

Comprehensive Economic Development Strategy 2020-2025 Update

Recovery and Resiliency



Western Nevada Development District

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Jim Barbee, County Manager

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Kitty McKay, Director, Patience Experience, Carson Tahoe Health

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Ricky Sanchez, Grocery Outlet

PYRAMID LAKE PAIUTE TRIBE/ THE NUMU PEOPLE

Cassandra Darrough

UNIVERSITY OF NEVADA, RENO DEPARTMENT OF ECONOMICS

Dr. Thomas Harris

Associate Members

Mary Alber, Ph.D., MBA, Education Innovation Collaborative, Founding Director

Rob Benner, Building and Construction Trade Council of Northern Nevada, Secretary/Treasurer

Denise Castle, Join, Inc., CEO

Carol Chaplin, Lake Tahoe Visitors Authority, President and CEO

Leslie Colbrese, Community Services Agency and Development Corporation, CEO

Heidi Hill Drum, Tahoe Prosperity Center, CEO

Amy Fleming, Governor's Office of Workforce Innovation Program Development and Engagement, Specialist

Aster Girma, Nevada Green Institute Inc., Strategic Sustainability Consultant

Niki Gladys, Western Nevada College, Executive Director of Institutional Development

Mary Kerner, Rural Nevada Development Corporation, CEO

Paul MacDonald, RailPros, Director of Network Planning

Nancy McCormick, Economic Development Authority of Western Nevada (EDAWN), Senior Vice President of Business Retention, Expansion & Workforce

Jen Nalder, Main Street Gardnerville, Program Manager

Dr. Dana Ryan, Truckee Meadows Community College, Special Assistant to the President

Stacey Sept, Nevada Rural Housing Authority, Director of Community Development

Alexander Stettinski, Downtown Reno Partnership, Executive Director

Jeff Sutich, NV Energy, Economic Development Executive

Nick Vander Poel, Capitol Partners, Government Affairs Specialist

Aaron West, Nevada Builders Alliance, CEO

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 region includes eight counties and six cities.

Associate members include Education Innovation Collaborative, Construction Trade Council of Northern Nevada, Main Street Gardnerville, JOIN, Inc., Lake Tahoe Visitors Authority, Community Services Agency, Governor's Office of Workforce Innovation, Nevada Green Institute, Western Nevada College, NV Energy Tahoe Prosperity Center, Rural Nevada Development Corporation, RailPros, Truckee Meadows Community College, Nevada Rural Housing Authority, Downtown Reno Partnership, Capitol Partners, and Nevada Builders Alliance. 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.

COUNTIES OF WNDD

- | | |
|-----------------|-------------|
| 1. Carson City* | 5. Mineral |
| 2. Churchill | 6. Pershing |
| 3. Douglas | 7. Storey |
| 4. Humboldt | 8. Washoe |

CITIES OF WNDD

- | | |
|-------------|---------------|
| 1. Fallon | 4. Reno |
| 2. Fernley | 5. Sparks |
| 3. Lovelock | 6. Winnemucca |

*Carson City is the capital of the State of Nevada and is officially a consolidated municipality. It is also recognized by the Nevada Department of Taxation and the United States Census as a county.

Planning For The Future, Today

Representing eight counties and six 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 2021 CEDS update refreshes the data in the 2020-2025 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:

- 1. Equity**
- 2. Recovery & Resilience**
- 3. Workforce Development**
- 4. Manufacturing**
- 5. Technology-Based Economic Development**
- 6. Environmentally Sustainable Development**
- 7. Exports & FDI**

Once certified by the EDA, the CEDS 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.

Unique to this CEDS is the inclusion of the **Economic Recovery and Resiliency Plan**, created by the Economic Recovery and Resiliency Council and its teams. Read the plan on pages 12 through 37 with the Action Plan on pages 74 - 83.



What is Recovery and Resiliency, and why does it matter to Western Nevada in a post-COVID world?

“Resilience” became an important concept since the COVID-19 pandemic arrived in Nevada in March 2020. Becoming more resilient is something that cities and states must do if they’re to survive global economic disruptors like the pandemic in the future. As Western Nevada rebuilds from the impacts of the COVID-19 pandemic, economic development strategy must focus on recovery and resiliency to prepare for future shocks and changes.

The U.S. Department of Commerce Economic Development Administration (EDA), through a CARES Act grant, is funding the Western Nevada Development District’s Economic Recovery and Resiliency Council (ERRC) and its development of a regional recovery and resiliency plan for the WNDD territory that comprises eight counties and six cities. The EDA has prioritized equity, workforce development, environmentally sustainable development, technology-based economic development, recovery and resilience, manufacturing and exports, and FDI.

What are Economic Recovery and Resiliency?

According to the EDA, recovery and resilience focus on “economic development planning or implementation projects that build economic resilience to and long-term recovery from economic shocks, such as the decline of an important industry or a natural disaster.”

In Western Nevada, that means creating an environment that welcomes new businesses and industries to the region to promote a vibrant, resilient, and sustainable economy while strengthening the environment for existing businesses.

Helping the economy recover will mean supporting the expansion of small businesses, attracting new technology companies and a skilled workforce, and integrating data into the decision-making process.

What is the Recovery and Resiliency Plan for Western Nevada?

The development of this economic recovery and resilience plan is vital to the WNDD region. During the height of the pandemic, the area had an average rate of unemployment of 17.35%. At the same time, the state’s 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.

Each year, WNDD updates the CEDS, and this year’s update has a component specifically related to WNDD’s Economic Recovery and Resiliency Council and the resulting Economic Recovery Resiliency Plan.

Members of the Economic Recovery and Resiliency Council represent leadership in critical areas such as agriculture, building and trades, business, economic



development, education and workforce, financial, government, health and wellness, housing, information technology, manufacturing, mining, tourism, hospitality and the arts, and utilities/infrastructure/transportation.

The council has identified critical economic vitality challenges. The Economic Recovery Resiliency Plan includes strategies for economic recovery and builds capacity for pre-disaster preparedness through resilience planning and projects. Projects may be engaged and/or expanded to respond more rapidly to create more economic stability and growth.

Key Economic Vitality Challenges in Western Nevada

To determine critical issues impacting economic vitality in Western Nevada,

the ERRC gathered feedback from representatives of more than 130 unique agencies and organizations. During a workshop that took place in early 2021, the ERRC worked with subject matter experts to develop a holistic understanding of the issues based on data. Each was asked what issues or challenges they experienced or observed due to the pandemic. Then, using an online poll, members of the ERRC cast their vote on issues that impacted them the most. According to those votes, these six issues are the most pressing for the region:

1. **Inadequate broadband connectivity**
2. **Workforce limitations such as inadequate training, low wages, and a lack of child-care facilities**
3. **Reduced access to routine medical care during the pandemic left residents lacking health and wellness services**

4. **An inadequate supply of affordable housing, along with the skyrocketing real-estate market, made it hard for residents to afford a mortgage or to pay rent**
5. **Siloed governmental agencies whose systems aren't connected made resident support resources difficult, inefficient, and arduous to navigate**
6. **The limited diversity regarding economic activity and industry.**

Finally, efforts to diversify the Nevada economy were hampered by the pandemic, and small business owners lacked a safety net to keep them afloat during the emergency. The ERRC plan will examine how the region can emerge from the pandemic with a healthier and more resilient economy.



How Did COVID-19 Impact 12 Critical Areas In The WNDD Region?

Western Nevada is starting to climb its way out of the COVID-19 pandemic. Although positive COVID cases are decreasing as the population becomes vaccinated, the lesson of the pandemic is that Nevada's economy was unprepared for a crisis of this magnitude.

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 2020, 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.

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. Outside of Southern Nevada, two of WNDD's counties, Storey and Carson City, showed the highest

unemployment rates and annual change in the state in April 2020. 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.

According to the Nevada Department of Employment, Training, and Rehabilitation April 2021 economic report, Nevada added back 8,400 jobs in April as the state continues to recover from the effects of the pandemic. "The number of jobs remains below typical levels but is up by 196,200 since April 2020, an annual increase of 17.6%. The state's unemployment rate in April is 8.0 percent, down slightly from 8.1 percent in March 2021 and down 21.5 percentage points compared to April 2020," according to DETR.

According to 2019 U.S. Census Bureau data, the median household income in Nevada was \$60,365 per year, which is more than \$2K lower than the U.S. median household income of \$62,843 for the same

recovering from the economic effects of the pandemic, it still has a way to go.

To address the challenges faced by Nevadans and business owners in Western Nevada, WNDD's Economic Recovery and Resiliency Council (ERCC) developed an Economic Recovery and Resiliency Plan funded by a U.S. Department of Commerce Economic Development Administration CARES Act grant. After assessing the impacts of the COVID-19 pandemic, the ERCC has identified four key areas and 12 goals that must be addressed to recover from the pandemic and become resilient to future shakeups.

Arts, Culture and Recreation

The pandemic shut down the special events season that the Reno/Sparks region is known for and typically draws 5M visitors per year, which was a massive blow to the arts and culture scene and the economy. In addition, canceled special events such as the Genoa Candy Dance, Burning Man, the Lake Tahoe Shakespeare Festival, and a year-long calendar of events in Virginia City also tremendously impacted rural and less populated communities.

Many of these events are set to return in 2021, bringing back economic activity levels

More than a year later, the state and region are reinventing themselves to recover and become more resilient to future economic shocks.

And, the numbers are showing results.

Common indices to measure the health of a region's economy include the level of unemployment, the median household income, and the state of the real estate market.

year. Meanwhile, housing prices in Northern Nevada have skyrocketed. The Reno Gazette Journal reported in April 2021 that the median price for an existing single-family home in Reno reached \$514,000 in March, up nearly 20% YOY. So, while the region is

to support large and small communities in the region.

The region can brand itself as a destination for tourists and remote workers who are attracted to the region's ample outdoor recreation draws such as trails, public lands, mountains, and Lake Tahoe.

Entrepreneurship, Innovation, Small Business

In the early months of the pandemic, the statewide economic lockdown significantly affected the tourism industry, which was 23% of the state's economy.

"Seasonally adjusted jobs in the industry dropped by 43%, or by 152,800 jobs from 356,400 to 203,600, between April 2019 and April 2020 as result of the lockdown that began on March 17," according to the Nevada Governor's Office of Economic Development's "Nevada Recovery and Resiliency Plan."

Additionally, the Nevada Gaming Control Board reported in May 2020 that gaming win decreased by 99.41% compared with May 2019. And for the fiscal year (July 1, 2019, through May 31, 2020), the gaming win was down 19.38%.

Nevada needs to
diversify its economic base
by shifting from tourism
and gaming toward
high-skill industries

Moving forward, Nevada needs to diversify its economic base by shifting from tourism and gaming toward high-skill industries.

Financial Wellbeing and Resilience for Economic Vitality

Carson City and Storey County showed some of the highest unemployment rates in the state in April 2020. However, Nevada can become more resilient to future economic shifts by attracting and retaining a skilled workforce for those high-skill industries coming to Western Nevada. Overall, WNDD needs to cultivate entrepreneurship and economic diversification through mentorship and tax incentives and help small businesses start up and thrive with more robust emergency programs.

Health and Wellness

During the pandemic, access to healthcare was a paramount concern. With hospitals filled with COVID patients and the public advised to shelter in place and stay home when sick, Western Nevada residents had limited access to routine medical care.

Nevada and WNDD's geographically dispersed population also exacerbated this limited access. Most of Nevada's rural and frontier communities are in sparsely populated counties that are considerable distances from the state's urban and tertiary care centers. For example, the average distance between acute care hospitals in rural Nevada and the next level of care or tertiary care hospital is 118 miles. Likewise, the average distance to the nearest incorporated town is 46.3 miles.

In this area, Nevada's thirteen Critical Access Hospitals (CAHs) represent vital hubs in the state's rural and frontier health care system, providing essential inpatient and 24/7 emergency care to nearly 300,000 residents (10% of the State's population) of rural and frontier areas of the state.

The average distance between acute care hospitals in rural Nevada and the next level of care or tertiary care hospital is

118 miles

Housing

And while the region's housing market is bullish and new home builds are increasing, longtime resident homebuyers are increasingly being priced out of the market. According to the Reno Gazette Journal, rental rates also hit a new high of \$1,400 per month in November 2020.

