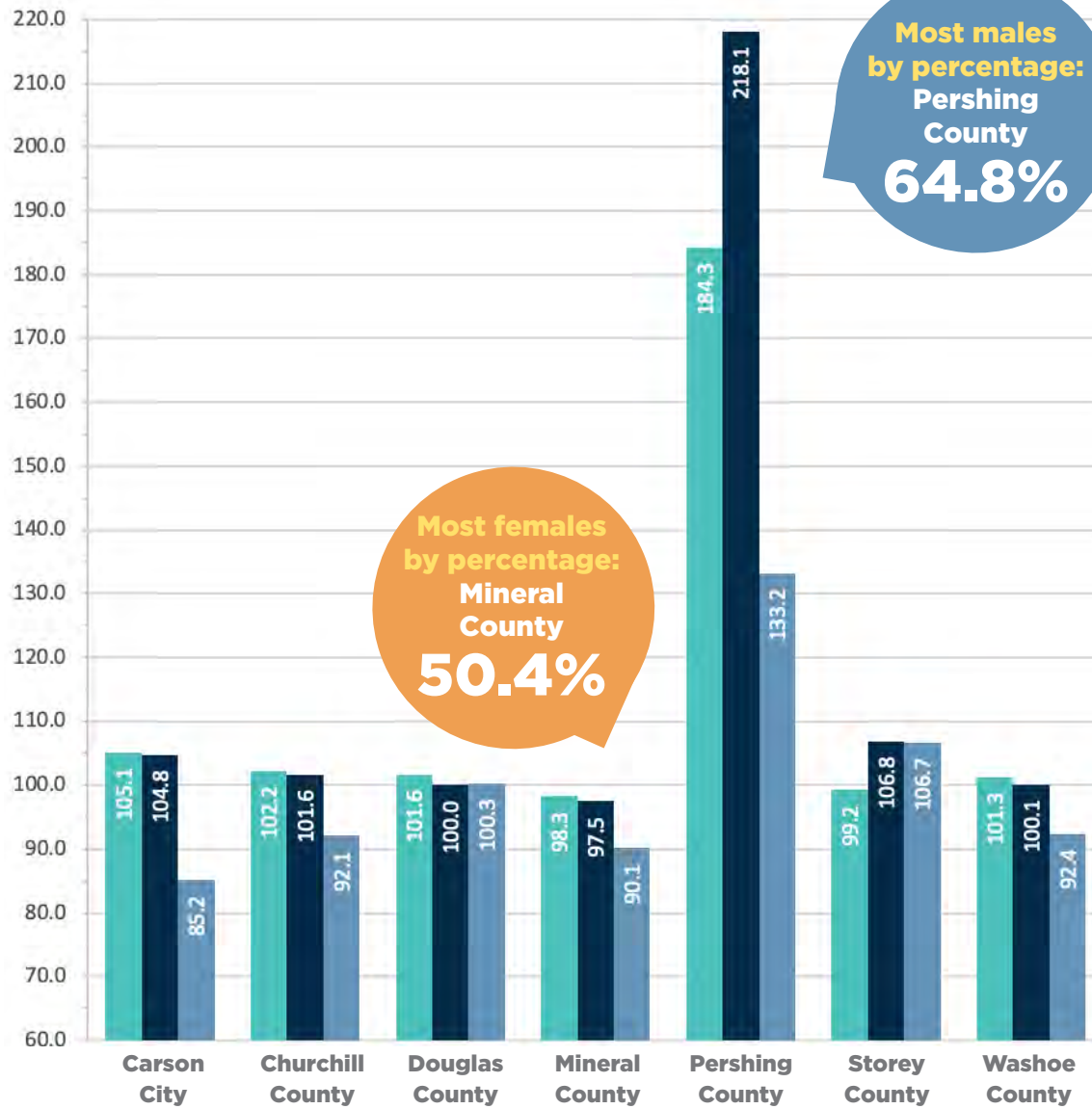


City of Fernley Wastewater Treatment Plant



Great Basin Bristlecone
Sydney Martinez/TravelNevada

Male to Female Ratios: County



Most males by percentage: Pershing County
64.8%

Most females by percentage: Mineral County
50.4%

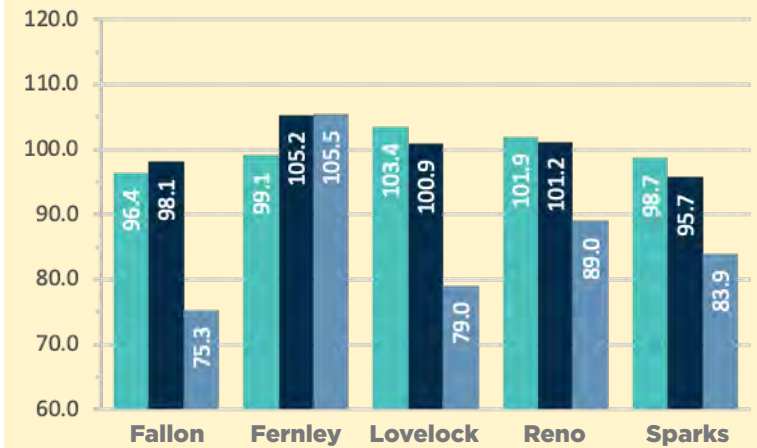
Total males per 100 females

Males per 100 females 18 years and older Males per 100 females 65 years and older



Pershing County Courthouse

Male to Female Ratios: City



Fallon
Lowest city male-to-female ratio

Highest city male-to-female ratio
Lovelock

Population by EDUCATION

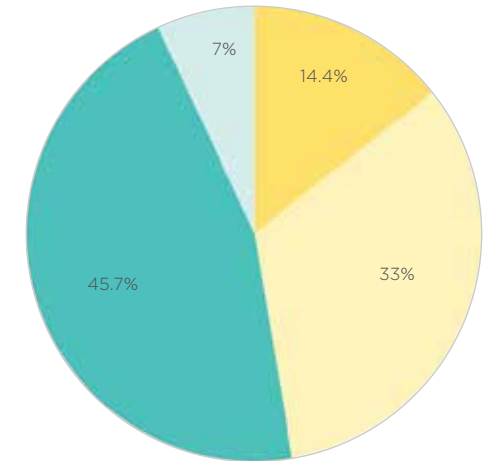
On the whole, the WNDD region is more educated than the state and the nation's average.

More than 63% of the population older than 25 years has completed at least some college education or earned a bachelor's degree or higher, compared to about 60% nationally and 58% statewide. In the 18-24 age group, more than 52% have completed some college or earned an associate degree or bachelor's degree, compared to 45% in statewide on average and 56% nationally.

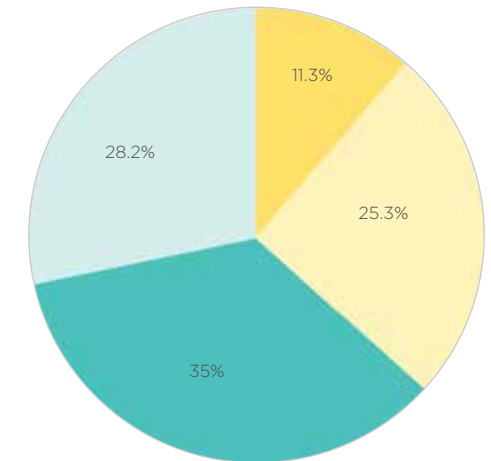
The education attainment level of the region's population is particularly relevant when it comes to workforce education and skill training. As the WNDD region becomes a hub to advanced manufacturing operations, associate degrees, and advanced degrees that can directly improve performance in those industries become more desirable. Prior to the COVID-19 pandemic, the Governor's Office of Economic Development estimated that by 2024 there will be 630,000 open jobs in Nevada through business expansion, relocation, and those aging out of the workforce. Nearly two-thirds of these jobs will require specialized training or certification. On the other side of the equation, employers state that 60 percent of job applicants do not have the necessary skills needed for today's jobs.

To ensure opportunity still exists for future citizens, the region must address educational attainment rates over the next five years. Fortunately, many higher education assets exist in the region, including the University of Nevada, Reno, Desert Research Institute, Truckee Meadows Community College, Sierra Nevada College, Great Basin College and Western Nevada College. These institutions are proactive and desire to have a ubiquitous educational presence in the entire region.

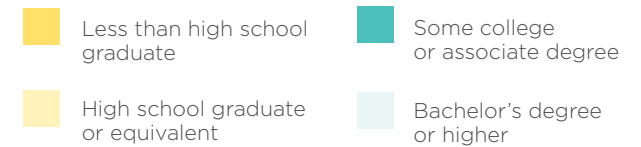
Educational Attainment: WNDD Region



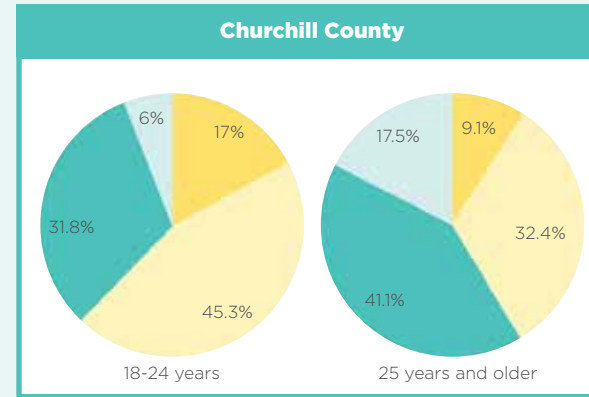
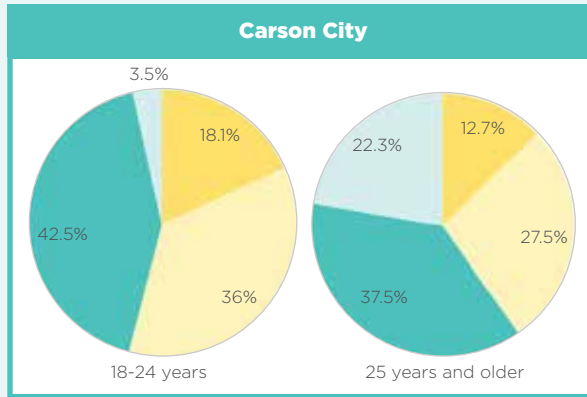
18-24 years



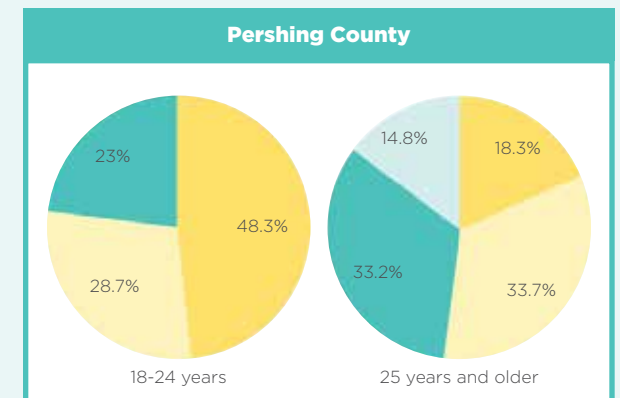
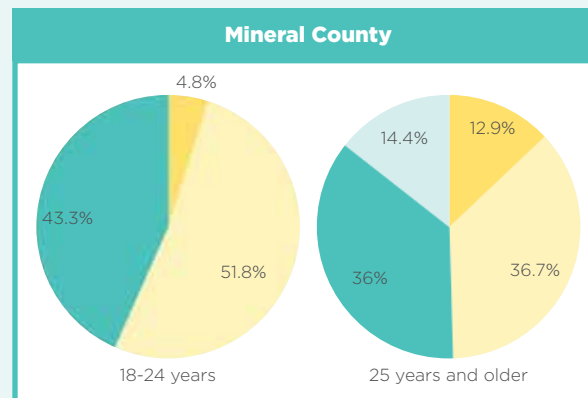
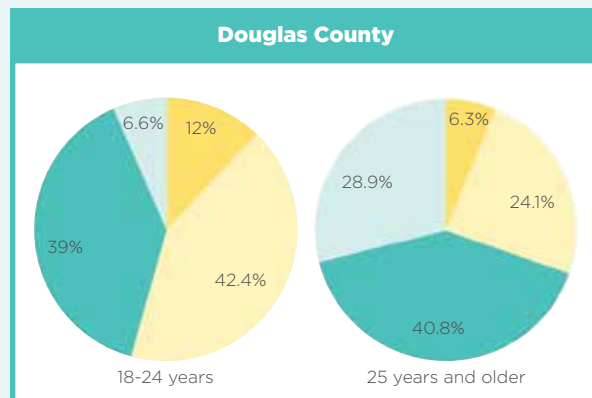
25 years and older



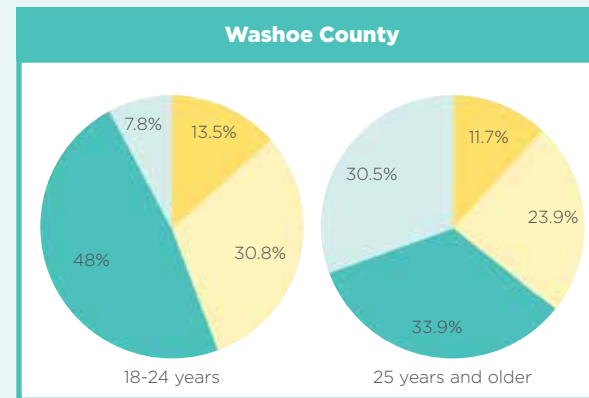
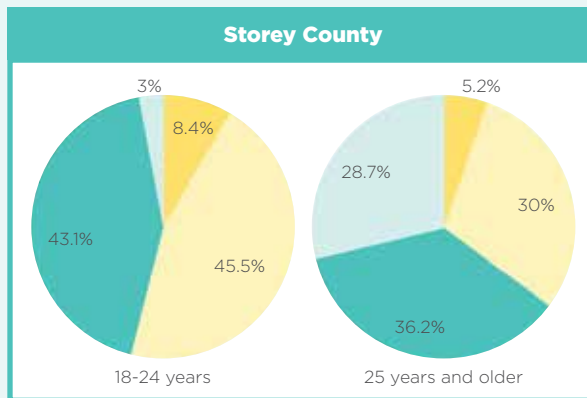
Educational Attainment: County



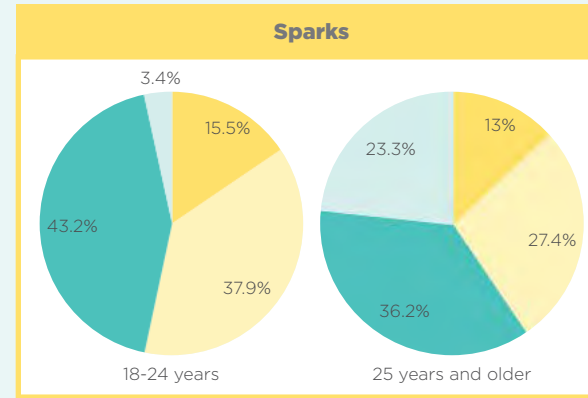
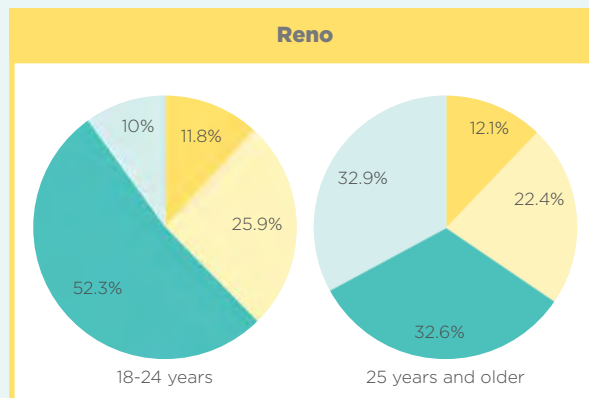
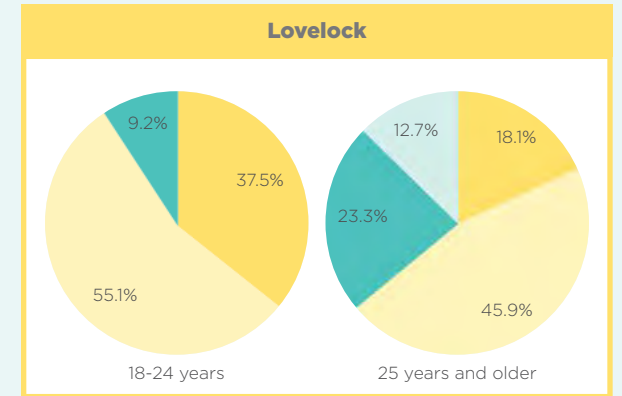
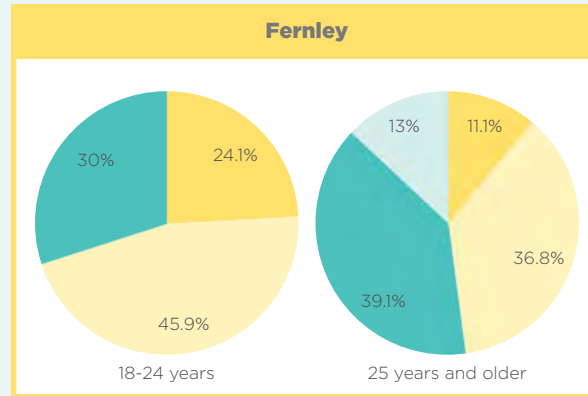
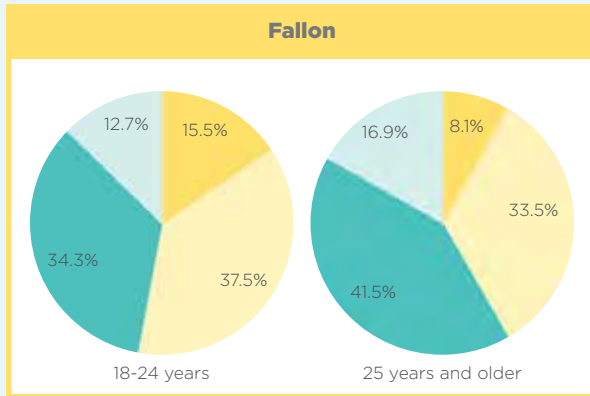
48% of Pershing County's population 25 and older have completed some college or graduated with an associate, bachelor's or professional degree



Nearly 70% of Douglas County's population 25 and older have completed some college or graduated with an associate, bachelor's or professional degree



Educational Attainment: City



Reno

City with the most educated individuals

Reno Skyline
Lee Molof

COMMUTING

The majority of workers in Storey County commute each day

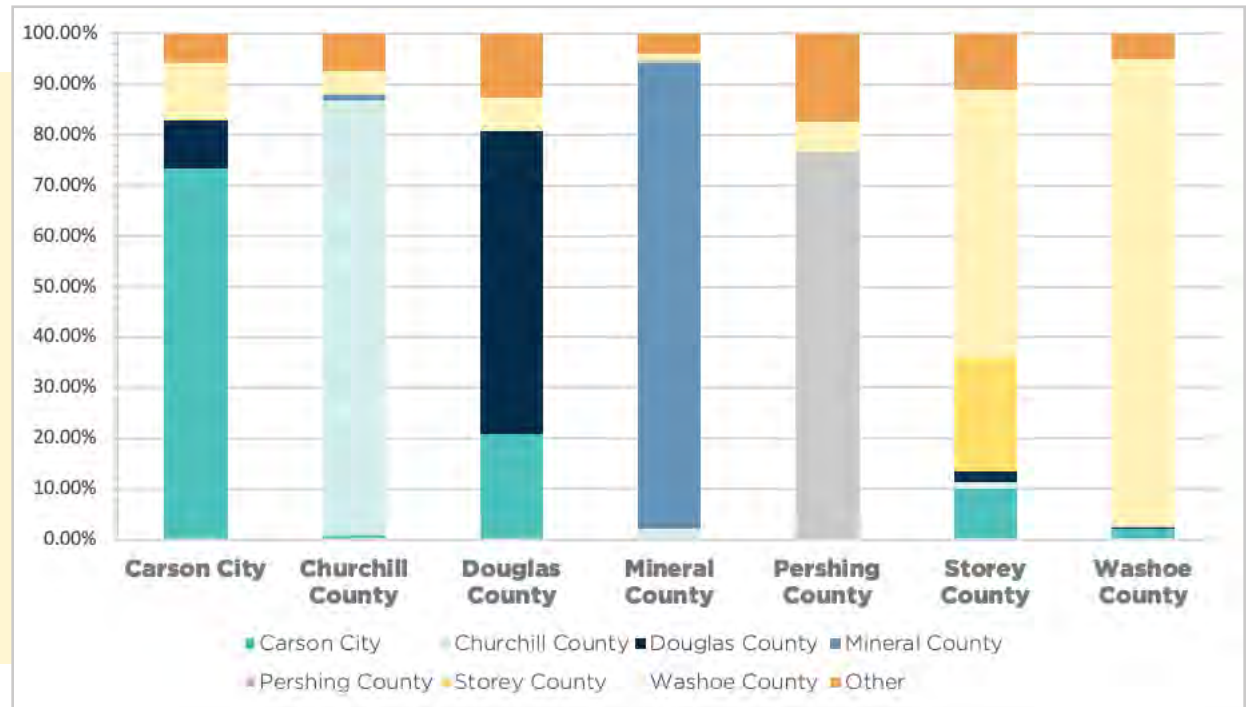
Because of its large area and diversity of industries and communities, the WNDD region sees a large number of commuters who travel from one county to another for work or residence. For example:

Of the people who work in Carson City:

- 57.1% Reside in Carson City
- 14% Reside in Douglas County
- 13.9% Reside in Washoe County

Of the people who work in Storey County:

- 40.5% Reside in Storey County
- 30.4% Reside in Washoe County



As a result, residential adjustment plays a fairly significant role in considering the personal income of individuals in each location. For example, for every \$100 of personal income reported for Washoe County in 2017, \$2.82 is derived from jobs and earnings garnered outside the county.

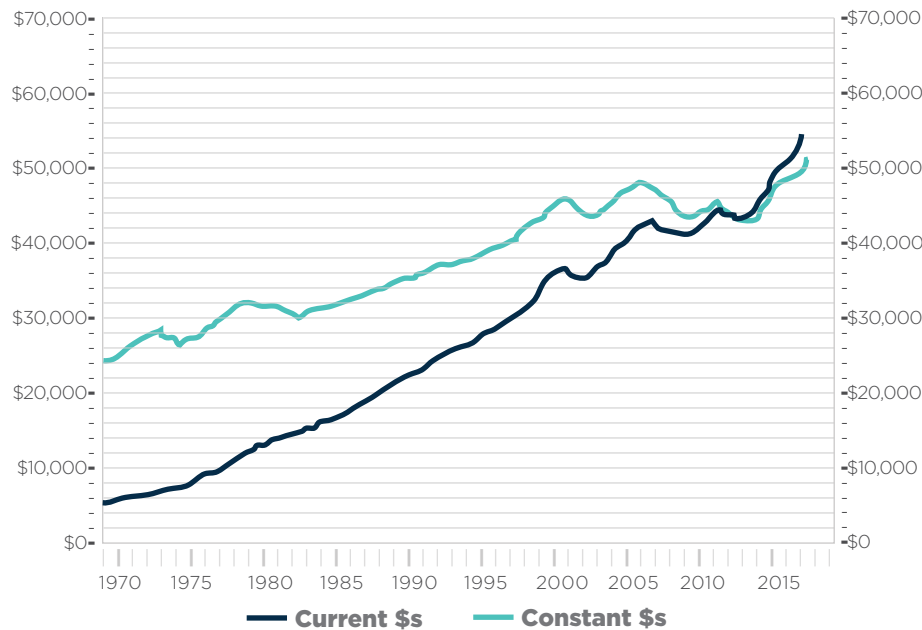
This adjustment is more dramatic in Storey County, where the majority of employees and workers commute each day. On average, 284.14 percent of the income made in Storey County leaves the county via employees living in surrounding counties. For every \$100 of personal income reported for Storey County in 2017, an additional \$284.14 of earned income was reported elsewhere from jobs held locally by workers who resided in another county.

Douglas County sees a similar affect for residential adjustment. From 1969 to 1992, Douglas County realized negative residence adjustment. After 1992, residence adjustment has been positive. For every \$100 of personal income reported for Douglas County in 2017, \$10.09 is derived from jobs and earnings garnered outside the county.

INCOME

Per Capita Personal Income

WNDD Per Capita Personal Income 1969-2017
Current vs. Constant Dollars

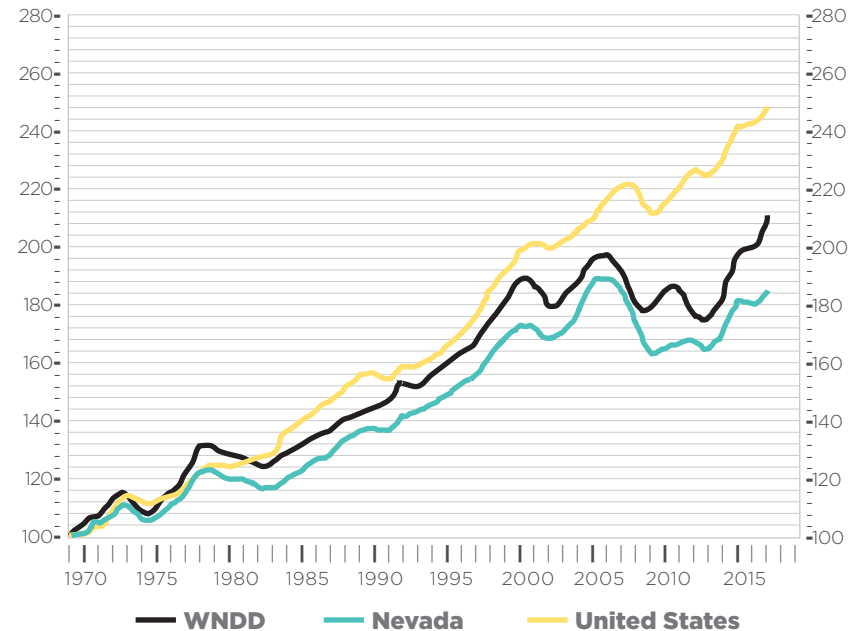


From 1969 to 2017 the per capita income in the WNDD region grew by **110%**

From 1969 to 2017, the per capita income in the WNDD region grew by 110%, from \$24,018 to \$50,460. Comparatively, the state's real per capita personal income increased by more than 85.5% in the same time period, from \$23,492 to \$43,516. These numbers outperform national statistics, where U.S. real per capita income increased from \$19,636 to \$48,684 during the same time. There was a significant drop off beginning in 2008, which reflects the impact of the Great Recession experienced in the region. However, as the recession began to subside,

the region saw increased gains starting in 2013.