Partnerships and Collaboration

During the pandemic, a weakness of governmental agencies was their siloed systems that didn't talk to other agencies, such as DETR's unemployment filing system. As a result, according to a column in the Las Vegas Sun, "a void of confusion, frustration, and hopelessness ensued for hundreds of thousands of Nevadans unable to file a claim or receive benefits from UI or PUA."

Inter-agency cooperation, collaboration, partnership development, and communication will be vital in addressing strategic planning and crisis management moving forward.

Regional Perspective in Planning

Despite the statewide economic gut punch, Northern Nevada's diversified economic landscape helped it weather the pandemic

easier than its neighbors in the south. The ERRC aims to develop a regional perspective for strategic planning and to create strategies around interagency collaboration.

Strategic Economic Development

Another challenge posed by the pandemic was the halting of non-essential business and COVID restrictions that led to severe economic downfalls in the counties and cities of the WNDD region. The region's recovery will be built on the back of the strategies and action plans developed by WNDD to help small and large businesses recover.

Sustainable Education and Workforce

The level of unemployment, which has recovered faster than that in Southern Nevada, is still problematic. Therefore, a plan must be developed to address low educational attainment and career guidance for a skilled workforce.

Technology, Broadband, and Connectivity

Finally, while the larger population hubs have strong broadband connectivity and high-speed internet speeds, rural areas

lack the same connectivity resource. When libraries and schools were shuttered during the pandemic, people who lacked access to computers and the internet at home were affected by a loss of technology—including children who were doing distance learning from home.

Transportation

The pandemic significantly impacted transportation in Nevada and the WNDD region. For example, in April 2020, the Reno-Tahoe International Airport (RNO) served 17,265 passengers, a decrease of 94.9% versus the same period in 2019. On the roads and rails, initially, intermodal freight volume declined because of the pandemic. However, nationally, in October 2020, intermodal freight was up by 10% compared to the same month in 2019.

Utilities

While utilities in Nevada weren't under additional strain due to the pandemic's stay-at-home order, those who were unemployed had a difficult time paying their bills. The region will need to continue to invest in physical infrastructure and utilities such as water and sewer systems as they age and as the area continues to grow and increase in population.

Building Back Stronger

How the Economic Recovery and Resiliency Project Can Help the WNDD Region

Funded through a U.S. Department of Commerce, Economic Development Administration (EDA) CARES Act grant, the Economic Recovery and Resiliency Council was formed in 2020 to develop an Economic Recovery and Resiliency Plan for WNDD’s region.

That plan, which is presented as part of this year’s Comprehensive Economic Development Strategy Update, includes strategies for economic recovery and to build capacity for pre-disaster preparedness through resilience planning and projects.

From its inception, the vision for the ERRC included engaging a multi-disciplinary team of subject matter experts to develop a coordinated effort and plan to resume economic activity to the fullest and safest extent possible. Ultimately, more than 130 agencies participated in the process, representing the following areas:

Agriculture	Hospitality
Arts and Culture	Housing
Business	Information and Technology
Building and Trades	Infrastructure
Economic Development	Manufacturing
Education/ Workforce	Mining
Financial	State and Federal Natural Resources
Government	Tourism
Health and Wellness	Transportation
	Utilities

The process included multiple discussions per month amongst the stakeholders and WNDD staff. At these meetings, regional experts discussed policies and overall plan-making. The business and service sector clusters conveyed their category’s highest priority issues, strategies to address those issues, identification of resources available to engage those strategies, and determine the resource gaps.



Council Timeline

Over six months, the Council met as a large group and individually to pursue its work of developing an economic recovery and resiliency plan to align with the “Nevada: Action Plan for Recovery and Resilience” plan being developed through the Governor’s Office of Economic Development.



Webinar Workshops

The Council also held several workshops open to its members and the general public to provide information about critical economic development updates and ideas. Those included:

March 19, 2021: The webinar “Profiles in Resiliency” hosted experts from Santa Rosa, California, Houston, Texas, and global green infrastructure development firm TerraScale, to share their experiences, lessons learned, and plans. Speakers included:

- Jillian Donatto, Houston-Galveston Area Council, Senior Planner for Economic Development
- Mark R. Schonberg, President of TerraScale and a retired U.S. Army Colonel
- Sean McGlynn, City of Santa Rosa, City Manager

April 9, 2021: A second free presentation from the Nevada Governor’s Office of Economic Development reviewed “Nevada’s Plan for Recovery and Resiliency.” The report, “Nevada’s Plan for Recovery and Resiliency,” was released on Jan. 19 following Gov. Steve Sisolak’s State of the State address and gives the state a plan for moving forward through 2021 and beyond.

The webinar covered how the Governor’s Office of Economic Development and its partners are working to pursue visionary policies that set Nevada apart for the future and build resilience and diversification of the state’s economy.

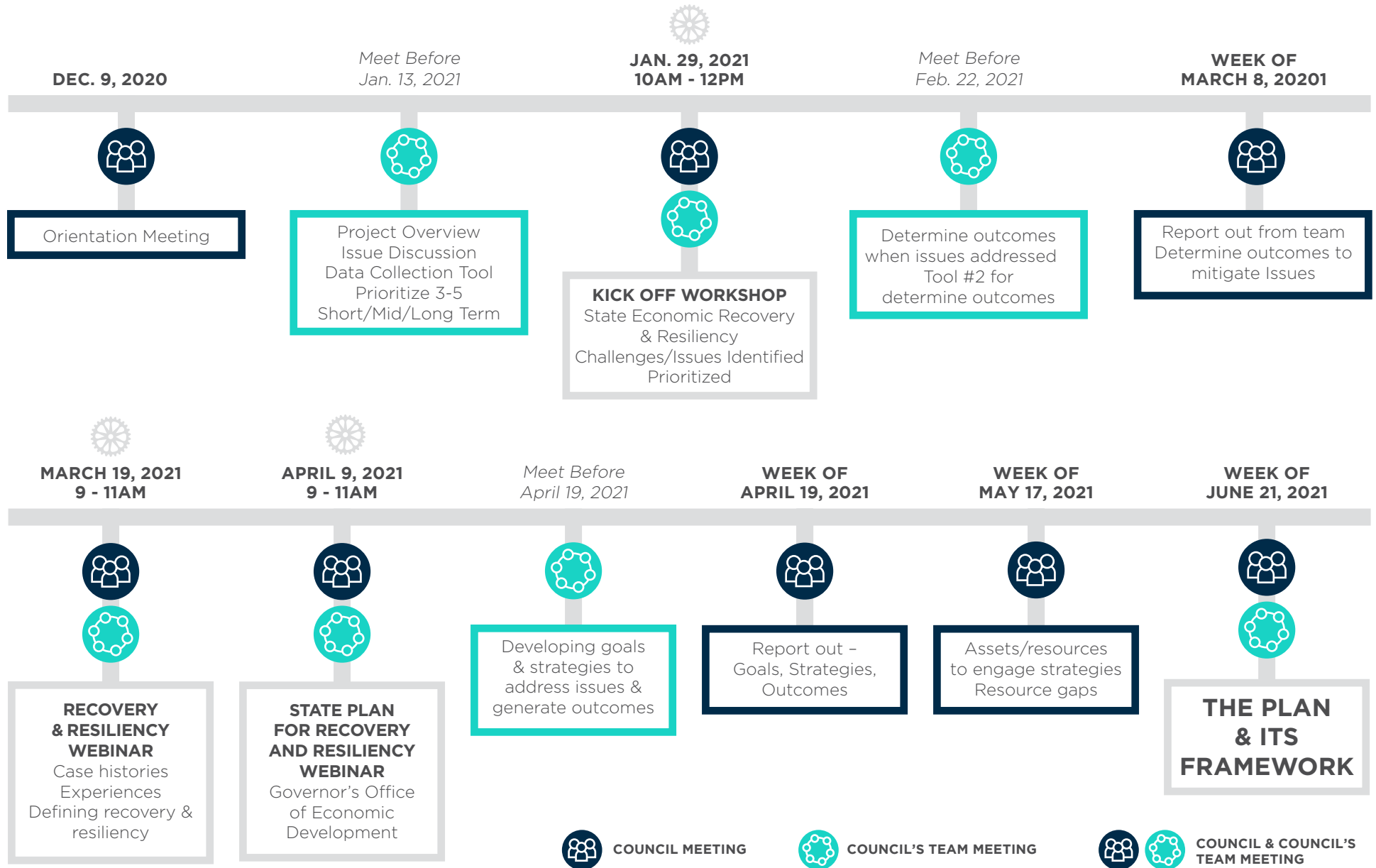
Council Core Team Members

The Council Core Team was established to develop the Economic Recovery Council framework and be stewards of the process. The Core Team guided the design and implementation of the Council and their respective teams’ activities, coordinated workshops, provided economic insights, and more.

These individuals included:

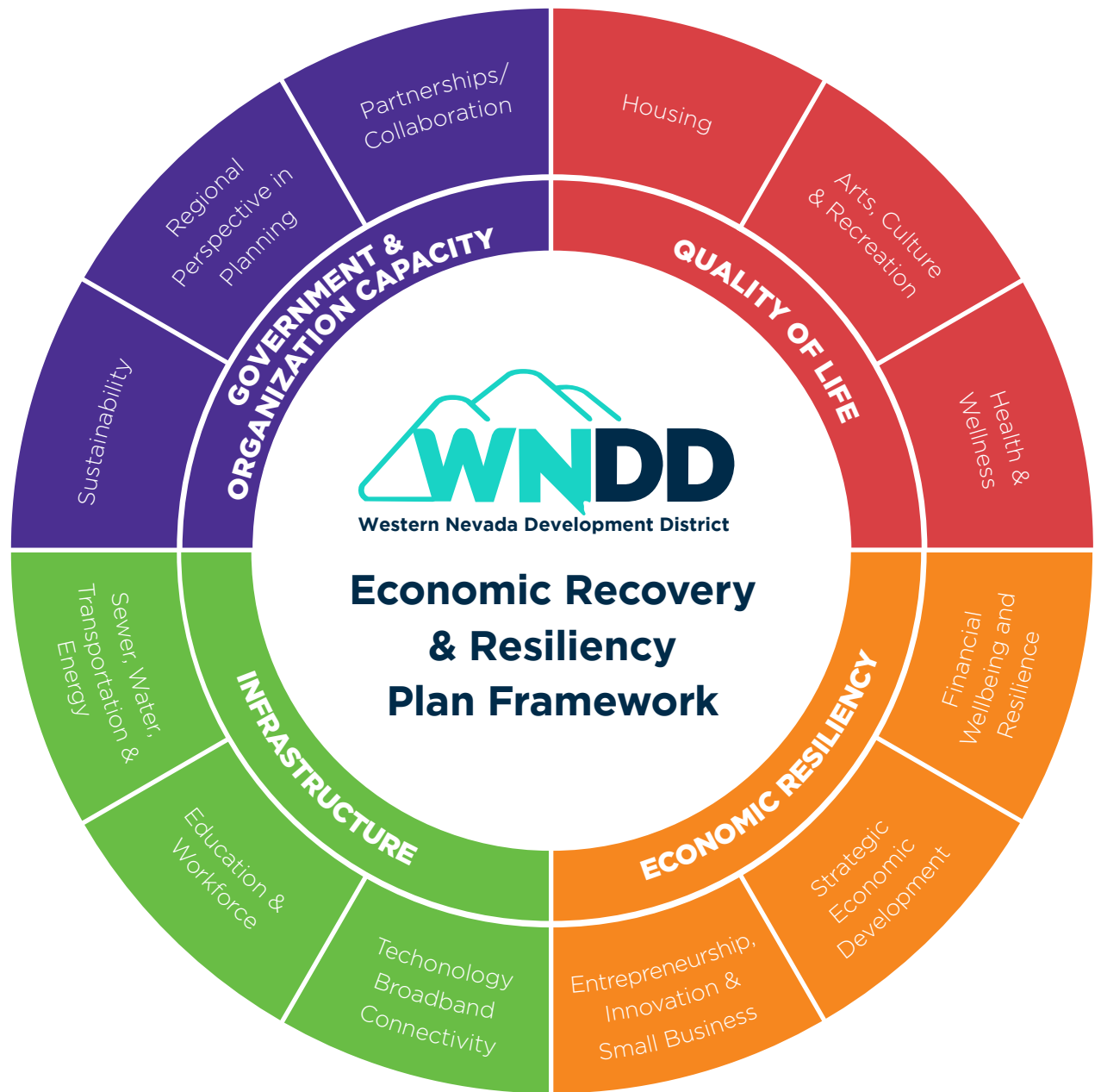
- Andrew Haskin: Northern Nevada Development Authority
- Aric Jensen: City of Reno
- Buddy Borden: University of Nevada Reno University Center for Economic Development
- Dana Ryan: Truckee Meadows Community College
- Marlene Rebori: University of Nevada, Reno Cooperative Extension
- Patty Herzog: Governor’s Office of Economic Development
- Sheryl Gonzales: Western Nevada Development District
- Teri Bath: Business Representative, WNDD Board, Secretary-Treasurer
- Tom Harris: University of Nevada Reno University Center for Economic Development

Economic Recovery & Resiliency Program Timeline



Plan Framework

This wheel represents the framework of the Economic Recovery and Resiliency Plan, as developed by the Economic Recovery and Resiliency Council and its teams. The framework came from a series of workshops and meetings attended by representatives of more than 130 different organizations in the region. During these sessions, the council and its teams identified and defined these four target areas and 12 goals. The plan of strategies and actions to accomplish these goals can be found on page 74.



TARGET AREA 1:

Economic Resiliency

The region can withstand, prevent, and quickly recover from shocks to its underlying economic base, such as the COVID-19 pandemic, by engaging in activities, programs, and steady-state and responsive initiatives.



An area's ability to quickly recover from a significant disruption, endure the impacts of a major shock, and, when possible, prevent the circumstances altogether can define its economic resiliency.

The COVID-19 pandemic clearly showed how the Western Nevada Development District's (WNDD) region fared in the face of a significant economic challenges. To build a regional capacity for economic resilience, a network of partner organizations and individuals must anticipate risk, evaluate how that risk can impact critical economic assets, and build a responsive capacity.

To do so, WNDD and its partners will engage in initiatives to pivot the economy from the COVID-19 pandemic to recovery and greater resiliency. These efforts will include planning for and implementing resilience through specific goals or actions to bolster the long-term economic durability of the region. In addition, WNDD will work to establish information networks among the various stakeholders in the area to encourage active and regular communications between the public, private, education, and nonprofit sectors to collaborate on existing and potential future challenges.



GOAL 1.1

Encourage Entrepreneurship, Innovation, and Small Businesses

Supporting innovation, small businesses, and entrepreneurs by creating an environment where they can survive and thrive is vital to the region’s economic recovery and resiliency.

1.1 Strategies

- Strategy A: Develop economic recovery and resiliency support services and tools for small businesses and entrepreneurs.
- Strategy B: Continue to promote the region as a place where small businesses, entrepreneurs, and high-tech companies can start, build and grow.
- Strategy C: Foster an innovative entrepreneur ecosystem throughout the region.
- Strategy D: Research and determine strategies that establish a more reliable and resilient supply chain supporting suppliers, manufacturers, distributors, and businesses.

1.1 Outcomes

1. Micro, small and medium-sized enterprises (MSMEs), entrepreneurs, and others can access new economic resiliency planning programs.
2. Action partners and others can establish economic recovery centers during economic shock events.
3. Businesses and entrepreneurs can access a centralized portal of available services and programs that expands and contracts with information relative to economic conditions.
4. With training and preparation, small businesses can be more resilient to current and future economic challenges.
5. A regional market study has been developed and is implemented to attract, support, and expand business and industry.
6. Diversity training and programs are provided.
7. Industry 4.0 training covers fundamental concepts of future smart factories, cyber-physical systems, and physical processes within these factories. In addition, the virtualization techniques and intelligent decision-making capabilities would support managers in leading these initiatives.
8. A supply chain study determines activities to mitigate future disruptions.
9. Stronger local supply chains support the regional economy.
10. More exporters, especially rural, women, veterans, and minority-owned MSMEs, exist in the region.
11. Entrepreneurs and small business owners can access capital at sufficient levels to fuel innovation and operations.
12. The number and quality of co-working, incubator, and innovation centers in the region has expanded.
13. Technology-based businesses and industries can receive targeted support.

1.1 Possible Action Partners

- Innovation and incubator programs
- Local chamber of commerce organizations
- NCET (Nevada's Center for Entrepreneurship and Technology)
- Nevada Governor's Office of Economic Development (GOED)
- Nevada Industry Excellence (NVIE)
- Nevada Small Business Development Center
- Regional Development Authorities
- Small business and entrepreneur organizations
- U.S. Small Business Administration (SBA)
- University of Nevada, Reno Center for Economic Development
- Venture Capital Partners/Angel Investors



GOAL 1.2

Engage In Strategic Economic Development

Advancing growth and expansion for industries critical to the region's economic ecosystem and its prosperity.

1.2 Strategies

- Strategy A: Support the advanced manufacturing sector and engage in activities that promote expansion to improve the region's competitiveness.
- Strategy B: Advance activities that support and promote economic revitalization.
- Strategy C: Reposition northwestern Nevada as a gateway for a variety of traveler experiences and extended visitation throughout the WNDD region.
- Strategy D: Promote and support agriculture as a robust, resilient, and sustainable economic practice.
- Strategy E: Promote and support economic vitality and resiliency, aligning activities with the Nevada Governor's Office of Economic Development (GOED) and regional development authorities for seamless and robust results.

1.2 Outcomes

1. Supply chains have increased resiliency, are equitable, and support local MSMEs.
2. Onshore manufacturing has increased in the region.
3. The agricultural industry is strengthened with increased federal, and state funding to support mobile processing facilities, establishment of a seed production and banking program, increased marketing, and alternative growing venues.
4. An agricultural blockchain has been established.
5. A map of locations within the region that have the infrastructure necessary for manufacturing is available.
6. Increased marketing activities in rural communities to attract business and workforce.
7. The Tourism/Hospitality Industry is repositioned with marketing the region as a destination and has prepared resiliency plans for future economic shocks.

1.2 Possible Action Partners

- Convention and tourism agencies
- Downtown Reno Partnership
- Local chamber of commerce organizations
- Nevada Department of Agriculture (NDA)
- Nevada Farm Bureau
- Nevada Governor's Office of Economic Development (GOED)
- Nevada Industrial Hemp Fiber Cooperative
- Nevada Industry Excellence (NVIE)
- Regional Development Authorities
- U.S. Department of Agriculture (USDA)
- University of Nevada, Reno Center for Economic Development
- University of Nevada, Reno College of Agriculture, Biotechnology, and Natural Resources
- Western Nevada College Specialty Crop Institute



GOAL 1.3**Foster Financial Wellbeing and Resilience**

The region's economic vitality is supported by the expansion, development, and implementation of programs that support financial wellbeing, security, and resilience.

1.3 Strategies

- Strategy A: Equitably expand economic prosperity through the development and promotion of services that result in a stable and future ready financial foundation for individuals, families and business.
- Strategy B: Engage and bolster the local investor environment and the resulting access to capital

1.3 Outcomes

1. Small businesses and entrepreneurs have established or strengthened relationships with banks, resulting in awareness and understanding of financial programs and products.
2. Banks support the economic resiliency of their current and future customers by providing training, tools, and information for business continuity during and after an economic shock.
3. Small businesses and entrepreneurs can access more financial capital resources.
4. Lenders and banks are providing programs and services to strengthen relationships with their customers.
5. There is a resource of financial information and services promoted through WNDD and its partners and made available through the WNDD website.

1.3 Possible Action Partners

- Battleborn State Venture Capital Fund
- Community Development Block Grant (CDBG) Program
- Partnering financial institutions, such as banks and credit unions
- Rural Nevada Development Corporation
- Start Up Nevada
- State Small Business Credit Initiative 2.0
- U.S. Department of Agriculture (USDA)
- U.S. Department of Housing and Urban Development (HUD)
- U.S. Economic Development Administration (EDA)
- U.S. Small Business Administration (SBA)

TARGET AREA 2: Infrastructure

The region's planned, modern, and resilient infrastructure includes widespread broadband access to connect its urban and rural areas while supporting an increasingly mobile and remote workforce.



Infrastructure systems, including communications, healthcare, transportation, electricity, and water and sanitation services, constitute the core of a resilient community and economy in times of catastrophe.

When these systems are put in place, they can help a region respond to significant disruptions. Resilient infrastructure can also reduce the impact of these shocks on an area or help a community even avoid the effects of a major threat.

The COVID-19 pandemic clearly showed the opportunities and challenges of the infrastructure in the Western Nevada Development District's region. To learn from this and support the region's capacity for economic resilience, WNDD and its partner organizations must make infrastructure

more resilient across multiple dimensions in the face of numerous threats and risks.

To do so, WNDD and its partners will assess, address and improve the resilience of the region's physical assets, operations, business models and governance, and financing. It will also consider broader factors such as the environment and climate and the role of technology when addressing infrastructure systems. These priorities and actions to build a more resilient infrastructure system in the region will become a defining moment in the recovery from COVID-19. When planning and prioritizing investment, resilience will be an essential factor to consider, particularly in the context of technologies and innovations that might offer lower-cost, digitally enabled solutions.



GOAL 2.1**Improve Sewer, Water, Transportation, Energy**

Increase improvements in sewer, water, transportation, and energy systems that are innovative, sustainable, efficient, and integrated to support and promote a more business-ready region.

2.1 Strategies

- Strategy A: Facilitate infrastructure planning towards a more efficient, coordinated, and connected infrastructure, promoting resiliency throughout the region.
- Strategy B: Work with WNDD members and stakeholders to secure funding for improved infrastructure to attract new business and meet the growth of existing businesses.

2.1 Outcomes

1. There is a regional infrastructure plan in place, including an implementation strategy.
2. Physical infrastructure funding is given higher priority by federal, state, and local government agencies and organizations.
3. Infrastructure investment has increased.
4. More rural Infrastructure projects are completed.
5. Public transportation has been increased between rural and urban communities and within urban communities.
6. WNDD has increased its working relationship with transportation agencies.
7. Renewable energy has been increased throughout the region.
8. WNDD member agencies participate more with the grant process to fund infrastructure.
9. There is increased air travel at Reno-Tahoe International Airport and with rural airports.
10. WNDD has increased programs and services for the WNDD membership on grant resources and processes for grant applications.

2.1 Possible Action Partners

- Broadband Internet Providers
- Nevada Department of Agriculture (NDA)
- Nevada Department of Transportation (NDOT)
- Nevada Governor's Office of Energy (GOE)
- Nevada Governor's Office of Science, Innovation, and Technology (OSIT)
- Nevada Grant Office
- Nevada State Infrastructure Bank (SIB)
- Nevada Trucking Association
- NV Energy
- Regional Transportation Commission (RTC) of Washoe County
- Renewable Energy Organizations/ Agencies
- Reno Trucking Association
- Airports throughout the WNDD region
- Southwest Gas
- Truckee Meadows Water Authority
- WNDD Board Agencies



GOAL 2.2

Advance Technology and Connectivity

Plan for and support technologies that advance innovation and promote economic development.

2.2 Strategies

- Strategy A: Ensure reliable, affordable, high-speed and secure Internet access throughout the region.
- Strategy B: Support and promote technology and innovation throughout every sector of the economy.