Real Per Capita Personal Income Indices (1969=100): 1969-2017

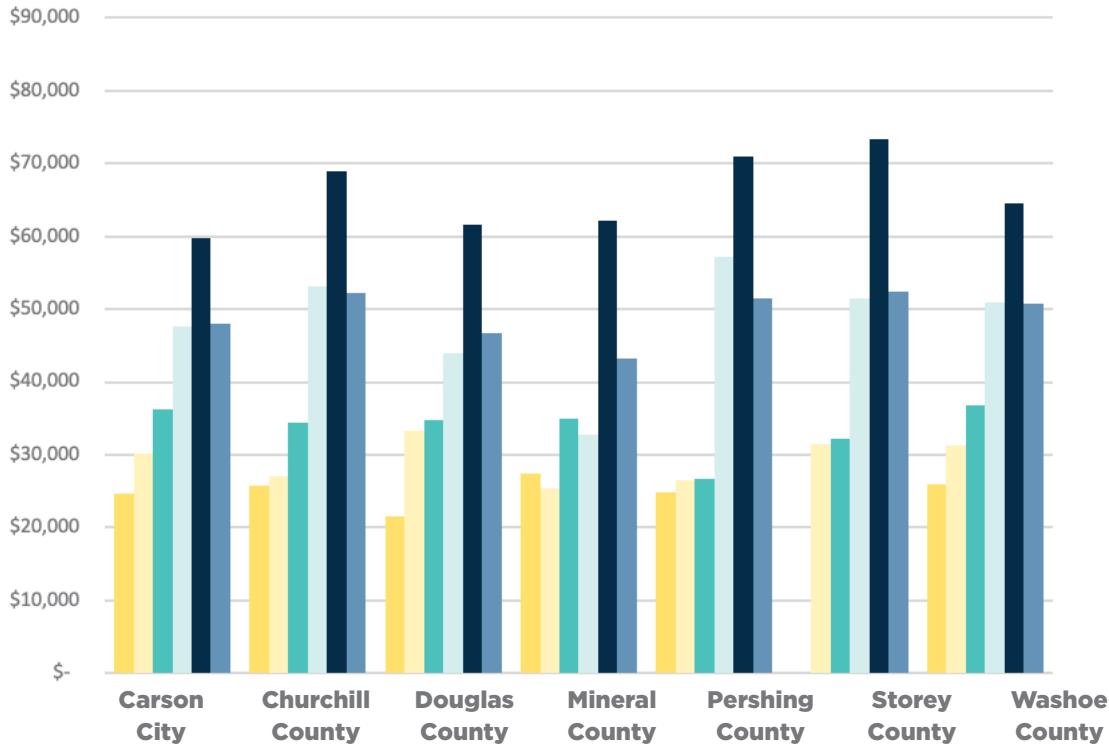


MEDIAN EARNINGS

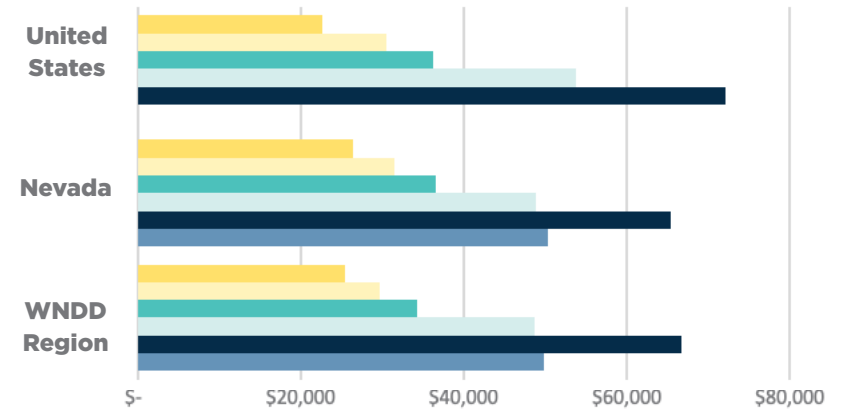
By Educational Attainment

For Individuals 25 Years and older,
in 2018 Inflation-Adjusted Dollars

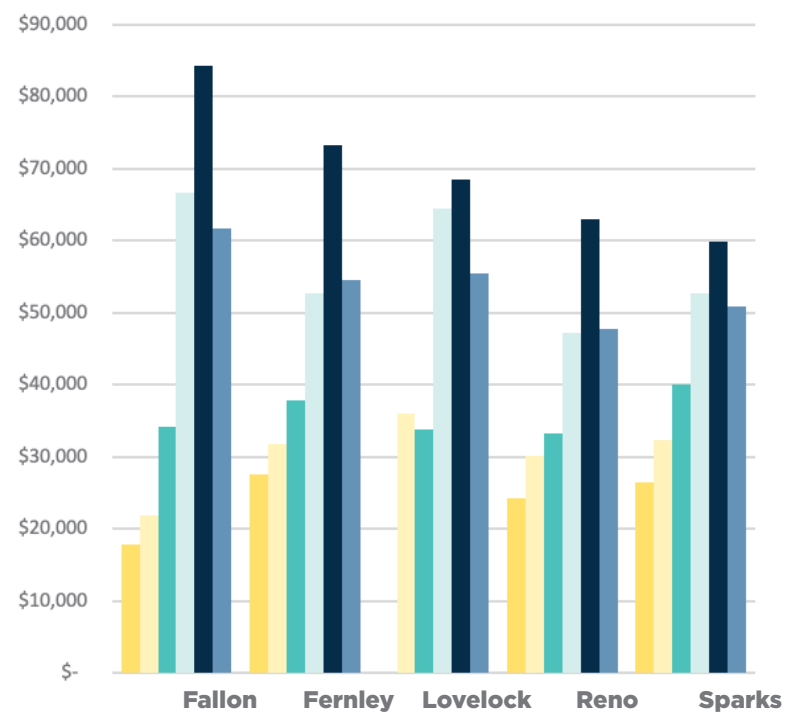
County



Region Comparison



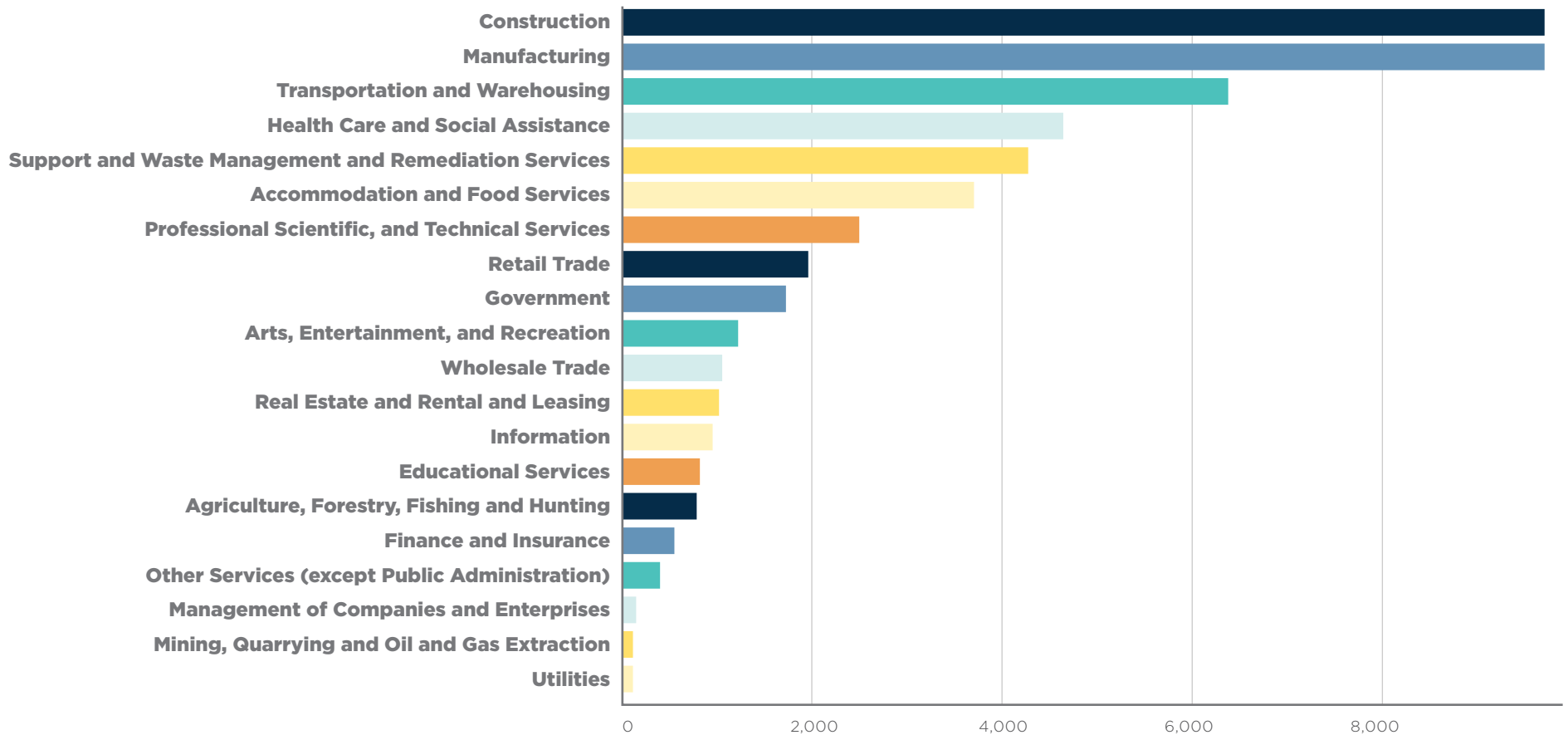
City



■ Less than high school graduate
 ■ High school graduate (includes equivalency)
 ■ Some college or associate degree
■ Bachelor's degree
 ■ Graduate or professional degree
 ■ Some higher education

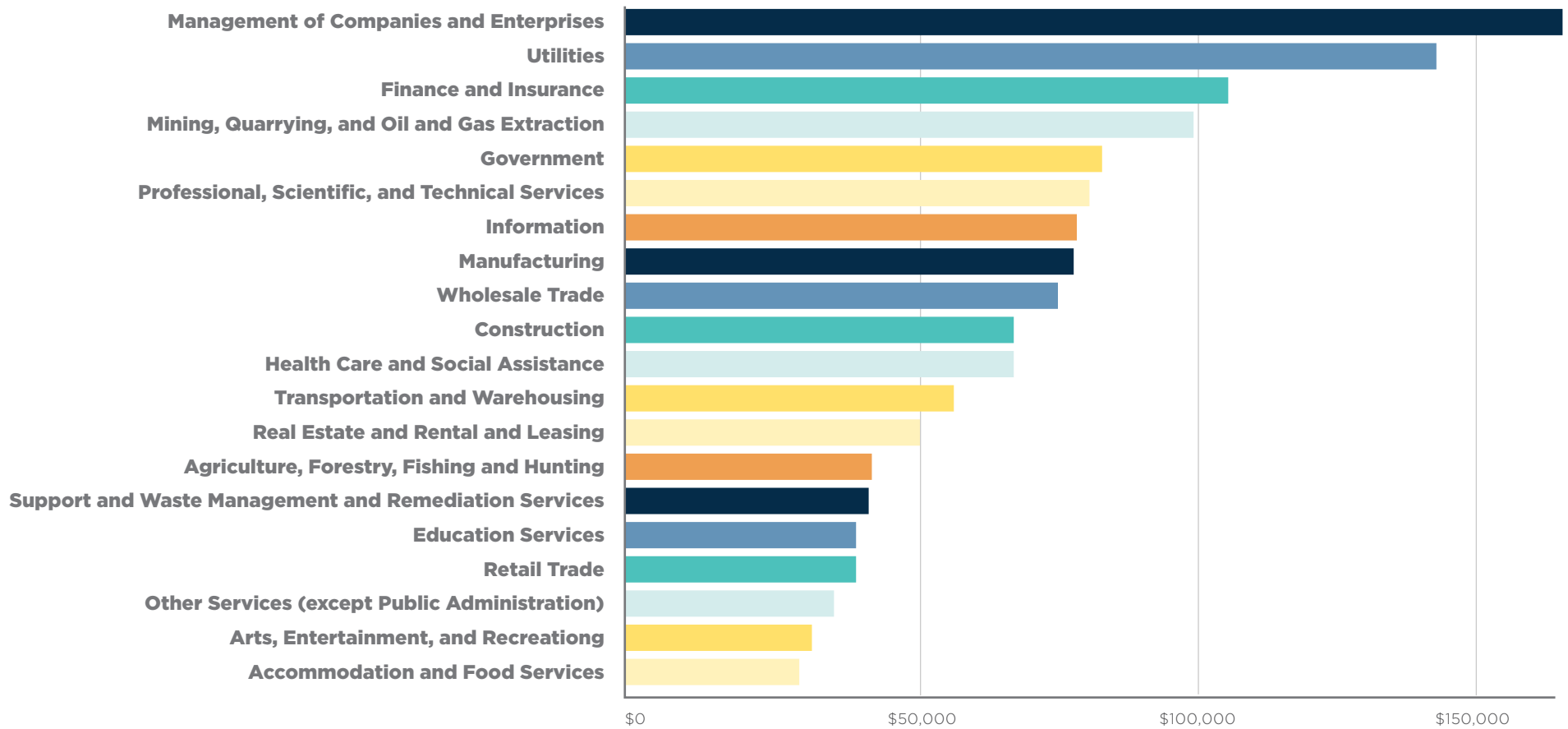
Top Growing INDUSTRIES

Growth in Number of Jobs by Industry: WNDD Region



Top Industry EARNINGS

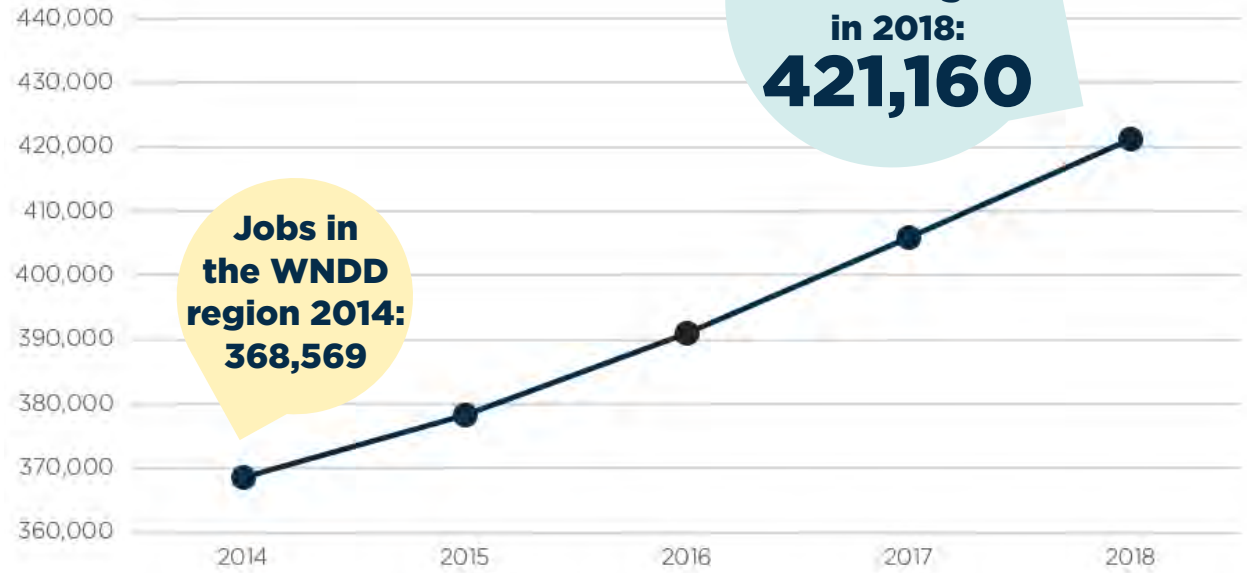
Top Earnings by Industry: WNDD Region



The WNDD region saw an increase of more than 52,500 jobs from 2014-2018.

Five-Year Total EMPLOYMENT

The number of jobs in the WNDD region grew at almost double the rate of the United States from 2014 to 2018. The majority of the job growth was primarily driven by Storey County, which saw an increase of more than 250% during that time. Storey County is home to the Tahoe-Reno Industrial Center (TRIC), which includes the Telsa and Panasonic Gigafactory, Wal-Mart regional food distribution center, Zulily, Thrive Market and many others. Areas that experienced double-digit growth include Washoe County and the Reno-Sparks Metropolitan Statistical Area, which includes the cities of Reno and Sparks, and part of Greater Reno-Tahoe-Fernley Combined Statistical Area.



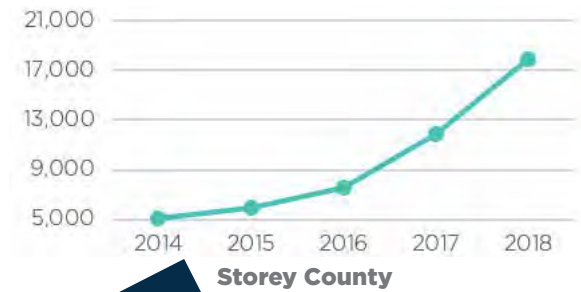
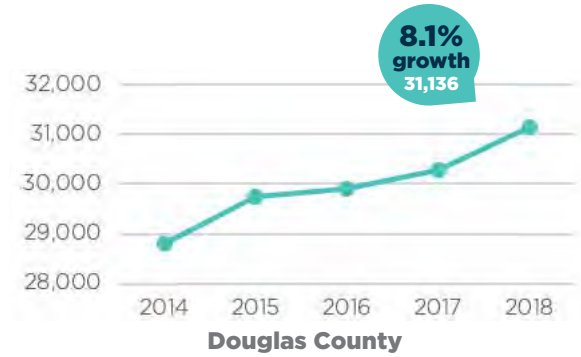
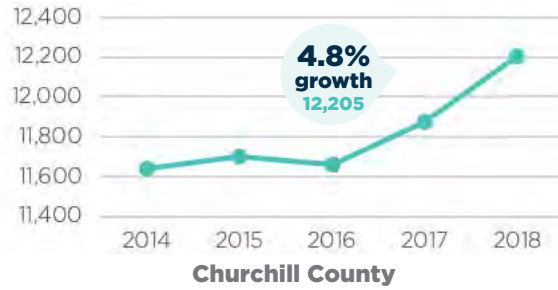
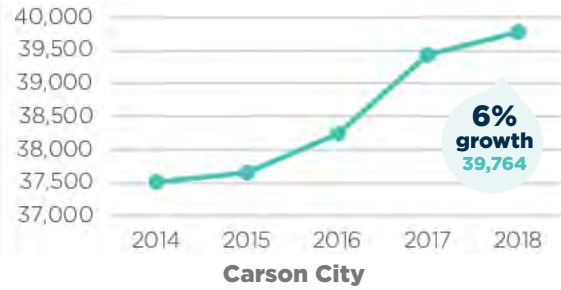
Tahoe-Reno Industrial Center



Tahoe-Reno Industrial Center

The majority of the job growth was driven by **Storey County**, home to the Tahoe-Reno Industrial Center

Total Number Of Jobs 2014-2018: County and City Metropolitan Statistical Areas



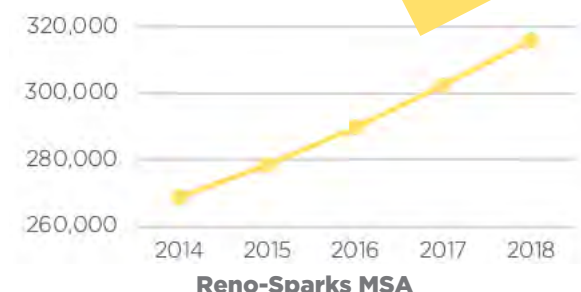
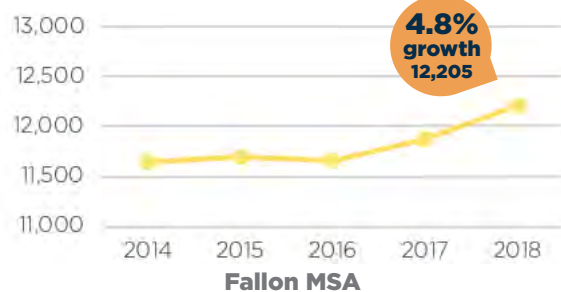
Less than **2% growth** in the total number of jobs in Mineral County, the least amount of growth in the WNDD region



Storey County went from 5,118 jobs in 2014 to 17,920 jobs in 2018; that's growth of more than **250%**

Reno-Sparks metropolitan statistical area saw the largest growth from 2014-2018 at **17.5%** landing at 315,766 jobs in 2018

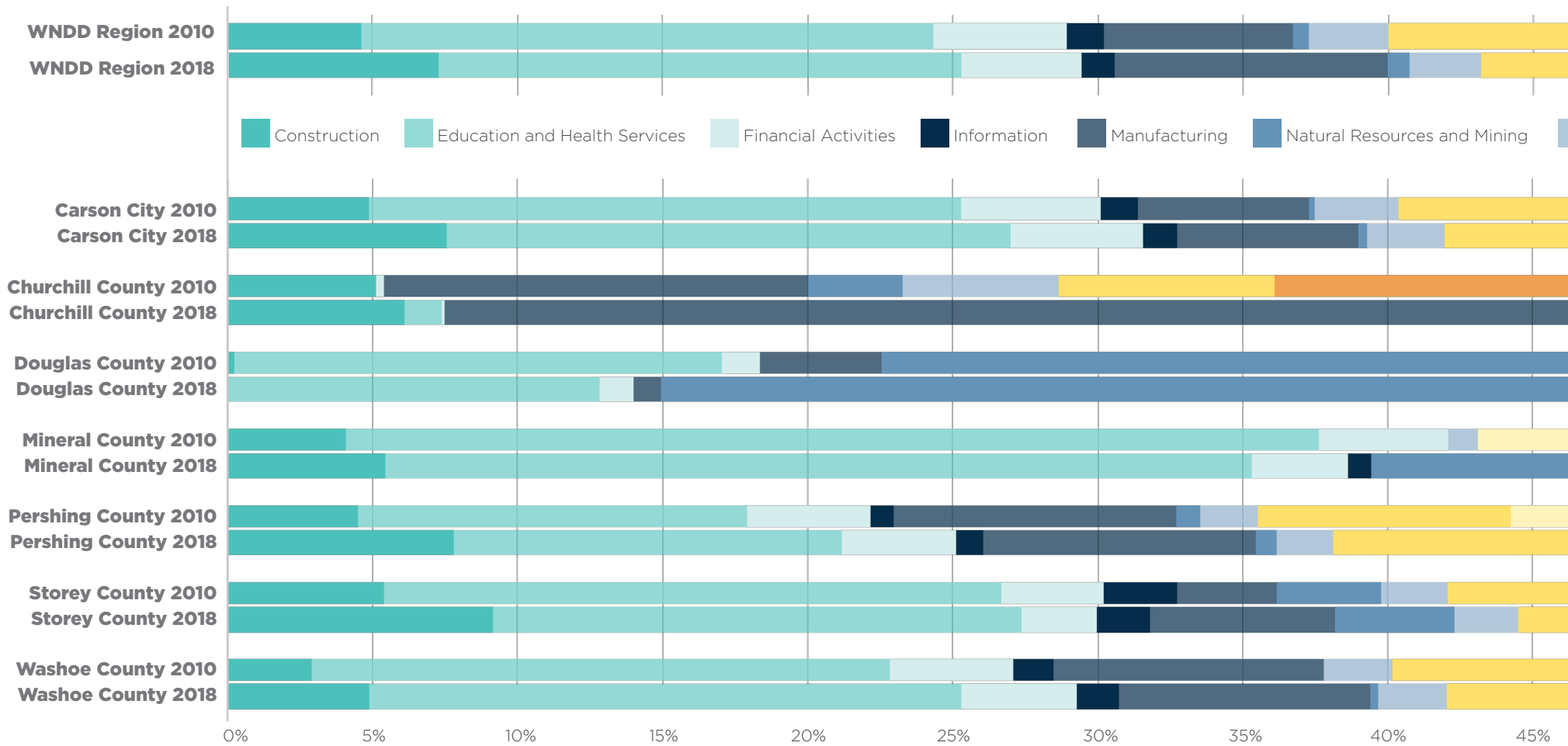
Following a large drop in 2015, Fernley landed just above flat at 1% growth



Employment By INDUSTRY

The WNDD region's employment shows more diversity among industries than the state as a whole.

Manufacturing employment: more than double the state's average

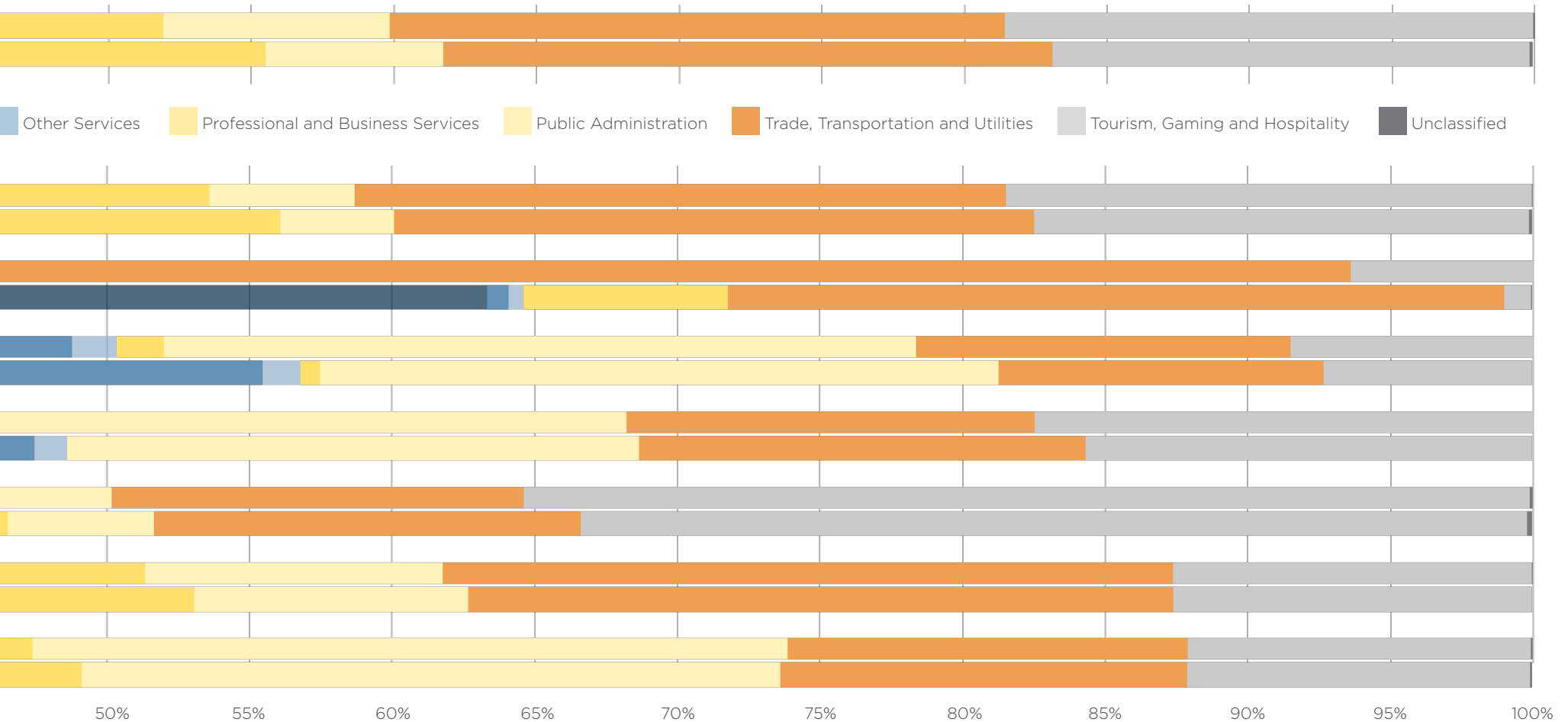


From 2010 to 2018, some of the **fastest growing industries for employment** in the WNDD region's counties included **construction and manufacturing.**

Both of these segments increase their overall employment by more than 94% and 78% respectively. Almost all counties in the WNDD region saw the number of people employed by construction increase, with the exception of Pershing county.

Storey County primarily drove the region's growth in manufacturing employment during this time, with an 2400% increase.

Tourism, gaming and hospitality employed 26% statewide in 2018, compared to 17% in the WNDD region



Top Ten OCCUPATIONS by Employment



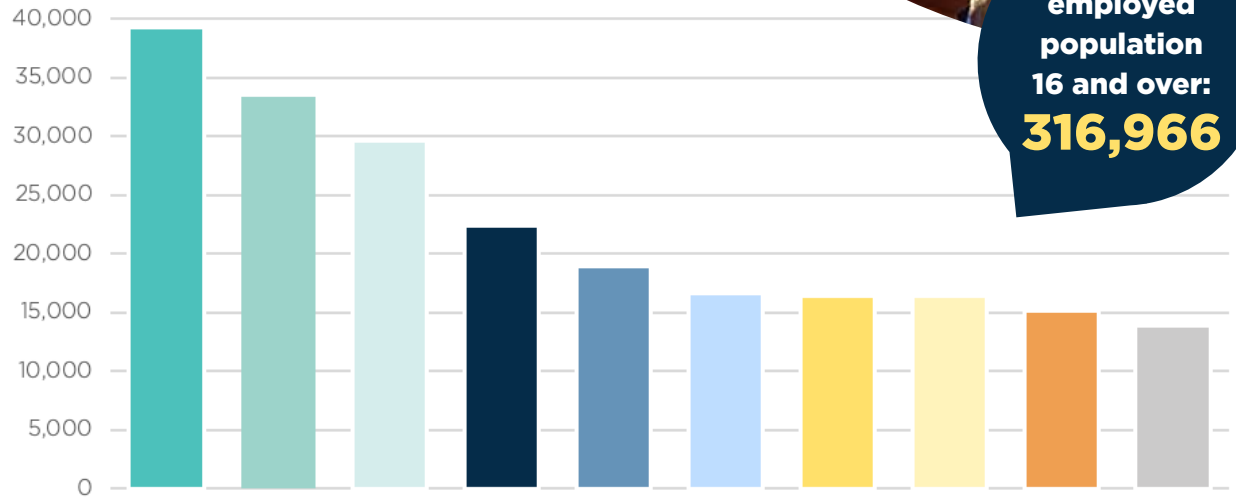
**Civilian
employed
population
16 and over:
316,966**

In the WNDD Region, almost one half of the civilian, employed population older than 16 is employed in five occupational areas:

- Office and administrative support occupations
- Sales and related occupations
- Management occupations
- Food preparation and serving related occupations
- Construction and extraction occupations

In general, most of the top occupations in the counties and cities in the region reflect that trend. However, some areas show more employment in the construction and extraction occupations, such as Mineral County. Pershing County bucks the trend a bit, as its top occupations include educational instruction, and library, and business and financial operations.

Those occupations with the least amount of workforce in the region include farming, fishing, and forestry, legal law enforcement workers including supervisors, life, physical, and social science firefighting and prevention, and other protective service workers including supervisors. However, this is in line with trends nationally and in Nevada.

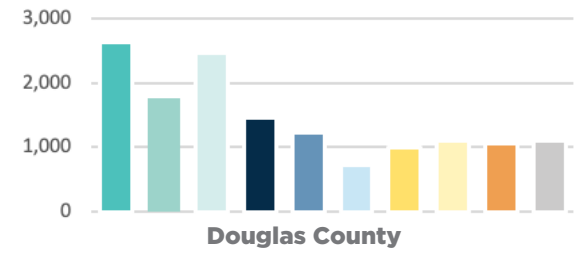
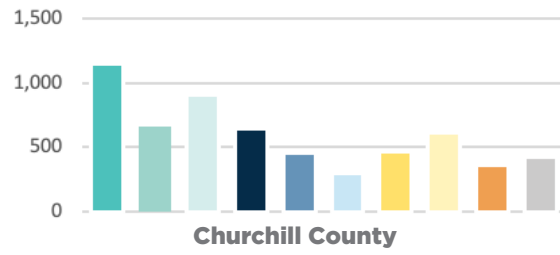
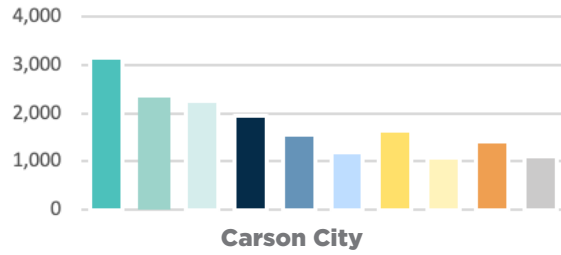


WNDD Top Ten Occupation Totals:

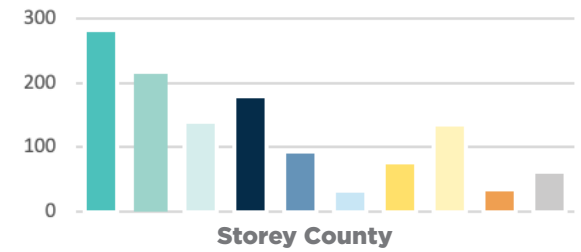
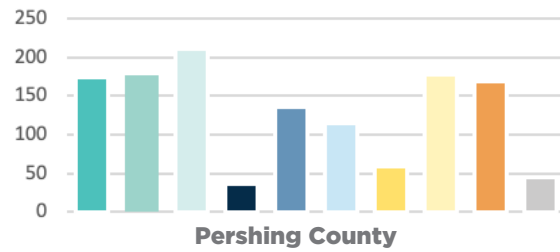
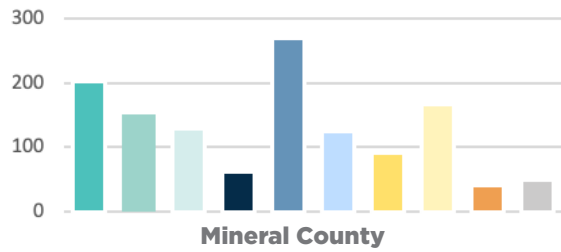
1. Office and administrative support	39,306	6. Material moving	16,555
2. Sales and related	33,333	7. Production	16,391
3. Management	29,582	8. Educational instruction and library	16,342
4. Food preparation and serving related	22,318	9. Business and financial operations	15,125
5. Construction and extraction	18,949	10. Building/grounds cleaning and maintenance	13,798



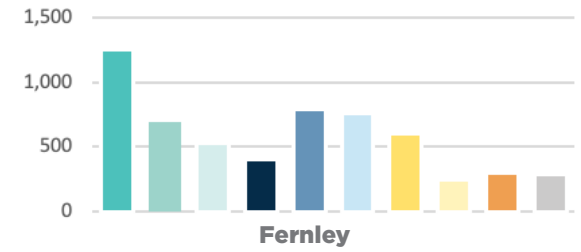
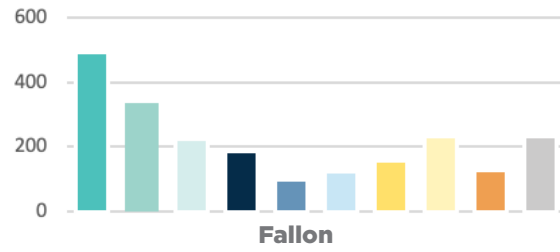
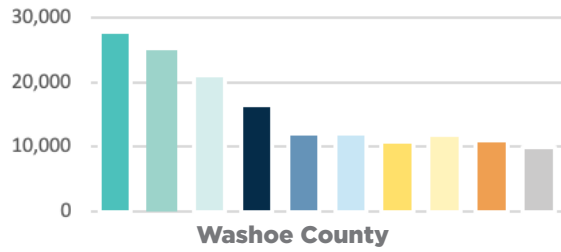
Top Ten Occupations: County and City



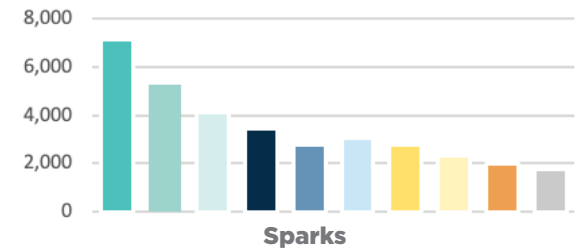
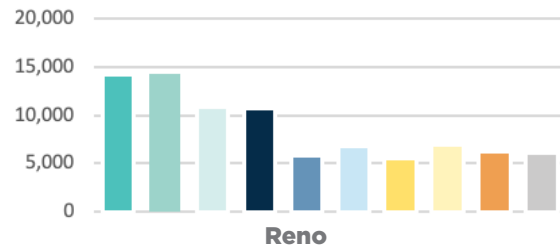
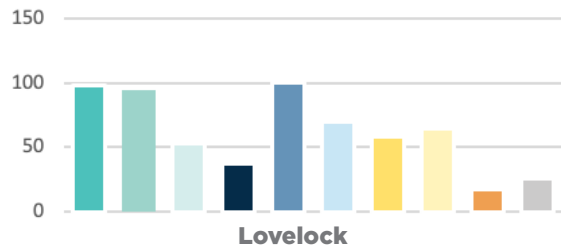
Almost one half of the civilian, employed population older than 16 is employed in the top five occupational areas.