2.2 Outcomes

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Mapping of Internet connectivity throughout the region has been completed. 2. A Regional Broadband and Connectivity master plan is in place. 3. Innovative technologies reach all sectors of the region. 4. Individuals, businesses, organizations, and public institutions throughout the region, especially vulnerable and disadvantaged communities, can access affordable, sustainable, equitable, and stable internet connectivity at a minimum of 200 megabits per second download speed and 30 megabits per second upload speed. | <ol style="list-style-type: none"> 5. Public and private agencies collaborate to plan, fund and incentivize, and efficiently implement improved connectivity in the region based on new technology. 6. The region has a cyber-secure network that meets Cyber Security Maturity Model Certification (CMMC) Level 3 certification. 7. There is accessible equipment and devices and computer literacy training for underserved populations. 8. There is an increased use of technology across all sectors of the economy. |
|---|--|

2.2 Possible Action Partners

- Local, regional, and academic libraries
- Nevada Governor’s Office of Science, Innovation, and Technology (OSIT)
- Technology partners
- University of Nevada, Reno Center for Economic Development
- Venture Capitalists
- WNDD Board Agencies

GOAL 2.3**Support Education and Workforce****Support the development of a skilled workforce to meet the growing needs of business and industry.****2.3 Strategies**

- Strategy A: Support and participate in the Nevada Governor's Workforce Development Board and sub-committees to execute on a state plan that includes a strong vision and strategies to create a robust, user-friendly, straightforward and seamless workforce system.
- Strategy B: Increase the percentage of residents older than 18 who have completed post-secondary education or training with a particular focus on certificates, technical degrees and apprenticeships relevant to employment in middle-skill, living wage occupations.
- Strategy C: Advocate for and support a dynamic lifelong learning system with ongoing training for advancing skills and knowledge, keeping pace with industry adjustments and expectations.
- Strategy D: Develop and launch a marketing campaign across a broad range of agencies, including education, workforce development, employers, health and human services, and economic development to promote work readiness for the 21st century.
- Strategy E: Promote the development of programs that bring the workforce to the region.

2.3 Outcomes

1. Workforce training programs are aligned with business and industry needs and are developed, funded, and provided through close collaboration between businesses, educators, and government.
2. Workforce training is available before and after hiring and is available for entry-level workers and the more experienced, and, where appropriate, includes training in how to work virtually.
3. Training in the trades is consistent across the region.
4. Out-of-state trained, certified, and licensed workers, including artisans and professionals, move to the region, augmenting an already large pool of well-trained workers.
5. Workforce lives in attractive, affordable communities that include affordable and accessible services such as childcare, health services, and education.

6. Workforce is properly remunerated, secure, willing to accept training and move between sectors while remaining in the region.
7. Resources for job seekers, upskilling, and post-disaster emergencies, such as unemployment insurance, special training, and job information, are available quickly and efficiently.
8. Revenues for local government promote, support, and sustain quality education and workforce training, and health and wellness systems and programs.
9. There is a Statewide Strategic Plan for workforce development.

2.3 Possible Action Partners

- Building and Construction Trades Council of Northern Nevada
- Great Basin College
- JOIN, Inc.
- Nevada Builders Alliance
- Nevada Department of Education (NDE)
- Nevada Department of Employment, Training and Rehabilitation (DETR)
- Nevada Governor’s Office of Economic Development (GOED)
- Nevada Governor’s Workforce Development Board
- Nevada State Library
- Nevada System of Higher Education (NSHE)
- Nevada Works
- School districts throughout the WNDD region
- Truckee Meadows Community College (TMCC)
- University of Nevada, Reno
- Western Nevada College (WNC)



TARGET AREA 3:

Quality Of Life

The region offers more diverse housing opportunities to fit the needs of many populations, accessible health and wellness services and amenities, and opportunities for leisure pursuits that enhance a sense of place and community.



A complex balance of variables, including healthcare, housing, arts, culture, and recreation, contributes to the region’s overall quality of life. Improving the region’s quality of life can increase its desirability, generate economic activity, and boost its recognition and reputation. It can also contribute to the overall happiness of its population, which has been positively associated with economic resilience.

Improving the quality of life is also intrinsically connected to attracting and retaining the workforce and businesses, which are critical factors to an area’s ability to anticipate, weather, and recover from an economic shock. Industry wants to be based where a talented workforce calls home. Factors such as housing, cost of living, and quality of life heavily influence an individual’s decision to make the region their home, and this is especially true for those with high-paying knowledge, professional, and creative jobs.

During the COVID-19 pandemic, some of the region’s quality of life amenities which were a boon to the local population and a draw to people and businesses seeking to relocate. Many individuals sought to recreate in the region’s public lands and outdoor amenities, which are critical components of its quality of life and outdoor recreation economy. Comparably less expensive housing costs also drew individuals to the area from states such as California, bolstering the market during the economic shock. However, as more people discover the quality of life the region offers, WNDD and its partners must continue investing and innovating to improve the aspects that make it a desirable place to live.

To strengthen and diversify the region’s economy by continuing to improve its quality of life, WNDD and its partners will develop and implement plans, strategies, activities, and initiatives that give its residents what they want and need to survive and thrive.



GOAL 3.1**Nurture Health and Wellness Resources**

Support health and wellness programs and activities that are critical toward building resilience against future health shocks and impacts on the economy.

3.1 Strategies

- Strategy A: Ensure economic well-being through the support of affordable and accessible health care with an emphasis on underserved populations and rural communities.
- Strategy B: Foster the creation of an overarching body of multi-disciplinary public health professionals to champion a more holistic, cohesive, and seamless integration of public health systems, funding, and access.

3.1 Outcomes

1. Stakeholders in the health and wellness industry engage in frequent collaboration to improve efficiency and effectiveness and drive improved communication and access for health and wellness professionals, individuals, families, businesses, and communities.
2. Employers have access to new training programs that focus on maintaining and improving employee health and wellness.
3. Access to health data and monitoring systems are available and accessible.
4. Devices are available for individuals to monitor health data which is also available to medical professionals.
5. Nevada consistently educates and trains high-quality health and wellness professionals who stay in the region.
6. First responders have access to more mental health programs and services.
7. Mental Health First Aid programs are available in the region.

3.1 Possible Action Partners

- Banner Health
- Carson Tahoe Health
- Healthy Communities Coalition
- Mental Health America
- Nevada Department of Health and Human Services (DHHS)
- Nevada Rural Hospital Partners
- Northern Nevada Medical Center
- Renown Health
- Saint Mary's Health Network
- Truckee Meadows Tomorrow
- University of Nevada, Reno
- VA Sierra Nevada Health Care System

GOAL 3.2**Build Housing Capacity**

Support and promote activities and organizations committed to creating diverse, affordable, and available housing options in the region to attract and retain workforce while stimulating the economy.

3.2 Strategies

- Strategy A: Encourage new, existing, and creative development that expands housing types to serve the region.
- Strategy B: Work with regional partners and stakeholders to identify barriers to housing development and determine best practices, including improved cross coordination amongst municipalities, to mitigate those hindrances.
- Strategy C: Evaluate opportunities for resources to fund affordable housing, including those available via government, nonprofits, and financial institutions.

3.2 Outcomes

1. There are increased housing developments at all price points in the region near places of work or public transportation locations connecting residential areas and places of work.
2. Established communities understand the value of new, affordable housing developments.
3. The region exhibits clear examples of balanced growth models.
4. Housing developers and builders take the initiative and risks to increase all housing stock.
5. Appropriate regulations, processes, and policies exist to ensure builders, regulators, and educational institutions work collaboratively to expand housing.
6. There is adequate transitional housing available to those experiencing housing insecurity.

3.2 Possible Action Partners

- Community Services Agency (CSA)
- Nevada Rural Housing Authority
- Nevada State Housing Division
- Northern Nevada Community Housing
- Reno Housing Authority (RHA)
- Washoe HOME Consortium
- WNDD Member agencies

GOAL 3.3**Cultivate Arts, Culture, and Recreation**

Promote arts, culture, and recreation activities and amenities as essential elements to qualify of life and support the recruitment of business, industry, and workforce in these areas.

3.3 Strategies

- Strategy A: Enhance and capitalize on the region's existing quality of life amenities to recruit and retain talent in the region.
- Strategy B: Support the region's communities as they develop and grow a greater sense of place.

3.3 Outcomes

1. There are increased projects that support parks, trails, and open space that are interconnected.
2. Public recreation programs and amenities create and bolster social networks, resulting in increased resiliency for individuals, families, neighborhoods, and communities.
3. Planning efforts increase to build a greater sense of place.

3.3 Possible Action Partners

- Carson City Culture and Tourism Authority
- Fallon Convention and Tourism Authority
- Fernley Convention and Tourism Authority
- Lake Tahoe Visitors Authority
- Mineral County Convention and Tourism Authority
- Nevada Division of Tourism
- Nevada Housing Division
- Nevada State Parks
- Nevada Tourism and Cultural Affairs
- North Lake Tahoe Resort Association
- Reno Sparks Convention and Visitors Authority
- Tahoe Douglas Visitors Authority
- Truckee Meadows Tomorrow
- Virginia City Tourism Commission
- Winnemucca Convention and Visitors Authority
- WNDD Member agencies

TARGET AREA 4:

Government and Organizational Capacity

The region’s government and stakeholder organizations seamlessly coordinate to institute innovative solutions that are streamlined, technologically advanced, and better positioned to grow a sustainable and resilient economy.



Collaboration among the public, private, education, and nonprofit sectors may strengthen a region’s reaction to an economic shock, provided they are aware of each other’s roles and responsibilities in the recovery process. The more able government and stakeholder organizations are to share essential information, the more quickly the region can respond in times of crisis.

The COVID-19 crisis rapidly increased citizen demand for government services and programs. For example, Nevada’s unemployment system was quickly overwhelmed in 2020 by the sudden surge in claims from people out of work. Before the pandemic, the Nevada Department of

Employment, Training and Rehabilitation (DETR) processed between 16,000 and 18,000 claims a week. As of January 2021, that number reached about 300,000 a week.

Innovative solutions and digital technologies hold the potential to help resource-constrained governments and regulators address capacity challenges such as these while improving regulatory capacity, service delivery, and crisis management. To shape a more resilient economy, build more resilient governments, and revitalize the core capabilities of the public sector, WNDD and its partners will engage in programs, activities, and tactics to reimagine government for the long term.



GOAL 4.1**Grow Partnerships and Collaboration****Expand the region's capacity to catalyze economic vitality through partnerships and collaboration.****4.1 Strategies**

- Strategy A: Strengthen centralized, clear and consistent communication networks for communities and stakeholders when accessing government services and information, utilizing cutting edge technology creating greater efficiency, effectiveness and increased customer service for the public.
- Strategy B: Work with member agencies to align and strengthen policies, procedures, and operations that advance economic development, including recovery and resiliency strategies.
- Strategy C: Expand economic development capacity with increased partnerships and enhanced resources that support and oversee the implementation of strategies that build community and regional resilience.

4.1 Outcomes

1. A one-stop, intergovernmental, streamlined resource center for information about services and programs facilitates connections to those assets.
2. Government services are accessed through virtual services, facilitating a speedy recovery from a disaster.
3. An established, tested, and ready Economic Response and Recovery Emergency program includes intergovernmental and agency coordination to readily systematically and cooperatively mobilize reserve forces and resources according to economic shock and needs.
4. The government provides the public with disaster-related and recovery information which is reliable, consistent and easy to understand, resulting in a well-informed and knowledgeable public.
5. Government policies, procedures, and operations advance economic development, including recovery and resiliency strategies.
6. Government-sponsored Food Security Councils address food desert issues.
7. The State Organic Certification Program is re-established.
8. There is increased outreach to WNDD member agencies regarding opportunities for increased collaboration.

4.1 Possible Action Partners

- Nevada Department of Agriculture (NDA)
- Nevada Department of Public Safety, Division Of Emergency Management/ Homeland Security
- Nevada Department of Conservation and Natural Resources
- Nevada Division of Environmental Protection
- Nevada Division of Outdoor Recreation
- Nevada Governor's Office of Economic Development (GOED)
- Regional Development Authorities
- Tribal Governments
- U.S. Department of Agriculture (USDA)
- University of Nevada, Reno Center for Economic Development
- WNDD Board Members



GOAL 4.2**Integrate a Regional Perspective in Planning****Provide for regional planning towards economic development goals that support recovery and plan for resiliency.****4.2 Strategies**

- Strategy A: Foster achievement of the Comprehensive Economic Development Strategy (CEDS) and Economic Recovery and Resiliency (ERR) Plan.
- Strategy B: Build partnerships to support the engagement of the CEDS, the ERR Plan, and the plan's respective goals, strategies, actions, and projects.

4.2 Outcomes

1. As a result of the CEDS process, projects have been prioritized and identified and approved by the WNDD Board as having the most significant benefit to the region.
2. There is increased regional collaboration on the CEDS and ERR Plan goals and actions.
3. Action Teams have been established to engage the CEDS and ERR Plan.
4. Important economic data, trends, and best practices are provided to the WNDD members.
5. Training is provided to WNDD members for economic development, vitality, and resiliency.
6. WNDD Members are provided ongoing and up-to-date information and resources for funding projects and programs.

4.2 Possible Action Partners

- Nevada Governor's Office of Economic Development (GOED)
- Nevada State Housing Division
- Regional Development Authorities
- University of Nevada, Reno Center for Economic Development
- University of Nevada, Reno Cooperative Extension
- WNDD Member agencies

GOAL 4.3

Support Sustainability Efforts

Advance U.S. Economic Development Administration (EDA) ’s Investment Priority by promoting economic development planning and implementation projects that address the climate crisis, including green products, processes (including green infrastructure), places, and buildings to support economic and environmental resilience.

4.3 Strategies

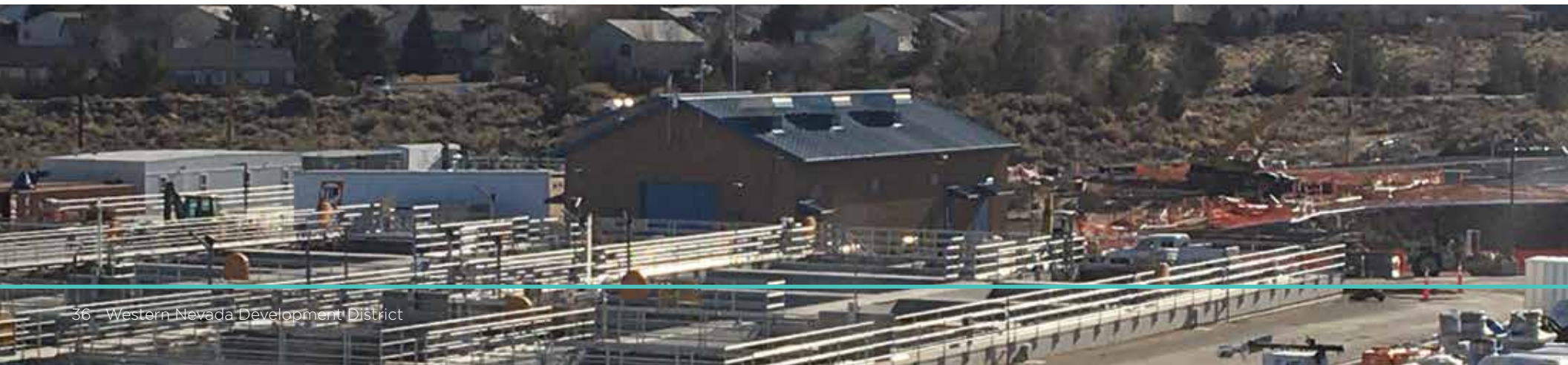
- Strategy A: Support sustainable investments that promote job creation and protect natural resources, and the environment.
- Strategy B: Engage in communication and training opportunities that promote services, programs, and the benefits of a sustainable and green environment.

4.3 Outcomes

1. There are increased projects that have been funded and developed that promote environmental quality of life and sustainability.
2. WNDD has presented ongoing training to promote economic resiliency and sustainability projects.
3. WNDD provides information and resources on best practices for sustainability and economic development practices.

4.3 Possible Action Partners

- Nevada State Housing Division
- Smart Growth America
- U.S. Economic Development Administration (EDA)
- WNDD Member agencies





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 commute 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 a greater need for infrastructure, education, and other services that promote 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

2019 Population:

650,642

2039 Projected
Population: 694,731



Average Per
Capita Income: **\$50,460**

**Largest
Employing Industry:**

Manufacturing



440,893
Jobs



Primary Industries:

**Management of Companies
and Enterprises, Utilities, And
Finance and Insurance**



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.

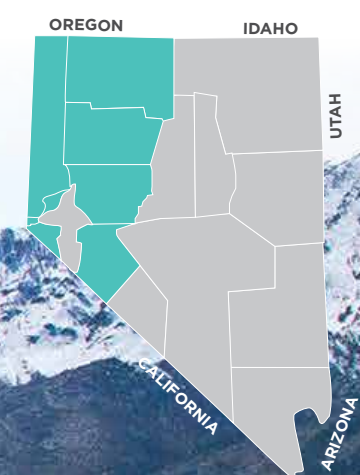
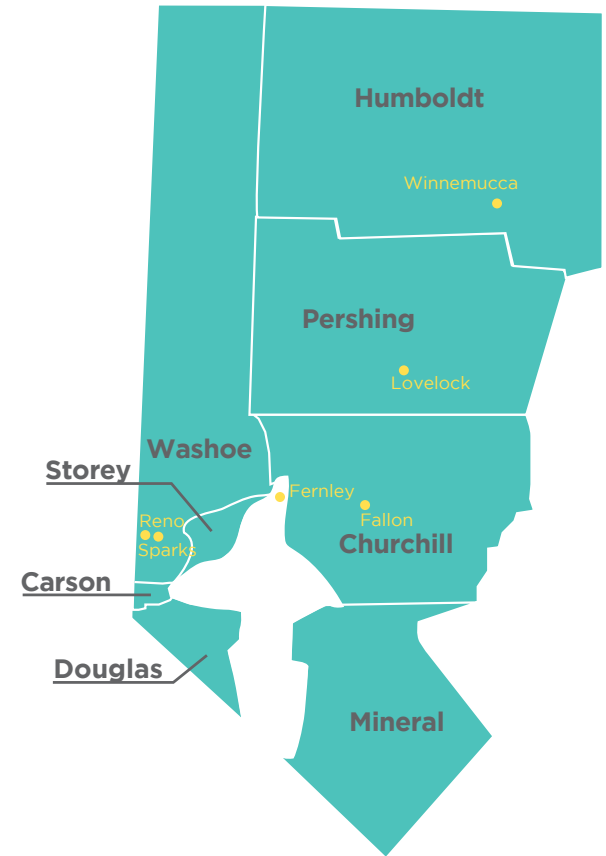
Western Nevada Development District includes the counties of Carson City, Churchill, Douglas, Humboldt, Mineral, Pershing, Storey, and Washoe, and the cities of Fallon, Fernley, Lovelock, Reno, Sparks and Winnemucca. The major thoroughfares that connect the region Interstates 8 and 580, and U.S. Routes 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 topography is comprised of valleys surrounded by mountains of varying heights. The region is bounded 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 environment 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, more than 80% of the WNDD region is public lands. Mineral County boasts the highest percentage of public lands at 94.4%, while Storey County has the least with 9.5%.



More Connected Than Ever

The Megapolitan Theory and How It Impacts Western Nevada's Recovery and Resiliency

As of 2018,
Tesla employed
almost 8,000 people
at it's
Storey County
location

The Megapolitan Theory will be essential to the continued growth of the counties, cities, and communities that make up the Western Nevada Development District (WNDD), and you might not even have heard about it.

You're not alone.

The term came from geographer Jean Gottmann in his 1961 book, *Megalopolis*. Megapolitans were also extensively addressed in a 2011 report by Robert Lang of the University of Las Vegas and Arthur Nelson of the University of Utah.

Lang described megapolitan regions as "integrated networks of metro- and micropolitan areas." Metropolitan areas are defined by the commuter traffic within an area, whereas megapolitans are linked by their economic ties. At a minimum, they include at least two metropolitan areas but are often much larger, and their connections can extend beyond the economy to infrastructure, social, and urban ties.

The WNDD sits in the middle of the Northern Nevada Sierra Pacific Megapolitan

Cluster, extending from the center of the state to the Pacific Ocean, and includes San Francisco, San Jose, and Sacramento.

In the California portion of this megapolitan cluster is the major economic and tech center of Silicon Valley. But the WNDD communities are in a good position as well, with two significant assets: acres and acres of inexpensive land and a motivated workforce.

This was apparent in 2014 when Tesla chose Storey County as the home for its Gigafactory after reportedly investigating more than 100 potential sites. As of 2018, Tesla employed almost 8,000 people at this location.

The Megapolitan Theory gets even better for the communities in the WNDD. Adjoining the Northern Nevada Sierra Pacific Megapolitan Cluster are two other Megapolitan clusters. The Eastern Nevada Mountain Megapolitan Cluster takes in the northeast third of Nevada, almost all of Utah (including Salt Lake City), and extends to

Denver. The Southern Nevada Southwest Triangle Megapolitan Cluster consists of all of Southern California (including Los Angeles and San Diego), the southern portion of Nevada (Las Vegas), and almost two-thirds of Arizona (Phoenix and Tucson).

What does this mean? According to Nevada's Plan for Recovery & Resilience, prepared by SRI International, in collaboration with RCG Economics and Brookings Mountain West: "... Nevada sits at the center of a trade region that exceeds 53 million residents, a region that exceeds in both population and GDP such nations like South Korea (pop. 51.8 million) and Spain (pop 47.3 million)." That is a lot of potentials. The study goes on to note: "Nevada's most important economic opportunities lie in deepening its ties to adjacent megapolitan areas. The state can induce both corporate relocation and skilled labor migration from the greater Southwest. Nevada maintains lower costs, less regulation, and less tax burden, especially when compared to California."

Each of Nevada’s regions remains well-positioned to megapolitan areas throughout the western United States.

A study entitled MountainMegas, also prepared by the Brookings Institution at UNLV, noted that true success for WNDD and its megapolitan area depends on balanced growth that is sustainable, productive, and inclusive. Attaining this requires continued development of infrastructure—both roads and digital connectivity, top-level innovation, a viable workforce, a strong quality of place, and good regional governance. Good schools and institutions of higher education should also be included in that list.

Tesla’s selection of northern Nevada for its Gigafactory helped northwest Nevada recover from the 2008 recession. A development strategy based in part on the Megapolitan Theory will propel even more regional economic growth as the nation recovers from the economic setbacks of the Coronavirus pandemic.



Source: Robert E. Lang and Jaewon Lim, Brookings Mountain West-UNLV, 2020.

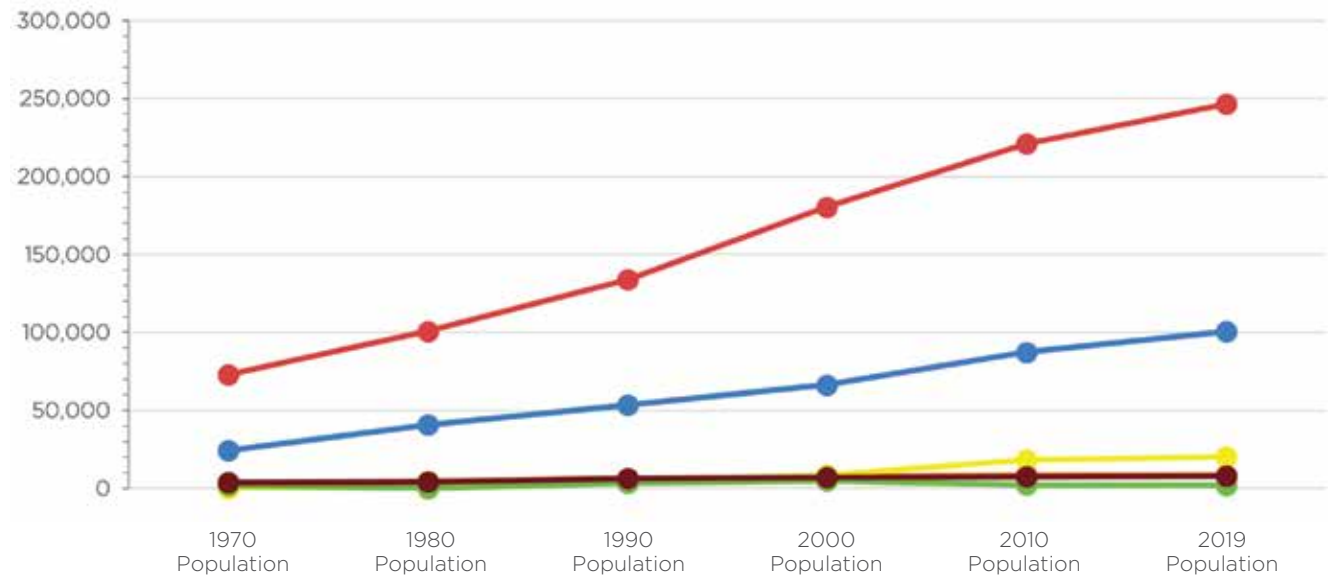
Population: Growth

Like the state of Nevada as a whole, the population in the Western Nevada Development District's region grew dramatically from 1970 to 2019, compared to the country. While the United States saw a population increase of about 60% over those 49 years, WNDD's population grew by more than 280% 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 - 2019