Mineral County holds the highest percentage, 15.6%, of employment in construction and extraction.



The city of Reno employs 87,366 people in the top ten occupations.

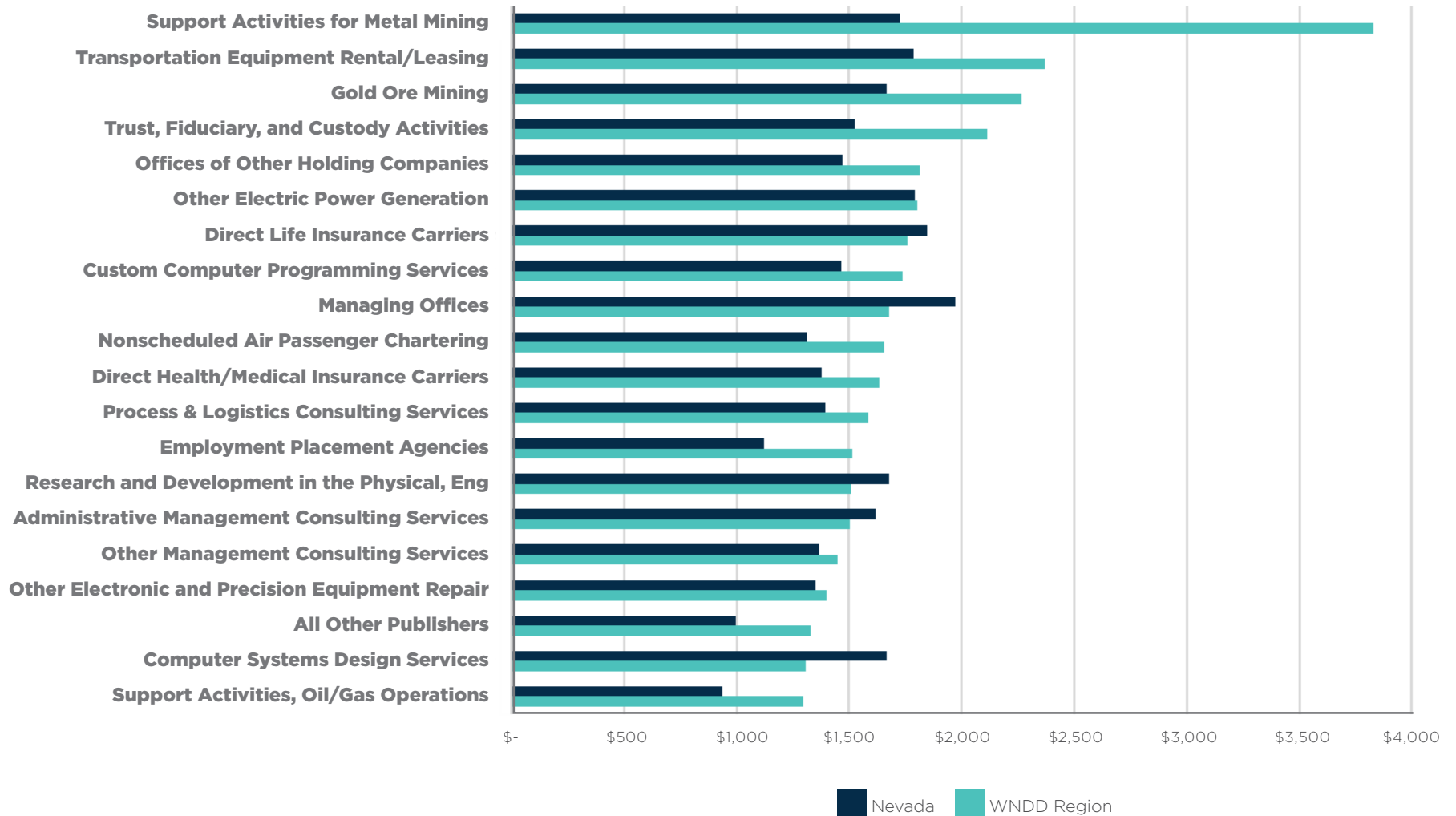


The top ten occupations account for roughly 65-75% of all occupations in the region.

Top Industry WAGES

The top wages in the WNDD region are paid for support activities for metal mining, which includes the exploration, mining, and quarrying of metallic minerals and for the extraction of metal ores.

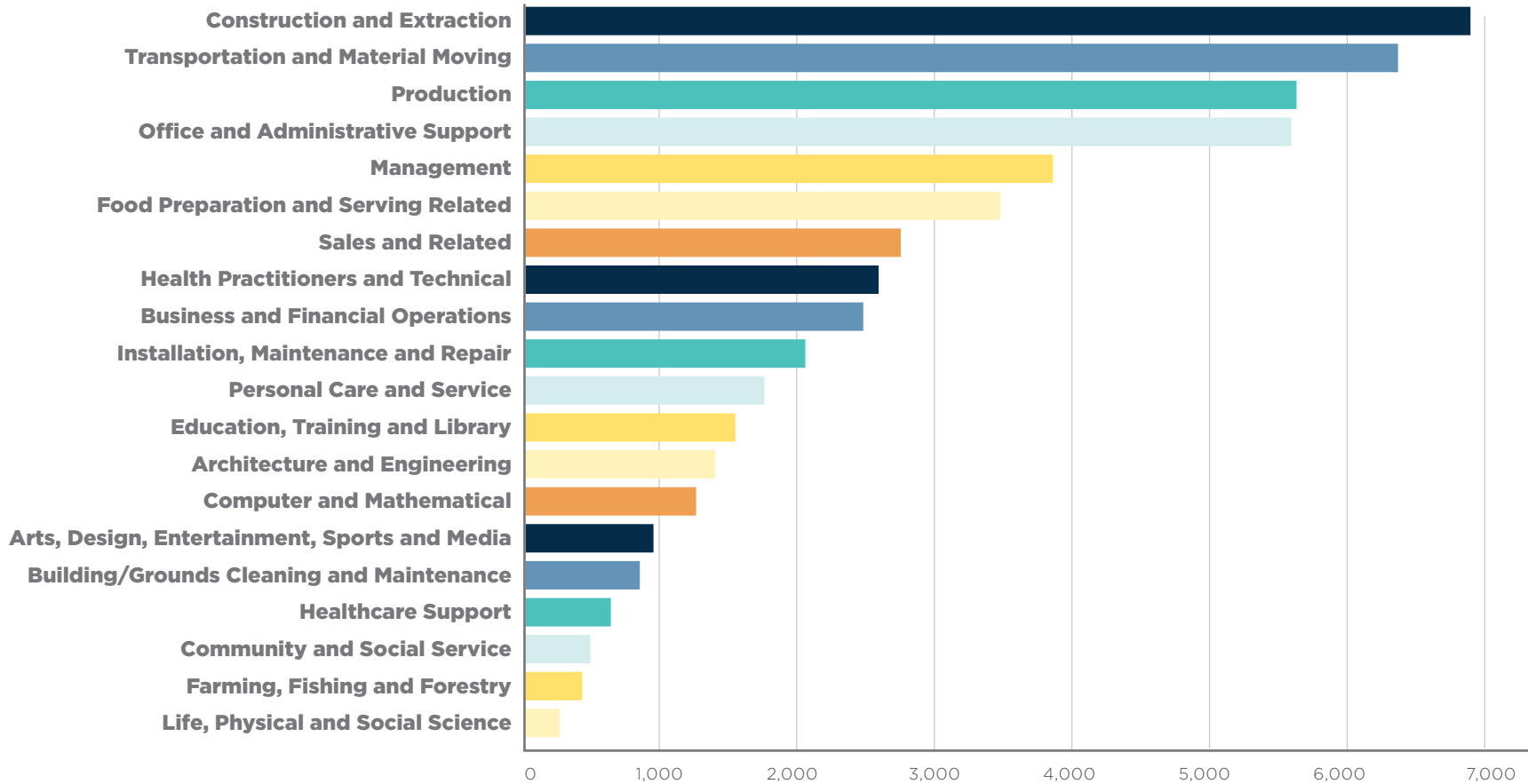
Average Weekly Wage: WNDD Region



Top Growing OCCUPATIONS

The top occupations in the future include construction and extraction, and transportation and material moving.

The Region's top 20 Occupations in the Future



SWOT ANALYSIS

Strengths, Weaknesses, Opportunities and Threats

The CEDS committee used a SWOT analysis to identify the factors that are likely to influence the success of the WNDD region in the context of its internal and external environment. More than 125 representatives from public and private entities participated in a regional SWOT workshop. Data presented to the attendees was provided by the Governor’s Office of Economic Development, and the University of Nevada, Reno’s Center for Economic Development and Cooperative Extension. To optimize the results of the activity and provide more targeted insights, the committee selected six sectors of focus.

Six sectors of focus:

- W WORKFORCE**
Recruitment, Training
- T TRANSPORTATION**
Air, Rail, Road, Logistics
- Q QUALITY OF LIFE**
Housing, Healthcare, Recreation, Arts, Entertainment
- I INFRASTRUCTURE**
Energy, Broadband, Communications, Water
- BI BUSINESS/INDUSTRY**
Agriculture, Manufacturing, Mining, Technology, Aerospace, Health, Natural Resources, Tourism/Gaming
- BC BUSINESS CLIMATE**
Access to Capital, Technical Assistance, Site Selection, Regulation

Questions addressed in each sector:

STRENGTHS

What are we doing really well?
 What are our greatest assets?
 What are we most proud of accomplishing?
 What makes us unique?
 What do our strengths tell us about our region?
 How do we use our strengths to get results?

WEAKNESSES

What aren't we doing well?
 What are our greatest liabilities?
 In what areas have we underperformed?
 What are our limitations in resources, staff, technology, capital etc?
 What are some of the reasons that we have not yet overcome our weaknesses?
 What do our weaknesses tell us about our region?

OPPORTUNITIES

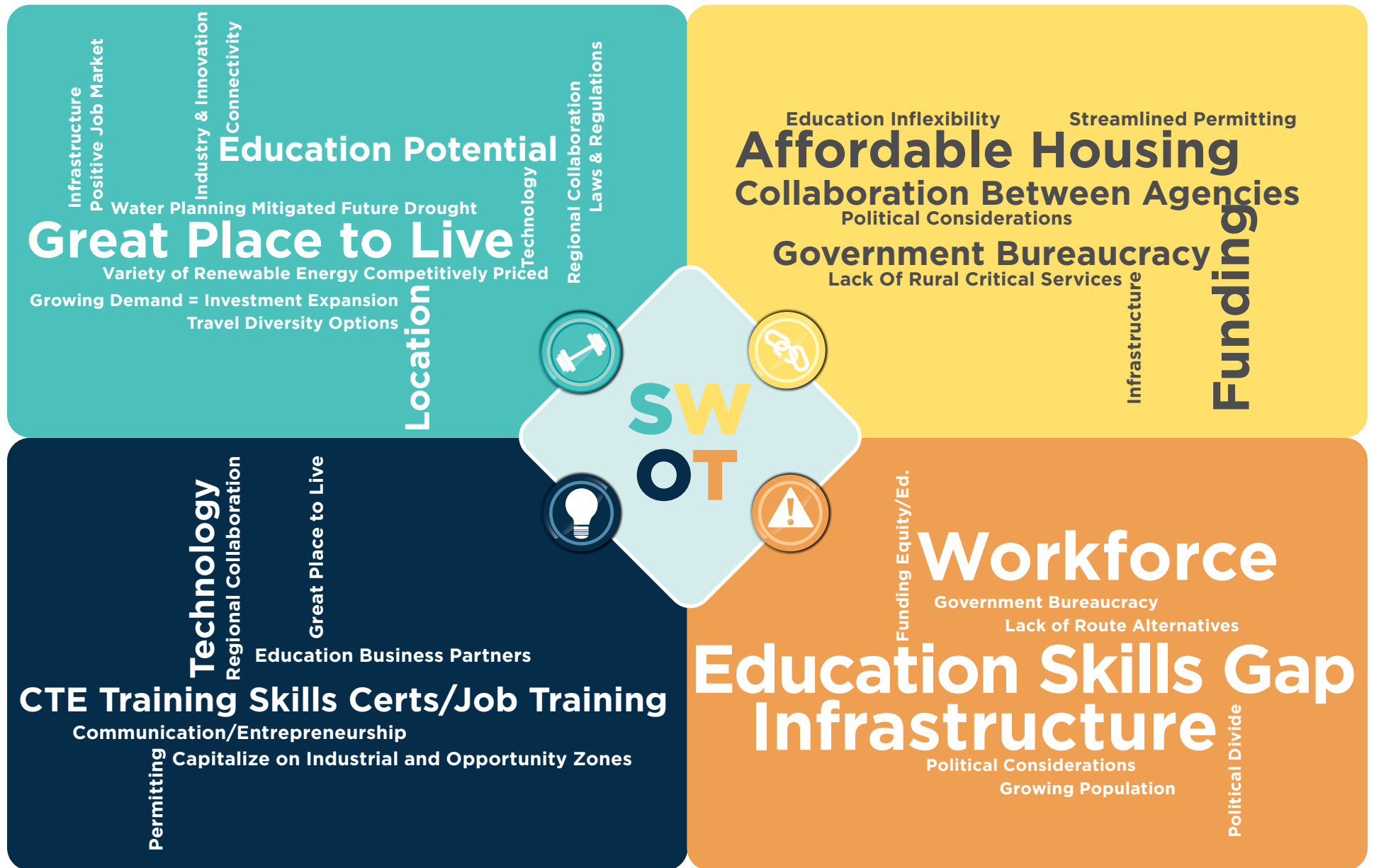
What are the most profound changes shaping our environment?
 What innovation inspires us to change?
 How can we make a difference for our region?
 What are the top three opportunities we should focus on?
 How can we reframe weaknesses or threats, so they become opportunities?
 What synergies can we create with other sectors?

THREATS

Who or what is our biggest competitor or danger?
 What would be the worst thing we could do as a region?
 What threat have we underestimated or failed to consider?
 What threats do our weaknesses expose us to?

SWOT ANALYSIS

The word cloud in each segment represents how frequently an idea was discussed during the SWOT workshop.

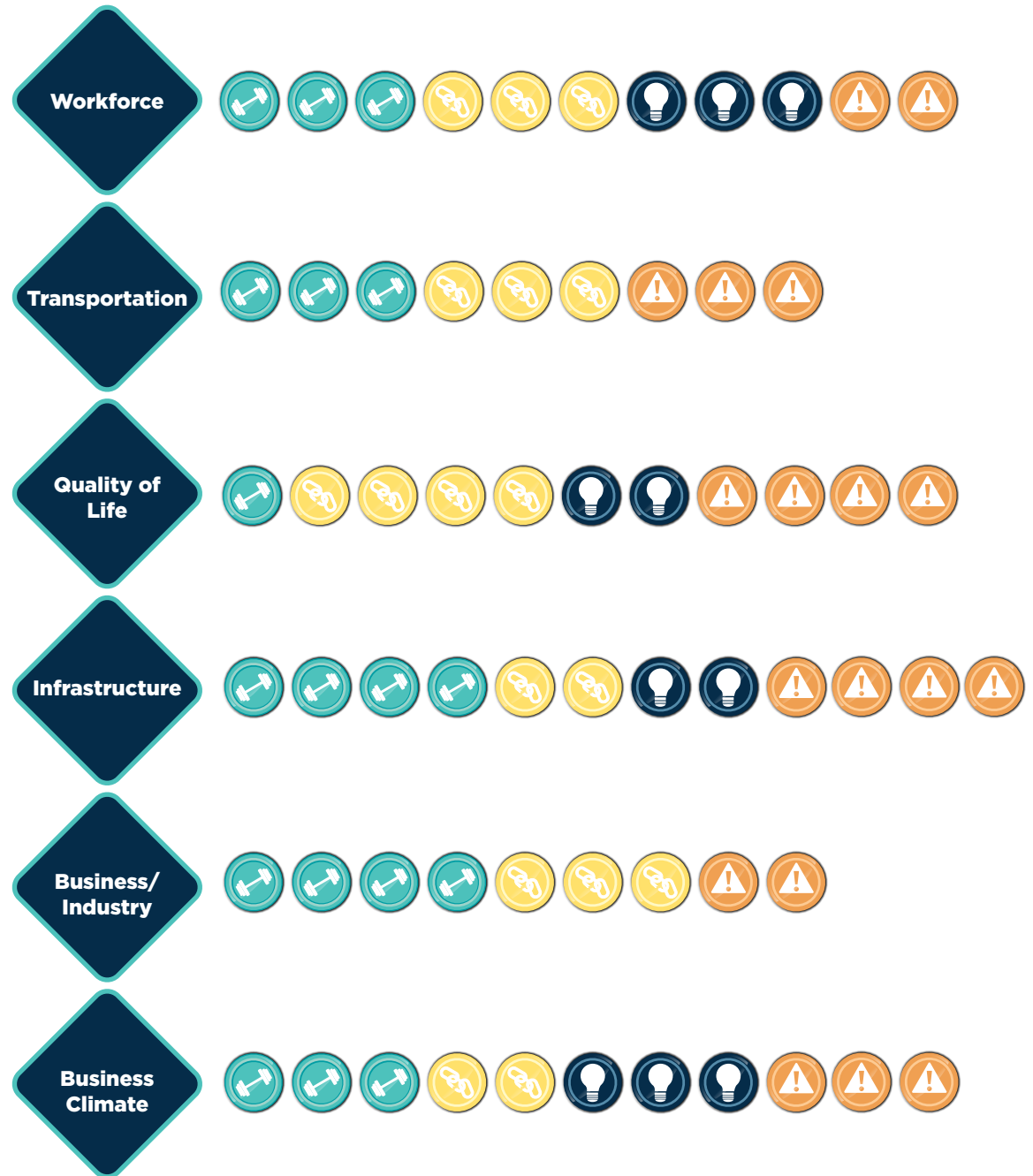


SWOT

by Sectors of Focus

The analysis by sector of focus indicates that every segment faces a convergence of strengths, weaknesses, opportunities, and threats—which are often opposed and could be leveraged to improve one another.

For example, one of the strengths of the Workforce Recruitment and Training sector includes the region’s potential for education. However, one of its weaknesses includes the inflexibility of educational options, which puts pressure on individuals to pursue a four-year degree, rather than a two-year degree or vocational certification. The same analysis indicates that the region has an opportunity to create business partnerships to improve the educational offerings, which could address a skills gap. In this way, education is both a strength, weakness, opportunity, and threat for the region’s Workforce Recruitment and Training sector of focus.



S W O T A N A L Y S I S

SWOT by Issue

- Workforce
- Transportation
- Quality of Life
- Infrastructure
- Business/Industry
- Business Climate
- Strength
- Weakness
- Opportunity
- Threat

- Education Skills Gap
- Infrastructure
- Great Place to Live
- Workforce
- Funding
- Affordable Housing
- Government Bureaucracy
- Technology
- Location
- Mass Transit
- Collaboration Between Agencies
- CTE Training Skills Certs/
Job Training
- Regional Collaboration
- Education Potential
- Travel Diversity Options
- Connectivity
- Funding Equity/Ed.
- Lack Of Route Alternatives
- Political Divide

- Education Business Partners
- Positive Job Market
- Political Considerations
- Education inflexibility
- Growing Population
- Lack Of Rural Critical Services
- Capitalize On Industrial And
Opportunity Zones
- Variety Of Renewable Energy
Competitively Priced
- Growing Demand = Investment
Expansion
- Water Planning
Mitigated Future Drought
- Natural Resources
- Industry & Innovation
- Infrastructure
- Permitting
- Communication/
Entrepreneurship
- Laws & Regulations
- Streamlined Permitting

In analyzing both the sectors of focus and issues, several key matters emerged that spanned multiple areas and also received frequent mention. The top mentioned issues across all sectors of focus included:

Issue	SWOT Analysis
Education Skills Gap	
Infrastructure	
Great Place to Live	
Workforce	
Funding	
Affordable Housing	
Government Bureaucracy	
Technology	

Using this analysis, the CEDS Committee and WNDD Board of Directors determined the highest priorities for the WNDD region to address with the CEDS and the basis of its goals.

Planning for ECONOMIC Resiliency



Economic Resiliency Workshop

As part of the development of the CEDS 2020-2025, WNDD hosted an interactive, in-depth regional workshop regarding how to plan for economic resiliency with programs and investments. Brett Schwartz, the Associate Director of the National Association of Development Organizations Research Foundation and Program Manager for Stronger CEDS, Stronger Regions, and Tonya Graham, the Executive Director of the Geos Institute, led the group and addressed strengthening regional resilience.

Participants explored if their communities were ready for economic stressors, such as climate events, workforce shortages, natural disasters, or economic downturns—the final topic being particularly prescient given that the COVID-19 pandemic would arrive in

the WNDD region mere months after this workshop.

The workshop also helped participants plan how to address future changes, anticipate shocks, withstand disruption, and bounce back from adversity by fostering regional partnerships.

Within the context of economic resilience, workshop attendees examined how their communities and the broader region would be able to avoid, withstand, or recover from a shock. They identified vulnerabilities in the region, and also what capacities could be bolstered to improve economic resiliency.

As a result, they discussed developing both steady-state and responsive initiatives with

specific regional relevance. The steady-state initiatives aimed to create long-term efforts to bolster the region's ability to withstand or avoid a shock. Those were paired with responsive initiatives to establish WNDD's capabilities to respond to the region's recovery needs following an incident.

Results from the workshop included responses to how to prepare for flooding, drought, fire, and the closing of a significant employer.

Their findings and resulting action plans are woven into the CEDS and provided additional information to inform the Action Plan. Specifically, the goal and strategies regarding economic resiliency planning for the region.

ACTION PLAN

Based on the SWOT analysis, the Economic Resiliency Workshop, stakeholder meetings, as well as board and CEDS committee meetings, the following six goals were identified to support the region's resilience, sustainability, and growth:

ECONOMIC RESILIENCY

Prepare, preserve and promote the region's vitality

HOUSING

Build and maintain diversified, attractive and affordable housing options

INFRASTRUCTURE

Improve advance infrastructure capacities to meet regional needs

QUALITY OF LIFE

Heighten the region's already appealing quality of life

TRANSPORTATION

Develop a multi-modal transit network on a regional scale

WORKFORCE

Support workforce development, retention, recruitment, and delivery

Each goal is supported by many bottom-up strategies that build on regional assets and leverage new ideas and creative approaches to advance the region's prosperity and future. A variety of performance measures provide the mechanism to assess the implementation and efficacy of each goal and strategy.

Ultimately, this action plan aims to support economic development, foster job creation, attract investment, advance innovation, and enhance the region's capacity and resiliency.

VISION STATEMENT

The Western Nevada Development District region and its communities enjoy a vibrant, resilient and sustainable economy as a result of coordinated planning and a shared commitment for a high quality of life.



Lattin Farms, Fallon
Sydney Martinez/TravelNevada

GOAL: ECONOMIC RESILIENCY

With the impact of the COVID-19 pandemic, economic resiliency becomes even more critical to the region's future. The following strategies will be adopted and implemented to bolster and sustain the long-term economic vitality and resiliency of the region:

- 1** Organize partners and resources to create an **economic resiliency plan** for the region and its communities.
- 2** **Identify regional and community economic vulnerabilities,** consequences, and assets as a part of developing initial responses and recovery strategies.
- 3** Work with partners and stakeholders to develop, coordinate, and **implement training programs** and provide resources to plan for economic resiliency.

The following performance measures will gauge these strategies:

- Number of meetings in which WNDD participates to promote economic resiliency
- Number of partnerships established with WNDD that support strategies
- Number of trainings and workshops provided regarding economic resiliency
- Number of attendees at trainings/workshops on economic resiliency
- Creation of regional Economic Resiliency Plan
- Number of community Economic Resiliency Plans established
- Funding acquired to implement economic resiliency strategies

Bently Heritage Estate Distillery, Minden
Sydney Martinez/TravelNevada

GOAL: HOUSING

To promote diversified housing options for all income levels and to support a robust and sustainable economy, the region will adopt and implement the following strategies:

- 1 **Explore opportunities**, identify mechanisms and promote public/private partnerships for attainable housing projects
- 2 Galvanize regional communities to retain and expand housing options at varied price points to ensure **equitable and accessible housing** for people in all life stages and means
- 3 Work with regional partners and stakeholders to **identify barriers to housing development** and determine best practices to dismantle those hindrances
- 4 Promote **state, federal, and local programs and resources** that assist in developing affordable housing

These strategies will be gauged by the following performance measures:

- Number of meetings in which WNDD participates to promote housing strategies
- Number of partnerships established with WNDD that support strategies
- Number of expanded housing options established



Richard's Crossing, Carson City

Richard's Crossing is a 39 unit, transitional housing apartment complex located in Carson City. This complex houses homeless or severely low income individuals and families, and has a Veteran preference. All units are fully furnished.

Garth Richards donated the land and FISH was involved with the design/inception of this building.



GOAL: INFRASTRUCTURE

To support economic development, resiliency, and community vitality, the region needs advanced infrastructure developments, including water, sewer, energy, and broadband. The region will adopt and implement the following strategies to achieve these improvements:

- 1 Explore opportunities and identify mechanisms to **streamline the expansion** or development of infrastructure to rural projects
- 2 Maintain, replace, or expand the capacity and connectivity of regional **water, sewer, rail, power, natural gas, and telecommunications** infrastructure to meet growth and development needs
- 3 Ensure rural communities have sufficient infrastructure to **recruit business and jobs** and in response to the growth of the region
- 4 Explore creative infrastructure deployment activities that **go beyond fixed wireless networks**
- 5 Promote **broadband and 5G technology investment** to maximize business recruitment and job creation

These strategies will be gauged by the following performance measures:

- Number of meetings in which WNDD participates to promote infrastructure strategies
- Number of partnerships established with WNDD that support strategies
- Number of infrastructure projects submitted for grant funding
- Number of infrastructure project grants successfully funded

GOAL: QUALITY OF LIFE

While the region's quality of life was identified as a strength during the SWOT, it can be heightened with advanced health and wellness capabilities, quality vocational and educational opportunities, and vibrant arts, culture, and recreation choices. The following strategies aim to improve the region's quality of life:

1 Promote regional collaboration for more robust networks, including **market connections** between rural and urban areas

2 Explore opportunities and identify mechanisms for the **arts, culture, and recreation** to be promoted as essential elements to quality of life as well as recruiting business, industry, and workforce.

3 Support **revitalization** of downtown areas

Encourage partners and stakeholders to support **lifelong learning opportunities** that promote social connections, health and wellness, and social responsibility resulting in greater economic self-sufficiency

4 **lifelong learning opportunities** that promote social connections, health and wellness, and social responsibility resulting in greater economic self-sufficiency

These strategies will be gauged by the following performance measures:

- Number of meetings in which WNDD participates to promote quality of life strategies
- Number of partnerships established with WNDD that support strategies
- Number of downtown revitalization activities



Lake Tahoe

GOAL: TRANSPORTATION



Nevada Department of Transportation

Because of the interconnectedness of the region’s urban and rural areas for commerce, housing, and employment, developing multi-modal transportation on a regional scale is imperative to the area’s future. As such, WNDD will work with partners to build regional transportation options that improve the movement of people and goods, are environmentally sensitive, facilitate energy conservation, and promote effectual economic development. To do so, it will adopt and implement the following strategies:

- 1 Connect and strengthen partnerships with transportation agencies
- 2 Explore and determine the feasibility of a broader regional transportation planning agency
- 3 Support the efficient and effective movement of supply chain/product with transportation partners for business and industry
- 4 Support alternate modes of transportation and policies
- 5 Promote transportation that moves people to places of employment and recreation.
- 6 Work with partners/stakeholders to increase transportation options that benefit the environment and support residents’ healthy lifestyles

These strategies will be gauged by the following performance measures:

- Number of meetings in which WNDD participates to promote transportation strategies
- Partnerships established with WNDD that support and engage strategies
- Feasibility of wider regional transportation planning agency determined
- Policies developed/adopted to promote alternate modes of transportation

GOAL: WORKFORCE

To meet the growing needs of business and industry and create economic resiliency, the region must support workforce development, retention, recruitment, and delivery. To do so, the following strategies will be adopted and implemented:

- 1 Raise educational and skill levels in the region to close the skill gap and improve quality of life
- 2 Promote the development of pathways to retain the workforce in the region
- 3 Strengthen competitive edge to recruit and retain a workforce with robust community support systems and access to childcare, healthcare, education, transportation, and housing
- 4 Work with partners to promote opportunities that provide upskilling, increased credential attainment, and shifting occupational skills
- 5 Advance training programs to help trade affected, unemployed, underemployed, low-wage, or unskilled workers maximize self-sufficiency
- 6 Encourage innovative approaches to workforce development in response to new and emerging technological advances being embraced by business and industry now and in the future
- 7 Advocate for job creation that results in sustainable, quality jobs in a more resilient, more diverse economy



Truckee Meadows Community College

These strategies will be gauged by the following performance measures:

- Number of meetings in which WNDD participates to promote workforce development strategies
- Number of partnerships established that support and engage workforce strategies
- Number of programs that upskill, provide credential attainment and training for dislocated adult workers
- Number of workforce development programs established to address new and emerging technological advances



APPENDICES

WNDD CEDS PROJECTS

The following projects are supported by the 2020-2025 CEDs:



Carson City

- Greening William Street
- Carson City Emergency Operations Center
- Quill Water Treatment Plant Upgrade
- Southeast Carson Mandatory Sewer

Churchill County

- CHIP Wastewater Treatment Project
- CHIP Water Treatment Project
- Churchill County North Industrial Area
- County Fairgrounds Covered Area
- Reno Highway Wastewater Expansion
- Reno Highway Water System Expansion

City of Fernley

- BOR Park #1 Development
- Fernley City-Wide Fiber Optic

- Fernley Community Center
- Fernley Main Street Revitalization
- Fernley Railroad Underpass
- Fernley Street Reconstruction
- Nevada Pacific Parkway Extension
- Silverland Park Ball Fields
- Upgrades to City Water Delivery
- Water Management

City of Reno

- City Hall Seismic Retrofit
- Downtown Fire Station Headquarters
- Fire Station Repair and Reconstruction
- Lear II Lift Station and Force Main
- Public Safety Center
- Reno Fire Station HQ
- Reno Fire Station #1
- Reno Moana Recreation Facility

- Reno Parking Garage
- Reno Quality of Life Projects
- Rosewood Lakes Regional Athletics
- RSWRF Aquifer Storage and Recovery
- The Parking Gallery Addition
- Downtown Reno Beautification Project

City of Sparks

- TMWRF-Advanced Nutrient Treatment

Douglas County

- DC Tahoe Business Incubator Project
- DC - MAINSTREET Incubator Project
- Muller Parkway

Economic Development Authority of Western Nevada/EDAWN

- Technology Apprenticeship Programs

A P P E N D I C E S : C E D S P R O J E C T L I S T

JOIN Inc.