Population Growth by City



- **Fallon**
 1970: 2,959
 2019: 8,430
 ↑ 184.9%
- **Fernley**
 1970: N/A
 2019: 20,068
 ↑ N/A
- **Lovelock**
 1970: 1,680
 2019: 1,959
 ↑ 16.6%
- **Reno**
 1970: 72,863
 2019: 246,500
 ↑ 238.3%
- **Sparks**
 1970: 24,187
 2019: 100,589
 ↑ 315.9%
- **Winnemucca**
 1970: 3,587
 2019: 7,762
 ↑ 116.4%

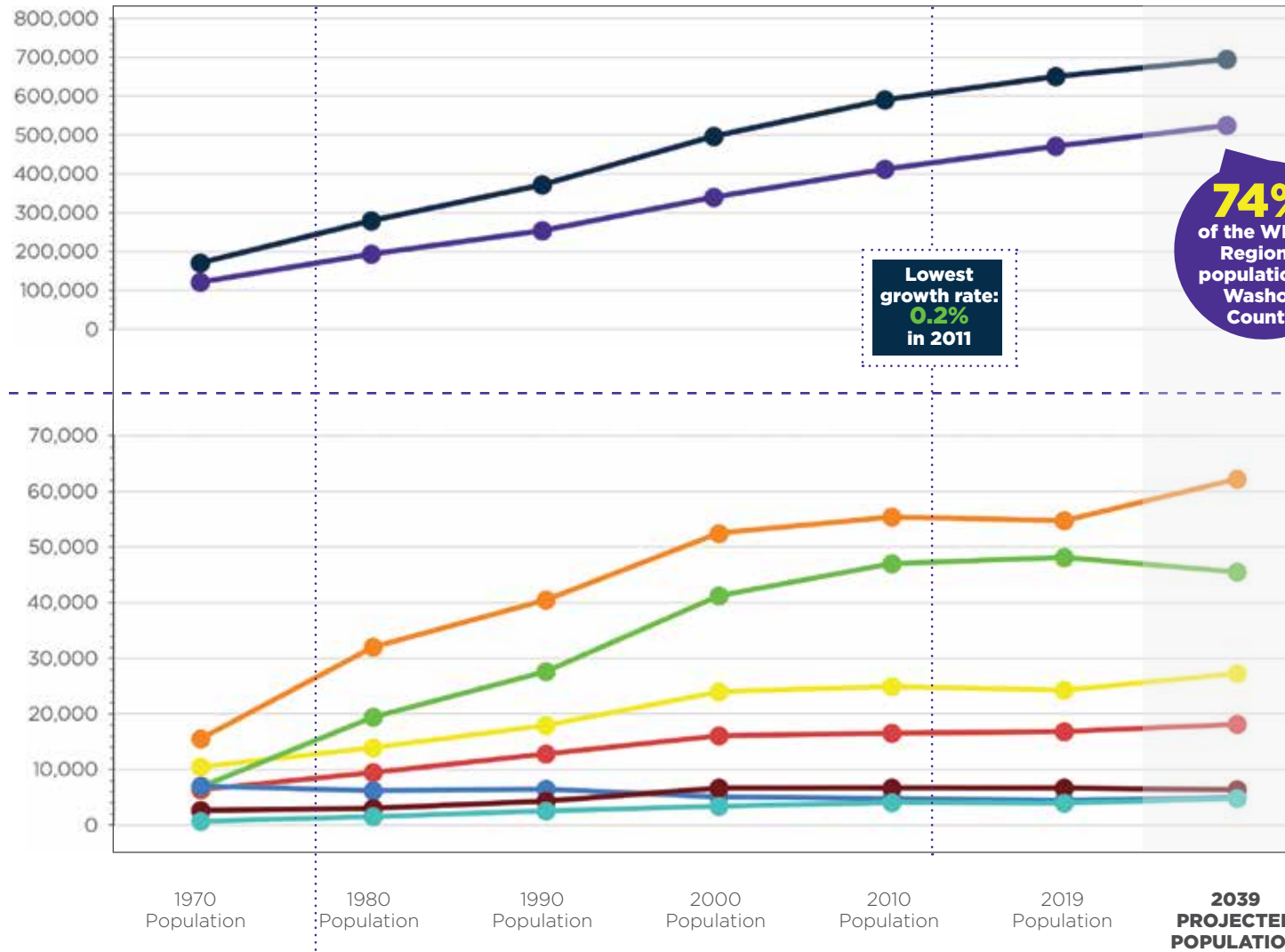
2037 projected population

10.2%

predicted increase from 2019

POPULATION: Growth by Region, County

Population Growth and Projections: Region and County



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

Lowest growth rate: 0.2% in 2011

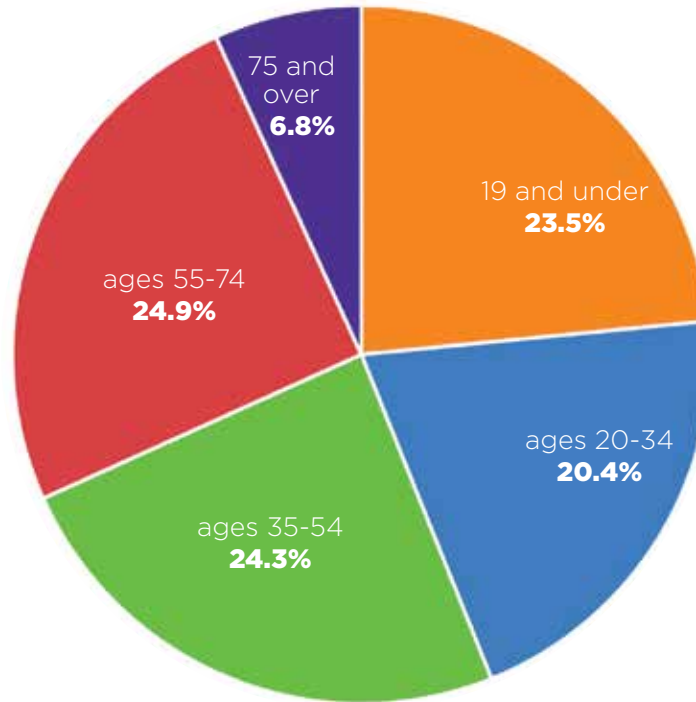
- WNDD Region**
2019: 650,642
2039: 694,731 ↑ 10.2%
- Washoe County**
2019: 471,519
2039: 525,513 ↑ 11.5%
- Carson City**
2019: 54,773
2039: 62,202 ↑ 13.6%
- Churchill County**
2019: 24,259
2039: 27,244 ↑ 12.3%
- Douglas County**
2019: 48,132
2039: 45,520 ↓ 5.4%
- Humboldt County**
2019: 16,828
2039: 18,082 ↑ 7.5%
- Mineral County**
2019: 4,460
2039: 5,021 ↑ 12.6%
- Pershing County**
2019: 6,615
2039: 6,373 ↓ 3.7%
- Storey County**
2019: 3,988
2039: 4,776 ↑ 19.8%

Highest growth rate: 6.3% in 1978

Population: Age

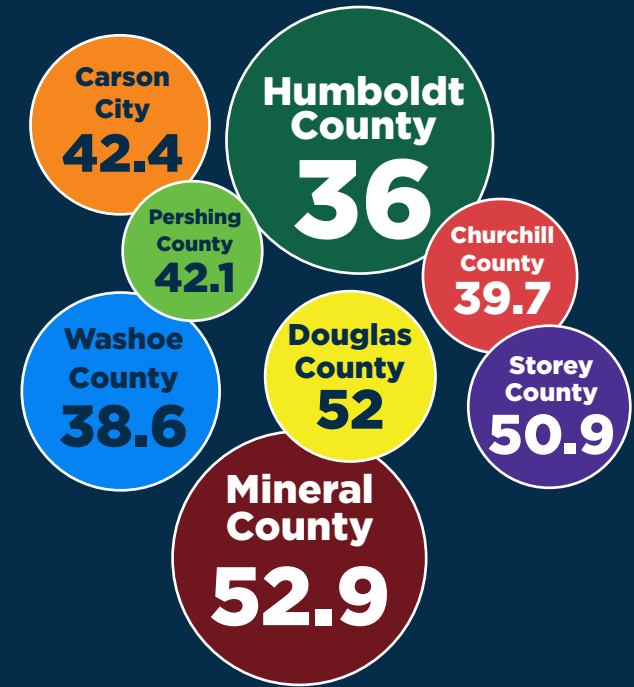
On the whole, the WNDD Region is older than the state of Nevada and the United States, with an average age of 43.7, almost seven years older than the state and country. More rural areas, such as Mineral and Douglas, have an older population on average than the state and the general region. However, the 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 25-34 make up the largest group of the population in the region.