- Career Bound NV
- Training Nevadans for Careers

Lake Tahoe Visitors Authority

- Lake Tahoe Events Center

Mineral County

- Sidewalks and Gutters
- Industrial Property Utilities
- Potable Water Supply Storage
- Waste Water ReUse

Pershing County

- Broadband - Last Mile
- Community Parks Upgrade
- Community Youth Center & Gym
- Derby Field Water Main
- I80 Exits 105, 106, 107
- Imlay Water System
- Lovelock Beautification/Landscaping
- Lovelock Depot/Block Development
- Lovelock Fire Station Addition
- Lovelock Housing
- Lovelock Sewer
- Maszen House Museum Upgrades

- NDOT G-29 Bridge
- Park & Ride Shuttle Services
- PC Economic Development & Lands Bill
- PC Hiking/Biking/Walking Trails
- PC Hot Springs/Ghost Towns/40 Mile Desert
- PC Law Enforcement Center
- Redevelopment Area

Storey County

- C Street Dedication
- Gold Hill Sewer Phase II
- Lockwood Center
- Lockwood Flood
- Lousetown Road
- Mark Twain Flood Mitigation
- Six Mile Canyon
- Virginia City Freight Depot
- Virginia City Visitor's Center

Tahoe Prosperity Center

- Broadband - Infrastructure
- Workforce Development - Green Job - Diversifying the economy
- Resiliency Plan for Tahoe Basin
- Revolving Loan Program

Truckee Meadows Community College

- EastView Training Center

University of Nevada, Reno

- Tribal College on Yerington Paiute Reservation

Washoe County

- Bailey Creek Sediment Improvements
- Calle De La Plata Improvements
- Heppner Subdivision Sediment
- Lemmon Drive Improvements
- STMWRF-TMWRF Intertie
- Swan Lake Reservoir Dam

Western Nevada College

- Fallon Workforce Development Training Center

WNDD

- Improving Rural Connectivity
- Regional Resiliency Plan

OPPORTUNITY ZONES

The Opportunity Zone program, established in The Tax Cuts and Jobs Act of 2017, is a tax incentive, designed to encourage long-term private investment in low-income communities.

The program essentially runs on two tracks. First, governors in each state nominate opportunity zones, which are low-income community census tracts that could benefit from significant private investment. Second, once the zones are certified by the U.S. Treasury Department, interested private investors must invest in opportunity funds, specialized vehicles that can then be utilized to invest in the certified opportunity zones.

In June 2018, 61 of Nevada's low-income census tracts received official designation as Qualified Opportunity Zones by the U.S. Department of Treasury and the IRS.

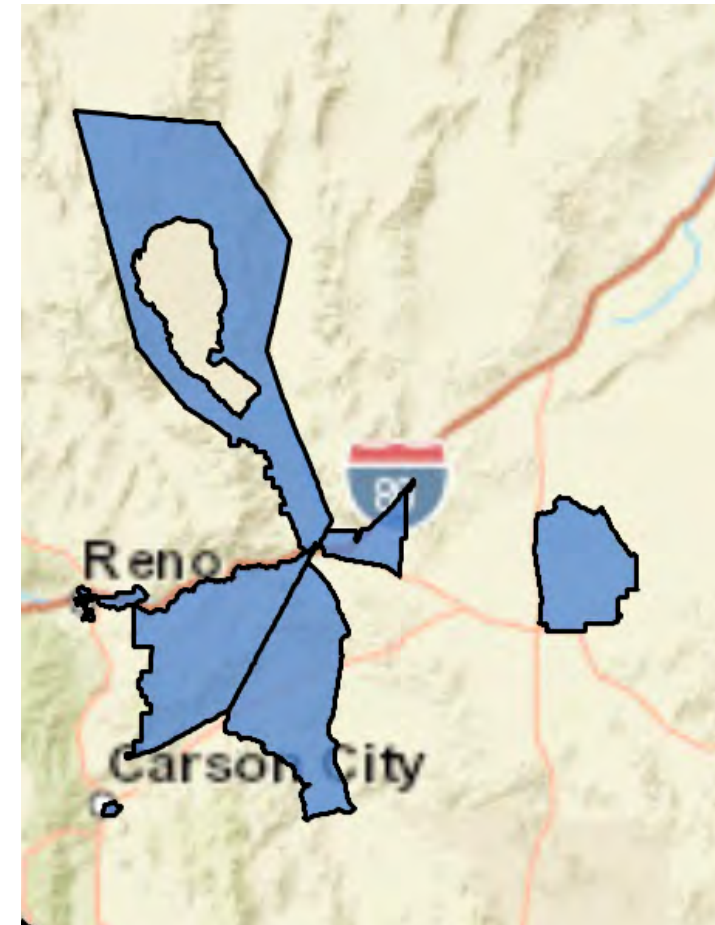
Of those 61, 12 are located in the WNDD Region, in Carson, Churchill, Storey and Washoe counties.

In the Opportunity Zones, the tax incentives reduce taxes on realized capital gains that are quickly reinvested into these designated census tracts by providing three benefits:

1. The deferral of taxes
2. A reduction in taxes by 10 to 15 percent
3. The exclusion of capital gains tax on appreciation if held for 10 years.

O-Zone investments take the form of equity, are expected to account for up to 30 percent of the capital investment in an entity, and must be made through Opportunity Zone Funds. This incentive is expected to generate billions of dollars of investment into low-income areas that have previously not been able to attract reasonable cost of capital to spur economic and community development.

In the WNDD region, the Northern Nevada Development Authority (NNDA) spearheads this effort and works collaboratively with the Western Nevada Development District.



A P P E N D I C E S : C E D S D A T A

Population: Totals

	1970 Population	1980 Population	1990 Population	2000 Population	2010 Population	2018 Population	1970 - 2018 % Change	1970 - 2018 People Change
WNDD Region	164,347	269,751	354,022	472,347	555,738	611,364	272.0%	447,017
Carson City	15,468	32,022	40,443	52,457	55,375	54,467	252.1%	38,999
Churchill County	10,513	13,917	17,938	23,982	24,946	24,010	128.4%	13,497
Douglas County	6,882	19,421	27,637	41,259	47,042	47,828	595.0%	40,946
Mineral County	7,051	6,217	6,475	5,071	4,812	4,448	-36.9%	-2,603
Pershing County	2,670	3,048	4,336	6,693	6,703	6,611	147.6%	3,941
Storey County	695	1,503	2,526	3,399	4,016	3,941	467.1%	3,246
Washoe County	121,068	193,623	254,667	339,486	412,844	450,486	272.1%	329,418
Fallon	2,959	4,262	6,430	7,536	8,560	8330	181.5%	5,371
Fernley	N/A	N/A	5,164	8,543	18,378	19573	N/A	N/A
Lovelock	1,680	N/A	3,232	4,781	2,139	1806	7.5%	126
Reno	72,863	100,756	133,850	180,480	220,996	242633	233.0%	169,770
Sparks	24,187	40,780	53,367	66,346	87,301	98524	307.3%	74,337

Sources: U.S. Census Bureau, 1970, 1980, 2010, 2018

Population: Growth Projections

	2018 Population	2037 Population	Predicted Population Change	Predicted % Change	2010 Population	2018 Population	1970 - 2018 % Change	1970 - 2018 People Change
WNDD Region's Counties	591,791	720,237	128,446	21.7%	555,738	611,364	272.0%	447,017
Carson City	54,467	57,599	3,132	5.75%	55,375	54,467	252.1%	38,999
Churchill County	24,010	27,116	3,106	12.94%	24,946	24,010	128.4%	13,497
Douglas County	47,828	55,268	7,440	15.56%	47,042	47,828	595.0%	40,946
Mineral County	4,448	4,734	286	6.43%	4,812	4,448	-36.9%	-2,603
Pershing County	6,611	7,133	522	7.90%	6,703	6,611	147.6%	3,941
Storey County	3,941	6,490	2,549	64.68%	4,016	3,941	467.1%	3,246
Washoe County	450,486	561,897	111,411	24.73%	412,844	450,486	272.1%	329,418
Fallon	2,959	4,262	6,430	7,536	8,560	8330	181.5%	5,371
Fernley	N/A	N/A	5,164	8,543	18,378	19573	N/A	N/A
Lovelock	1,680	N/A	3,232	4,781	2,139	1806	7.5%	126
Reno	72,863	100,756	133,850	180,480	220,996	242633	233.0%	169,770
Sparks	24,187	40,780	53,367	66,346	87,301	98524	307.3%	74,337

Sources: U.S. Census Bureau, American Community Survey, 2018; Nevada Department of Taxation, 2019

A P P E N D I C E S : C E D S D A T A

Population: Growth Projections - Totals and up to 44 years

	Total population	Under 5 years	5 to 9 years	10 to 14 years	15 to 19 years	20 to 24 years	25 to 34 years	35 to 44 years
WNDD Region	611364	35505	36734	36830	36244	38829	85567	72328
Carson City	54467	2883	3042	3318	3096	3236	6623	6195
Churchill County	24010	1621	1567	1345	1441	1570	3049	2492
Douglas County	47828	1768	2530	2359	2511	2124	4587	4713
Mineral County	4448	229	237	186	194	253	559	336
Pershing County	6611	290	301	360	258	243	1153	935
Storey County	3941	148	234	143	114	160	271	474
Washoe County	450486	27179	27570	28068	27189	30294	66646	54964
Fallon	8330	718	525	388	573	627	1337	1009
Fernley	19573	1387	1253	1051	1441	949	2679	2219
Lovelock	1806	111	132	172	94	51	210	208
Reno	242633	15103	15028	14254	14454	19443	40452	30142
Sparks	98524	6242	6211	6657	6171	5837	14209	12611

Population: Growth Projections - 45 years and over

	45 to 54 years	55 to 59 years	60 to 64 years	65 to 74 years	75 to 84 years	85 years and over
WNDD Region	79898	43191	41988	65340	28910	10000
Carson City	7199	4339	3869	6235	2901	1531
Churchill County	3150	1754	1575	2708	1320	418
Douglas County	5902	4276	4447	7672	3956	983
Mineral County	527	436	392	672	357	70
Pershing County	1145	371	494	706	294	61
Storey County	597	368	256	779	366	31
Washoe County	58930	30243	29584	44468	18647	6704
Fallon	983	687	345	684	364	90
Fernley	2448	1404	1371	2100	1069	202
Lovelock	332	75	140	187	59	35
Reno	29710	15348	13698	21515	9981	3505
Sparks	13133	6199	6210	9689	3566	1789

Average Median Age

	Median age (years)
WNDD Region	44.8
Carson City	42.8
Churchill County	39.5
Douglas County	51.5
Mineral County	50.1
Pershing County	43.4
Storey County	52.9
Washoe County	38.1
Fallon	34.9
Fernley	40
Lovelock	43.2
Reno	35.6
Sparks	37.8

Source: U.S. Census Bureau, American Community Survey, 2018

A P P E N D I C E S : C E D S D A T A

Population: Diversity, Culture, Race

	Total Population	White	Hispanic Or Latino	Black Or African American	American Indian And Alaska Native	Asian	Native Hawaiian And Other Pacific Islander	Some Other Race	Two Or More Races
WNDD Region	611,364	403,650	136,981	12,106	10,409	26,171	2,806	1,148	18,093
Carson City	54,467	36,753	12,931	908	1,050	1,431	20	145	1,229
Churchill County	24,010	17,684	3,260	576	964	663	50	57	756
Douglas County	47,828	38,725	5,981	304	904	626	87	63	1,138
Mineral County	4,448	2,611	537	110	909	129	0	3	149
Pershing County	6,611	4,340	1,597	280	193	87	30	3	81
Storey County	3,941	3,330	203	32	75	38	0	0	263
Washoe County	450,486	285,766	108,922	9,605	5,982	22,955	2,604	843	13,809
Fallon	8,330	5,771	1,250	306	139	367	26	57	414
Fernley	19,573	14,441	3,550	291	332	242	15	34	668
Lovelock	1,806	1,284	394	10	94	9	6	0	9
Reno	242,633	148,350	59,827	6,141	2,129	15,415	1,846	625	8,300
Sparks	98,524	57,267	28,911	2,187	1,090	5,488	426	76	3,079

Source: U.S. Census Bureau, American Community Survey, 2018



Lovelock, Pershing County

A P P E N D I C E S : C E D S D A T A

Population: Educational Attainment - 18-24 years old

	Population 18 to 24 years	Less than high school graduate	High school graduate or equivalent	Some College Or Associate Degree	Bachelor's Degree or higher	Some Higher Education
WNDD	52,625	7,552	17,368	24,043	3,662	27,705
Carson City	4,328	782	1,557	1,839	150	1,989
Churchill County	2,065	351	935	656	123	779
Douglas County	2,957	354	1,254	1,154	195	1,349
Mineral County	330	16	171	143	0	143
Pershing County	356	172	102	82	0	82
Storey County	202	17	92	87	6	93
Washoe County	40,948	5,513	12,596	19,651	3,188	22,839
Fallon	787	122	295	270	100	370
Fernley	1,439	347	661	431	0	431
Lovelock	98	35	54	9	0	9
Reno	25,810	3,041	6,682	13,509	2,578	16,087
Sparks	7,955	1,234	3,011	3,437	273	3,710

Population: Educational Attainment - 25 years and older

	Population 25 years and older	Less than 9th grade	9th to 12th grade, no diploma	High school graduate or equivalent	Some college, no degree	Associate's degree	Bachelor's Degree	Graduate or professional degree	Some Higher Education
WNDD	427,222	18,983	29,185	107,898	112,995	37,705	75,856	44,600	271,156
Carson City	38,892	1,612	3,327	10,705	10,678	3,916	5,513	3,141	23,248
Churchill County	16,466	667	825	5,327	4,969	1,798	2,008	872	9,647
Douglas County	36,536	873	1,411	8,797	10,654	4,249	6,545	4,007	25,455
Mineral County	3,349	48	384	1,228	961	246	354	128	1,689
Pershing County	5,159	406	539	1,740	1,301	411	403	359	2,474
Storey County	3,142	16	146	942	960	176	642	260	2,038
Washoe County	310,186	14,981	21,436	74,194	79,431	25,677	59,069	35,398	199,575
Fallon	5,499	191	257	1,842	1,743	538	649	279	3,209
Fernley	13,492	380	1,117	4,965	4,041	1,232	1,322	435	7,030
Lovelock	1,246	106	120	572	235	55	77	81	448
Reno	164,351	8,196	11,703	36,846	40,736	12,817	33,305	20,748	107,606
Sparks	67,406	3,798	4,992	18,496	18,157	6,254	10,761	4,948	40,120

Source: U.S. Census Bureau, American Community Survey, 2018

A P P E N D I C E S : C E D S D A T A

Employment: Median Earnings By Educational Attainment

	Median Earnings In The Past 12 Months (In 2018 Inflation-Adjusted Dollars) Population 25 Years And Older	Less Than High School Graduate	High School Graduate (Includes Equivalency)	Some College Or Associate Degree	Bachelor's Degree	Graduate Or Professional Degree	Some Higher Education
WNDD	\$ 35,827	\$ 25,400	\$ 29,626	\$ 34,239	\$ 48,750	\$ 66,778	\$ 49,922
Carson City	\$ 35,384	\$ 24,604	\$ 30,155	\$ 36,289	\$ 47,712	\$ 59,764	\$ 47,922
Churchill County	\$ 34,375	\$ 25,830	\$ 26,992	\$ 34,471	\$ 53,214	\$ 68,906	\$ 52,197
Douglas County	\$ 36,464	\$ 21,606	\$ 33,244	\$ 34,716	\$ 44,010	\$ 61,616	\$ 46,781
Mineral County	\$ 30,813	\$ 27,465	\$ 25,368	\$ 34,914	\$ 32,813	\$ 62,120	\$ 43,282
Pershing County	\$ 34,129	\$ 24,792	\$ 26,599	\$ 26,711	\$ 57,102	\$ 70,848	\$ 51,554
Storey County	\$ 41,368	-	\$ 31,544	\$ 32,214	\$ 51,500	\$ 73,333	\$ 52,349
Washoe County	\$ 37,950	\$ 25,924	\$ 31,240	\$ 36,812	\$ 50,992	\$ 64,421	\$ 50,742
Fallon	\$ 33,052	\$ 17,844	\$ 21,919	\$ 34,225	\$ 66,738	\$ 84,280	\$ 61,748
Fernley	\$ 36,136	\$ 27,578	\$ 31,868	\$ 37,786	\$ 52,658	\$ 73,214	\$ 54,553
Lovelock	\$ 36,576	-	\$ 36,058	\$ 33,750	\$ 64,500	\$ 68,438	\$ 55,563
Reno	\$ 35,677	\$ 24,233	\$ 30,227	\$ 33,255	\$ 47,258	\$ 62,955	\$ 47,823
Sparks	\$ 38,521	\$ 26,480	\$ 32,390	\$ 40,082	\$ 52,737	\$ 59,846	\$ 50,888