Population by Age: WNDD Region

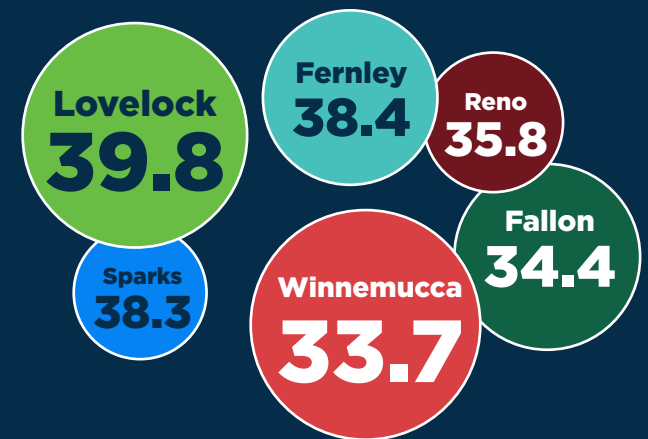


Average Median Age in WNDD Region: 43.7 years

Average Median Age by County



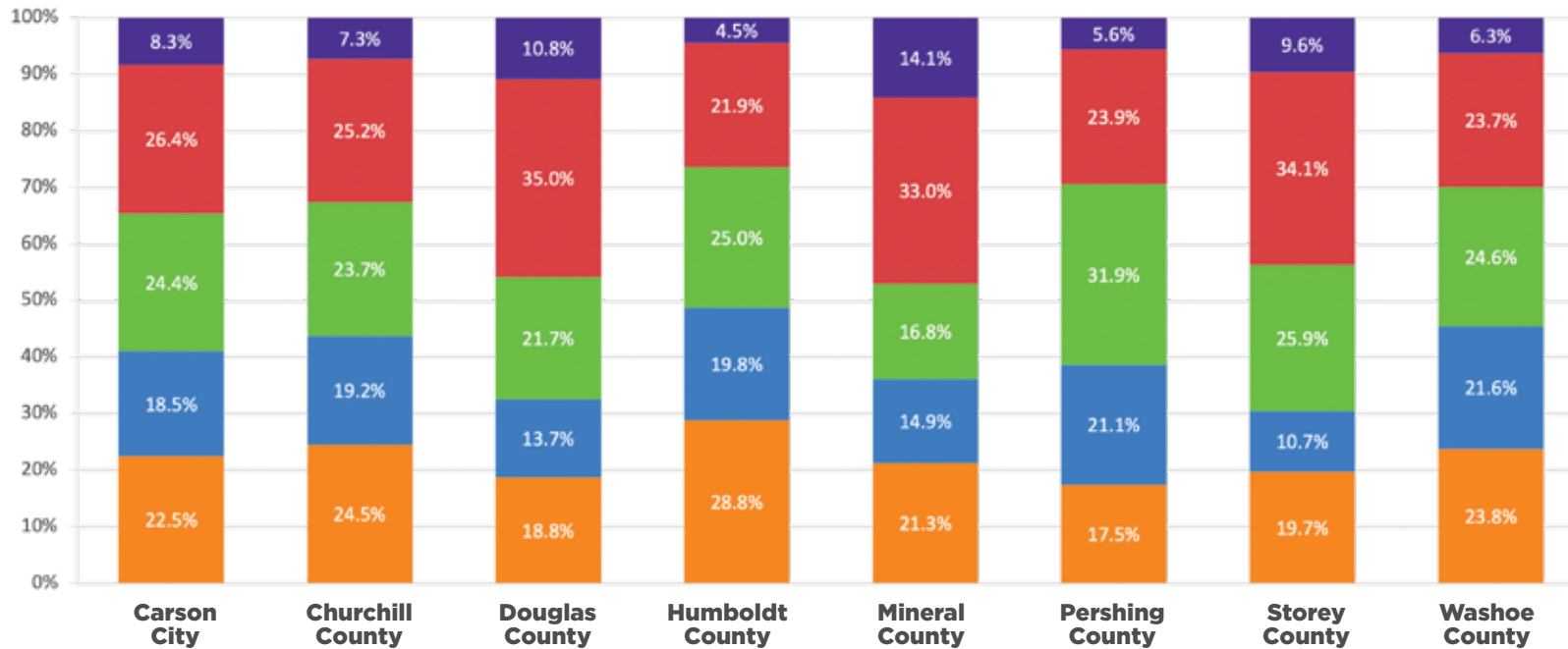
Average Median Age by City



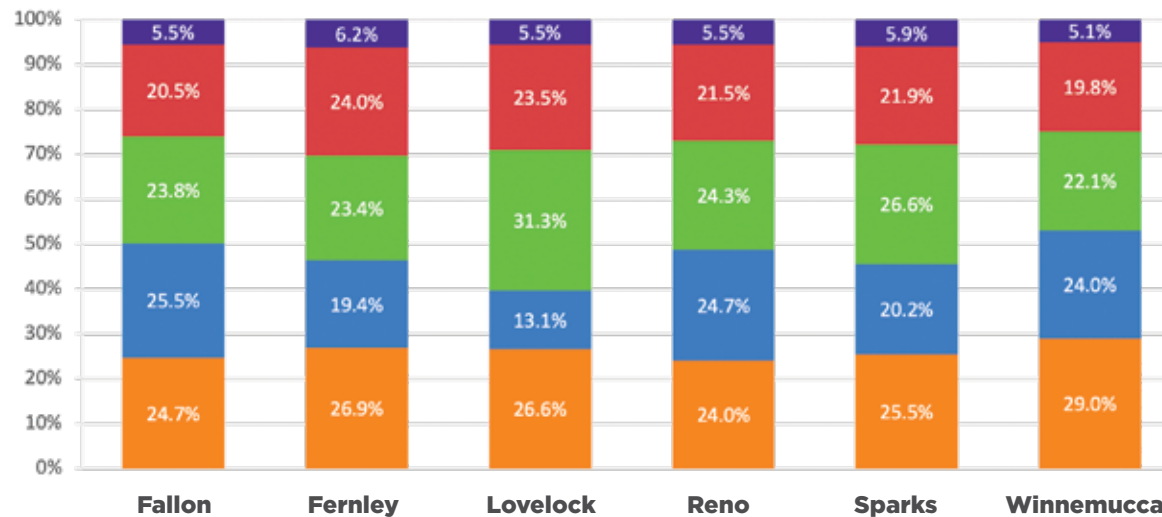
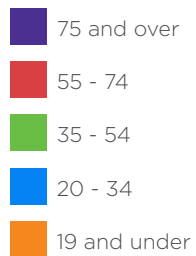
Source: U.S. Census Bureau, American Community Survey, 2019

Population by Age: County

Humboldt County has the region's youngest median age



Population by Age: City



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

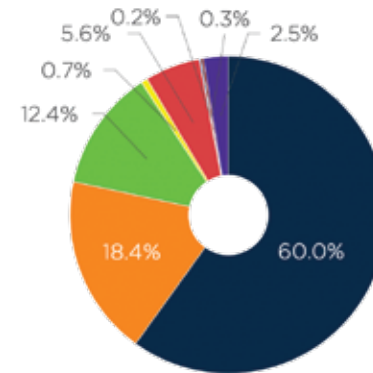


Population: Diversity, Culture and Race

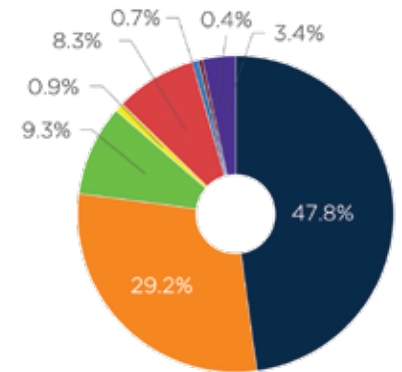
Population by Race/Ethnicity: Region

While Nevada's population is almost evenly split between white and other races and ethnicities, the overall WNDD's regional population is almost 65% white. The region's Hispanic or Latino population is also a smaller percentage than the state average of more than 29%.

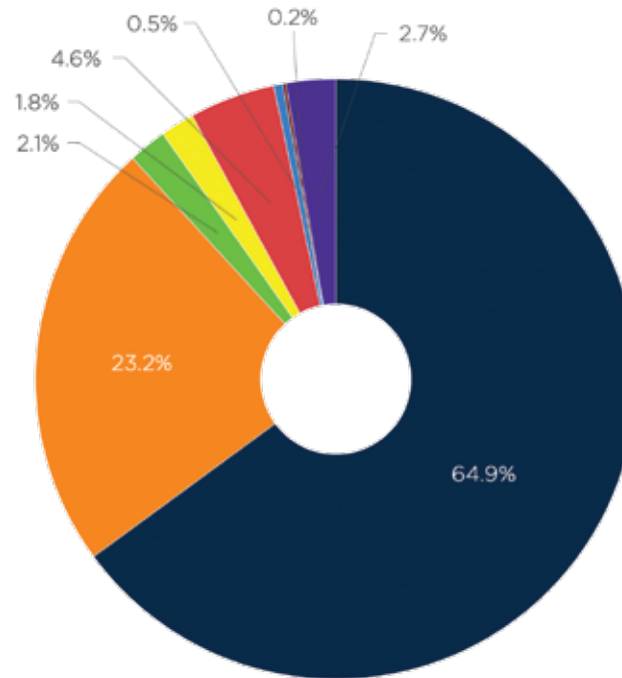
The region's most diverse county by percentage is Mineral County, which also has the most significant American Indian and Alaska native population by percentage at almost 19%. However, Washoe County has the most indigenous individuals by headcount.



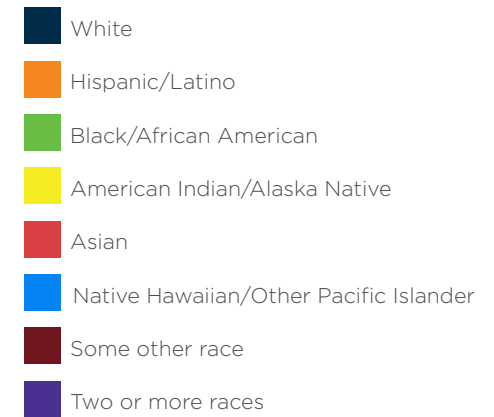
United States



Nevada

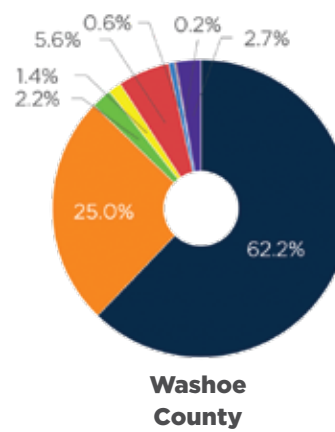
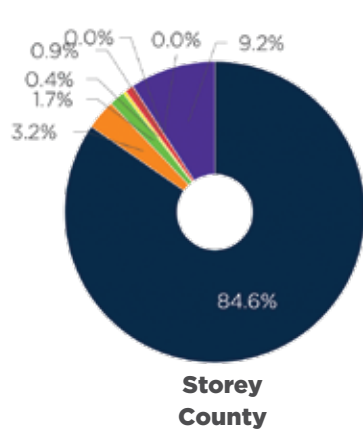
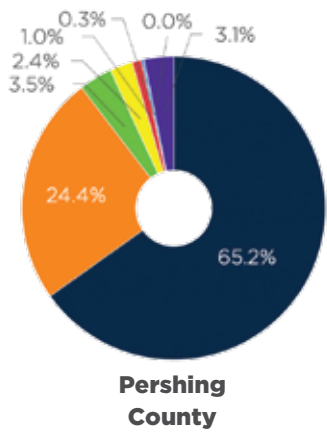
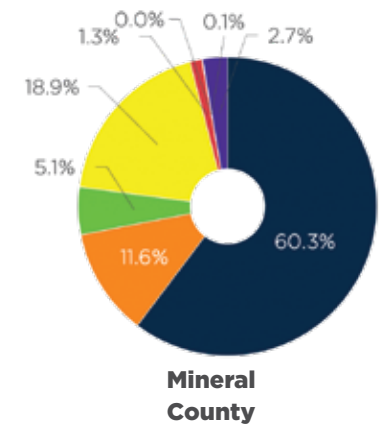
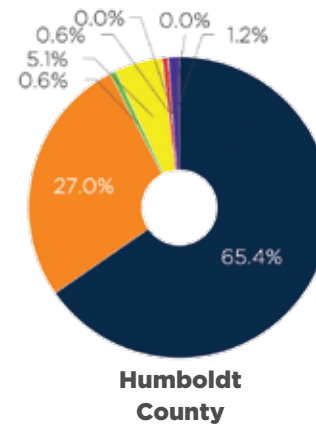
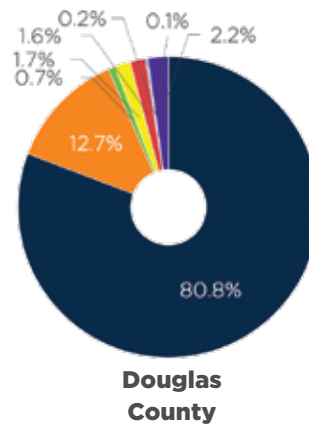
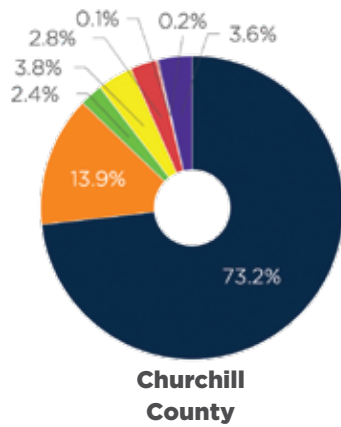
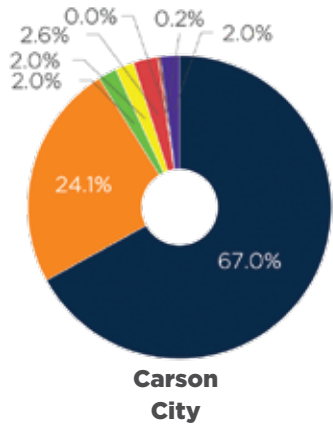


WNDD Region

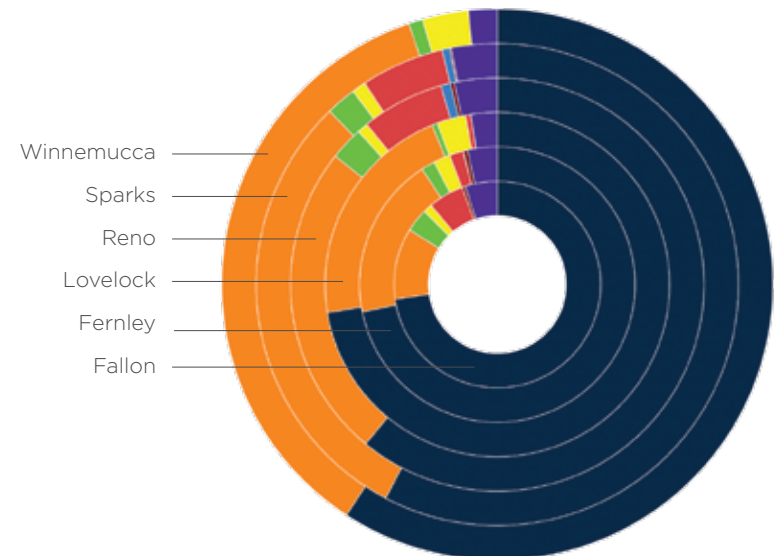


Compared to the state of Nevada as a whole, the WNDD region is less diverse when examining race and ethnicity.