Source: U.S. Census Bureau, American Community Survey, 2018

Employment: Total Jobs

	2014	2015	2016	2017	2018
WNDD	368,569	378,287	390,906	405,883	421,160
Carson City	37,521	37,650	38,245	39,441	39,764
Churchill County	11,641	11,699	11,658	11,872	12,205
Douglas County	28,803	29,730	29,906	30,283	31,136
Mineral County	2,094	2,001	2,105	2,143	2,133
Pershing County	2,391	2,349	2,389	2,521	2,531
Storey County	5,118	5,902	7,526	11,827	17,920
Washoe County	263,536	272,458	282,338	290,609	297,846
Fallon	11,641	11,699	11,658	11,872	12,205
Fernley	17,465	16,498	16,739	17,187	17,625
Reno-Sparks MSA	268,654	278,360	289,864	302,436	315,766

Source: U.S. Bureau of Economic Analysis



A P P E N D I C E S : C E D S D A T A

2010 Average Employment by Industry

	Construction	Education & Health Services	Financial Activities	Information	Manufacturing	Natural Resources & Mining	Other Services	Prof. & Business Services	Public Admin.	Trade, Trans. & Utilities	Tourism, Gaming & Hospitality	Unclassified
WNDD	11,136	47,615	11,134	3,066	15,765	1,339	6,596	28,832	19,187	52,156	44,705	166
Carson City	802	5,508	1,182	384	2,572		660	1,999	7,319	3,879	3,331	20
Churchill County	421	1,663	276	198	269	282	178	727	814	2,001	983	5
Douglas County	775	2,303	732	136	1,673	140	342	1,501	1,014	2,482	6,056	23
Mineral County	41	338	45				10		253	144	176	
Pershing County	4	271	21		68	423	25	27	425	212	137	
Storey County	132		7		376	84	138	192		1,481	164	
Washoe County	8,961	37,532	8,871	2,348	10,807	410	5,243	24,386	9,362	41,957	33,858	118

Source: Nevada Department of Employment, Training & Rehabilitation

2018 Average Employment by Industry

	Construction	Education & Health Services	Financial Activities	Information	Manufacturing	Natural Resources & Mining	Other Services	Prof. & Business Services	Public Admin.	Trade, Trans. & Utilities	Tourism, Gaming & Hospitality	Unclassified
Nevada	89,123	220,045	63,499	16,714	55,390	19,373	34,982	191,412	63,186	260,941	354,109	2,313
WNDD	21,610	54,083	12,414	3,412	28,208	2,253	7,346	37,040	18,633	64,035	50,203	266
Carson City	1,465	6,116	1,193	434	2,596	84	708	2,124	7,339	4,277	3,605	23
Churchill County	765	1,519	219	151	533	343	184	717	801	2,063	1,051	
Douglas County	1,536	2,631	779	184	1,845	143	380	1,658	1,011	2,945	6,531	32
Mineral County	53	290	32	8		78	11		195	152	152	
Pershing County		249	23		18	787	25	14	462	221	142	
Storey County	1,026	214	18		9,400	130	87	1,208		4,580	162	4
Washoe County	16,765	43,064	10,150	2,635	13,816	688	5,951	31,319	8,825	49,797	38,560	207

Source: Nevada Department of Employment, Training & Rehabilitation

A P P E N D I C E S : C E D S D A T A

Employment: Occupations

	WNDD	Carson City	Churchill County	Douglas County	Mineral County	Pershing County	Storey County	Washoe County	Fallon	Fernley	Lovelock	Reno	Sparks
Office and administrative support	39,306	3,155	1,147	2,638	202	174	282	27,726	492	1,258	98	14,166	7,149
Sales and related Management	33,333	2,334	659	1,763	152	176	215	25,062	337	693	95	14,328	5,260
Food preparation and serving related	29,582	2,256	911	2,461	129	211	140	21,114	225	531	53	10,784	4,133
Construction and extraction	22,318	1,959	643	1,469	62	37	180	16,546	187	403	37	10,672	3,468
Material moving	18,949	1,562	462	1,222	270	135	94	12,094	100	794	100	5,839	2,754
Production	16,555	1,181	299	718	125	115	33	12,166	124	760	70	6,758	3,042
Educational instruction, and library	16,391	1,639	467	992	91	58	77	10,757	160	605	58	5,487	2,792
Business and financial operations	16,342	1,092	619	1,112	166	178	135	11,787	232	250	65	6,960	2,348
Building and grounds cleaning and maintenance	15,125	1,424	366	1,052	41	169	35	11,067	130	298	18	6,233	1,997
Personal care and service	13,798	1,106	423	1,102	50	45	62	9,937	235	286	26	6,139	1,760
Transportation	12,615	1,044	237	914	145	16	53	9,210	98	370	16	5,343	1,901
Health diagnosing and treating practitioners and other technical	11,817	809	492	470	66	133	51	7,923	225	584	8	3,855	1,941
Installation, maintenance, and repair	10,412	757	364	607	0	36	29	8,106	157	191	10	4,485	1,604
	9,953	1,069	451	607	80	82	98	6,283	138	391	35	2,857	1,652

Source: U.S. Census Bureau, American Community Survey, 2018

A P P E N D I C E S : C E D S D A T A

Employment: Occupations continued

	WNDD	Carson City	Churchill County	Douglas County	Mineral County	Pershing County	Storey County	Washoe County	Fallon	Fernley	Levelock	Reno	Sparks
Healthcare support	8,014	776	267	645	20	48	25	5,346	101	170	20	2,936	1,332
Computer and mathematical	6,361	453	84	318	0	0	17	5,170	12	110	0	3,369	702
Arts, design, entertainment, sports, and media	5,828	405	54	454	0	67	35	4,639	44	28	0	2,821	709
Health technologists and technicians	5,370	362	185	272	33	43	24	3,956	52	120	16	2,221	725
Architecture and engineering	5,331	350	157	417	9	0	29	3,853	51	137	0	2,051	892
Community and social service	4,866	390	120	500	12	61	4	3,346	68	96	3	2,102	794
Firefighting and prevention, and other protective service workers including supervisors	4,702	242	244	440	59	14	16	3,266	183	94	0	1,572	779
Life, physical, and social science	2,870	172	50	200	0	22	11	2,054	8	132	0	1,300	328
Law enforcement workers including supervisors	2,843	244	90	292	5	67	0	1,691	53	82	22	816	412
Legal	2,784	245	90	190	15	0	16	2,119	39	21	0	1,117	421
Farming, fishing, and forestry	1,501	72	439	78	0	135	3	471	75	54	11	260	112

Source: U.S. Census Bureau, American Community Survey, 2018

A P P E N D I C E S : C E D S D A T A

Employment: Top Industry Wages

	Average Weekly Regional Wage
Support Activities for Metal Mining	\$3,827
Transportation Equipment Rental/Leasing	\$2,369
Gold Ore Mining	\$2,263
Trust, Fiduciary, and Custody Activities	\$2,113
Offices of Other Holding Companies	\$1,811
Other Electric Power Generation	\$1,801
Direct Life Insurance Carriers	\$1,757
Custom Computer Programming Services	\$1,734
Managing Offices	\$1,679
Nonscheduled Air Passenger Chartering	\$1,657
Direct Health/Medical Insurance Carriers	\$1,635
Process & Logistics Consulting Services	\$1,586
Employment Placement Agencies	\$1,515
Research and Development in the Physical, Eng	\$1,511
Administrative Management Consulting Svc	\$1,503
Other Management Consulting Services	\$1,450
Other Electronic and Precision Equipment Repair	\$1,401
All Other Publishers	\$1,331
Computer Systems Design Services	\$1,304
Support Activities, Oil/Gas Operations	\$1,295

Source: U.S. Census Bureau, American Community Survey, 2018



Economic Development Resources

Numerous groups and organizations provide support, funding, and resources for economic development activities in the WNDD region, including:

Nevada Department of Training & Rehabilitation

DETR is Nevada’s lead workforce development agency. It offers workforce-related services, job placement, and training, services for people with disabilities, investigation of claims of discrimination, unemployment insurance benefits, labor market data, and more. (detr.nv.gov)

Nevada Economic Development Authorities

GOED recognizes local Economic Development Authorities to market their areas to new and expanding business and industry. Each EDA also operates other programs regarding economic development. WNDD partners with the following local EDAs:

- Churchill County Economic Development Authority (ceda-nv.org)
- Economic Development Authority of Western Nevada (edawn.org)
- Mineral County Economic Development Authority (mineralcountynevada.com)

- Northern Nevada Development Authority (nnda.org)
- Pershing County Economic Diversification Authority (pershingcounty.net)

Nevada Governor’s Office of Economic Development

GOED is a collaborative effort between the Nevada Legislature and the Governor’s Office to restructure economic development in the state. GOED promotes a robust, diversified, and prosperous economy in Nevada, stimulates business expansion and retention, encourages entrepreneurial enterprise, attracts new businesses, and facilitates community development. (diversifynevada.com)

NevadaWorks

Nevadaworks provides employers in Northern Nevada with a skilled, productive workforce that supports the economic needs of local communities. A public-private partnership, the organization administers Workforce Development funds, connects with potential employers, and interfaces with DETR. (nevadaworks.com)

University Center for Economic Development

UCED fosters economic development throughout Nevada by making the extensive resources of the University of Nevada, Reno available to organizations, and areas that can benefit from job and income creation and job retention efforts. (unr.edu/business/centers/uced)

Nevada Small Business Development Center

The Nevada Small Business Development Center is a statewide resource for business assistance, providing a unique array of services, expertise, and training in all areas, including starting, growth, and development of a business. The Nevada SBDC also offers information and guidance in understanding and complying with environmental regulations. Also, the Nevada SBDC provides useful data and analysis of the economy, environment, and demographic data to help businesses, government agencies, and other organizations promote economic growth in their communities. (nevadasbdc.org)

Nevada Division of Environmental Protection

NDEP administers the state revolving loan fund. These funds are used by local governments and improvement districts to maintain and upgrade public water and sewer facilities. (ndep.nv.gov)

Nevada State Data Center

The SDC provides training and technical assistance in accessing and using Census data for the planning, decision-making, administration, and research needs of Nevada’s state and local governments, businesses, researchers, and others. (nsla.nv.gov/state-data-center)

USDA Rural Development

USDA Rural Development provides funding and technical assistance for public infrastructure, public facilities, and business loans. The state office is located in Carson City, with satellite offices in Fallon and other sites outside of the WNDD region. (rd.usda.gov)

U.S. Small Business Administration

Created in 1953, the SBA is the only cabinet-level federal agency entirely dedicated to small business. It provides counseling, capital, and contracting expertise as the nation’s go-to resource and voice for small businesses. (sba.gov)

Rural Nevada Development Corporation

RNDC is a non-profit development corporation that supports Nevada’s 17 counties and 27 Native American tribes. RNDC addresses critical issues such as affordable housing and offers down payment assistance, homeowner rehabilitation, and small business alternative lending practices. (rndcnv.org)

Nevada Microenterprise Initiative Program

The NMI provides business development training and financial investments to small business entrepreneurs. NMI is the only SBA Intermediary Lender for the SBA Micro-Loan Program in the State of Nevada. (ssbci.nv.gov/About/Microenterprise)

Other regional economic development resources include:

- Bureau of Indian Affairs (bia.gov)
- Commercial Lenders
- Downtown Reno Partnership
- Inter-Tribal Council of Nevada (itcn.org)
- Local Area Chambers of Commerce
- Local Hospitals and Rural Health Clinics
- Nevada Commission on Tourism (travelnevada.com)
- Nevada Department of Transportation (nevadadot.com)
- Nevada Department of Health and Human Services (dhhs.nv.gov)
- University of Nevada, Reno School of Medicine (med.unr.edu)
- U.S. Department of Housing and Urban Development (hud.gov)
- U.S. Forest Service (fs.usda.gov)

CEDS Process and Public Participation

This 2020 CEDS Update was developed with a Comprehensive Economic Development Strategy Committee and through regional meetings composed of representatives from the public and private sector and community leaders.

Meetings of this group were publicized via the Western Nevada Development District's channels, and members of the public were encouraged to attend if interested. Information was distributed to all cities, counties, and economic development corporations.

In June 2019, the WNDD launched the five-year rewrite of the Comprehensive Economic Development Strategy with a regional planning workshop.

Information was presented to subject matter experts from throughout the region that represent the areas of infrastructure, workforce development, business/industry sector, transportation, and housing. Other representatives related to quality of life issues such as health care, the environment,

culture, and the arts were also present.

The CEDS Committee presented and facilitated the SWOT workshop process with subject matter experts, including:

- Dr. Tom Harris, Director of the University of Nevada Reno Center for Economic Development
- Marlene Rebori from the University of Nevada, Reno Cooperative Extension
- Buddy Borden from the University of Nevada Reno Center for Economic Development
- Bob Potts, Deputy Director at the Nevada Governor's Office of Economic Development

About 125 people attended the workshop, including representatives from the educational community, utilities, transportation, commercial businesses, elected officials, local tribal officials, State of Nevada agencies, Senator Jacky Rosen representatives, nonprofit agencies, the tourism industry, and financial institutions.

As a part of the CEDS process, WNDD and its CEDS committee presented an Economic Resiliency workshop to conduct an additional SWOT regarding the region's resiliency to an economic shock. There were 65 people in attendance to this workshop, which included presentations by:

- Brett Schwartz from the National Association of Development Organizations Research Foundation and the Stronger CEDS Stronger Economy
- Tonya Graham, Executive Director with the Geos Institute.

Participants and organizers discussed how flooding, drought, fire, and industry disruptions and closures could affect the region in smaller groups. Each group analyzed how the region would prepare for the event, possible economic impacts of the event, and potential strategies to mitigate the economic shock. The Action Plan includes the results of this workshop.

Information used to create this document is available upon request to WNDD: 1000 N. Division St., Suite 102 B, Carson City, NV 89703
wndd.org | sgonzales@wndd.org | 775-473-6753

The WNDD Board approved the final 2020-2025 CEDS Update of Directors on June 22, 2020.

A P P E N D I C E S : S O U R C E S

Sources

This Comprehensive Economic Development Strategy uses demographic data obtained from a wide variety of sources. A substantial amount of data has been compiled and analyzed from various primary and secondary sources as part of this CEDS document:

- Census Data & American Community Survey*
- EMSI; Economic Modeling**
- Local Chamber of Commerce Officials
- Local Community Clerk Officials
- Local Economic Development Officials
- Local Planning Officials
- Nevada Department of Training & Rehabilitation
- Nevada Governor's Office of Economic Development
- U.S. Department of Labor
- United States Census Bureau, American Fact Finder

Images

Cover: (mountains) Ron Radil, WNDD
(Cottonwood Ranch) Sydney Martinez/
TravelNevada
(Balloon Races) Sydney Martinez/
TravelNevada
(Manufacturing) Truckee Meadows
Community College

Pages 4-5: Don Vetter

Page 6: Don Vetter

Page 10: Don Vetter

Page 11: Sydney Martinez/TravelNevada

Page 12: Ron Radil, WNDD

Page 14-15: Sydney Martinez/TravelNevada

Page 16: Chris Moran/TravelNevada

Page 18: (Fernley Plant) WNDD
(Bristlecone) Sydney Martinez/TravelNevada

Page 19: WNDD

Page 22: Lee Molof

Page 28: Storey County

Page 32: Don Vetter

Page 40: Sheryl Gonzales, WNDD

Page 41: Sydney Martinez/TravelNevada

Page 42: Sydney Martinez/TravelNevada

Page 43: Nevada Rural Housing Authority

Page 44: Don Vetter

Page 45: Ron Radil, WNDD

Page 46: Nevada Department of
Transportation

Page 47: (workforce) Truckee Meadows
Community College, (digging) WNDD

Page 48: Don Vetter

Page 52: Don Vetter

Page 53: Pershing County Economic
Development

Page 55: Don Vetter

Page 59: Don Vetter

Back Cover: Sydney Martinez/TravelNevada

All other images belong to WNDD.

*Data from American Community Survey (ACS) is based on survey data and estimates and is less accurate than Decennial U.S. Census data.

**EMSI modeling data is a compilation of data from multiple sources such as U.S. Census, Department of Labor statistics, and other sources. Drawing conclusions or comparisons with the information should be done with caution.