Population by Race/Ethnicity: County



Population by Race/Ethnicity: City

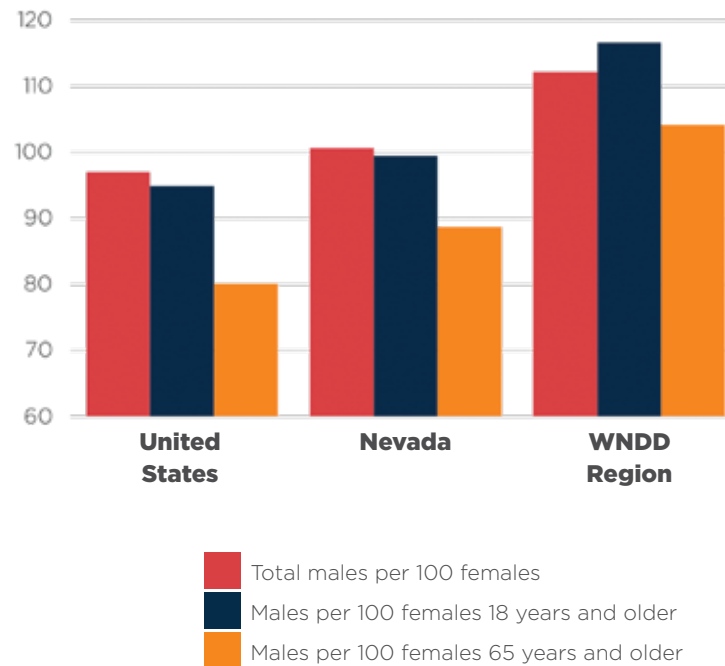


Population: Gender

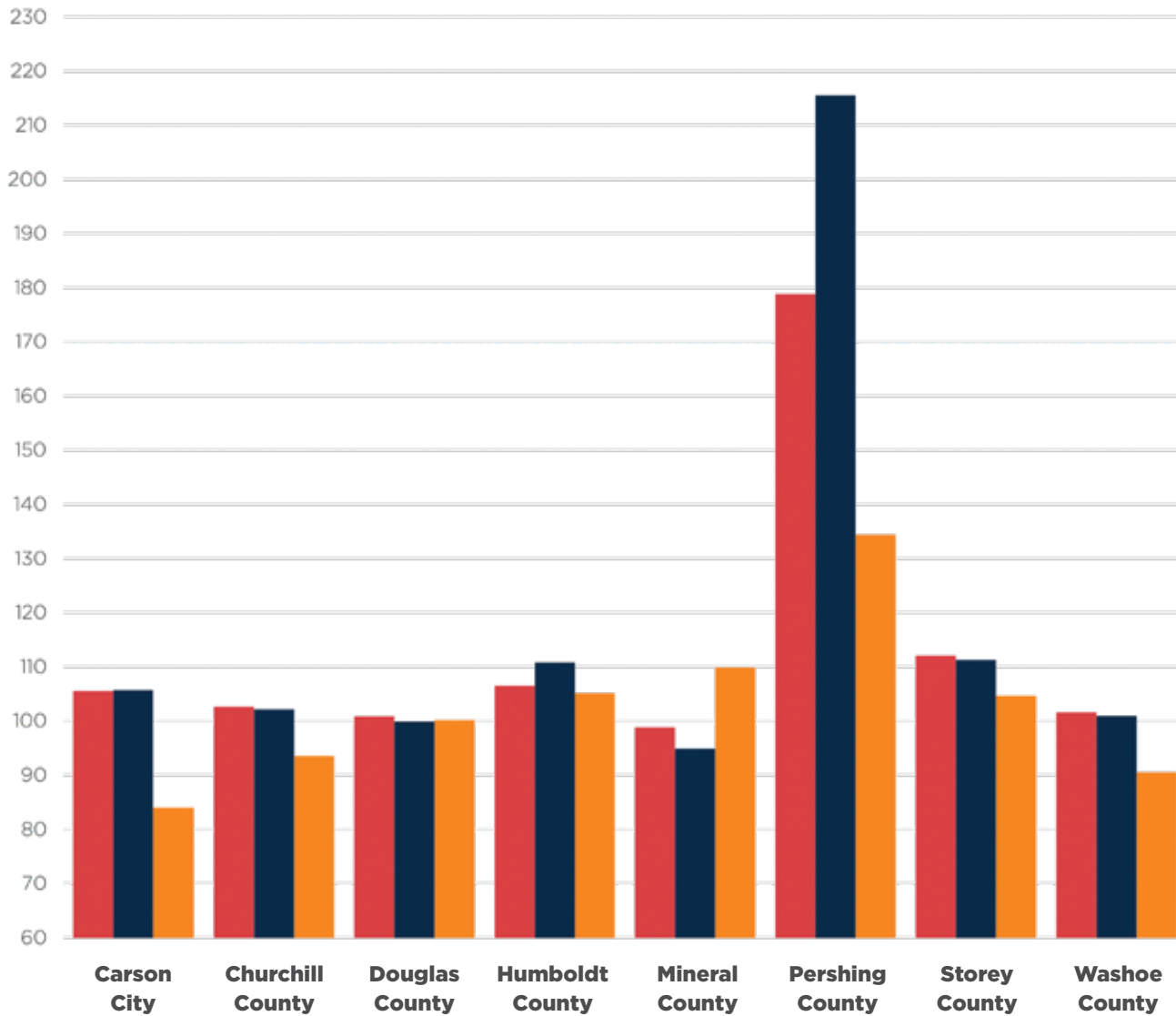
In general, there are more men than women living in the WNDD region compared with state and national averages. The region's average sex ratio, males per 100 females, is 12 points higher than the state's and more than 15 points higher than the national ratio. In general, there are more men than women 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.



Male to Female Ratios

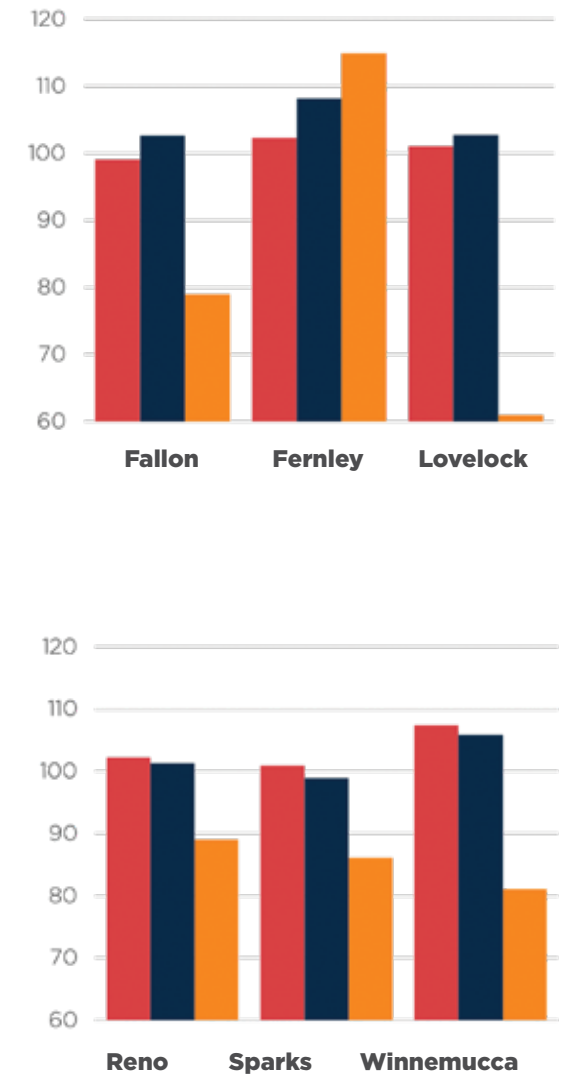


Male to Female Ratios: County



- Total males per 100 females
- Males per 100 females 18 years and older
- Males per 100 females 65 years and older

Male to Female Ratios: City



Fallon
Lowest city male-to-female ratio

Highest city male-to-female ratio
Lovelock

Population: Educational Attainment

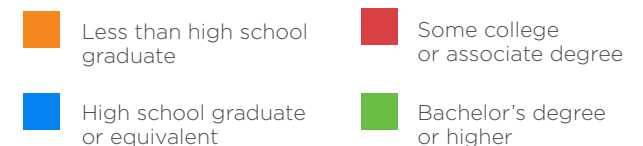
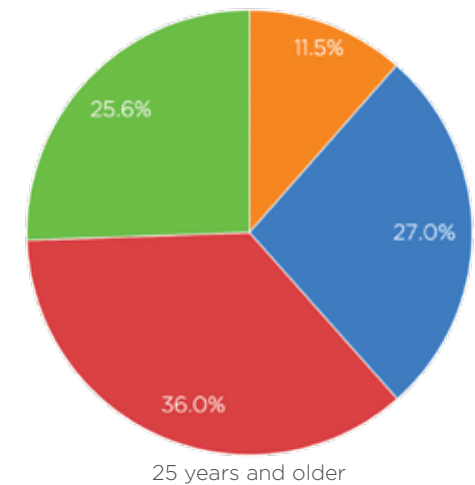
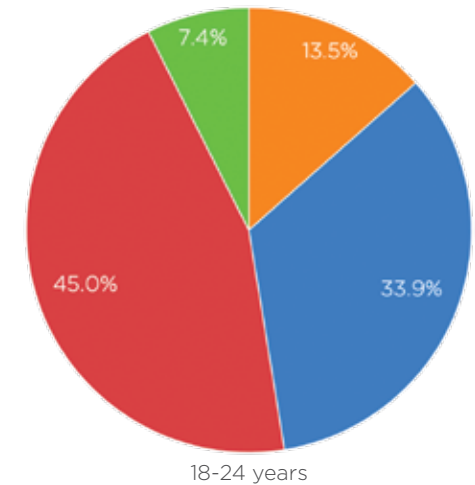
On the whole, the WNDD region is more educated than the state and the nation's average.

Almost 62% 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 61% 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 55% 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. The Governor's Office of Economic Development estimates 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.

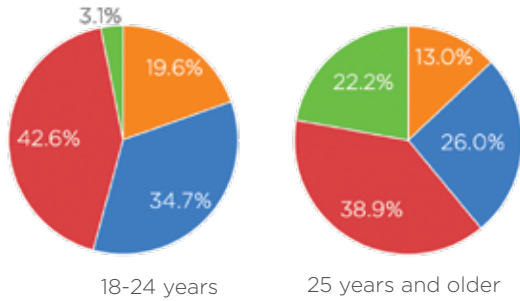
To ensure opportunity still exists for future citizens, the region must address educational attainment rates over the next five years. Fortunately, many higher education assets exist in the region, including the University of Nevada, Reno, Desert Research Institute, Truckee Meadows Community College, 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

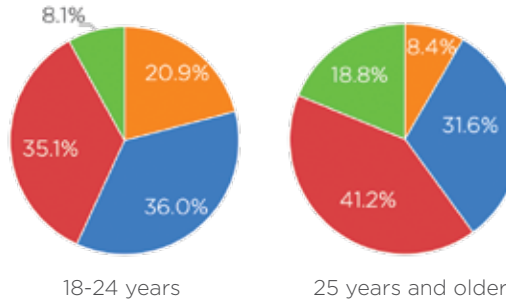


Educational Attainment: County

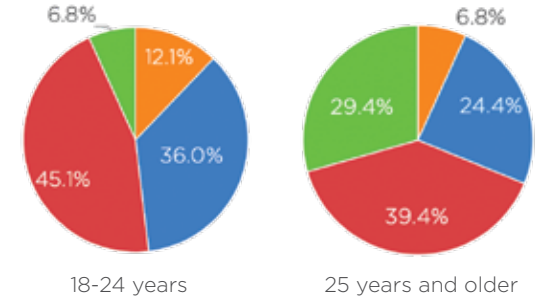
Carson City



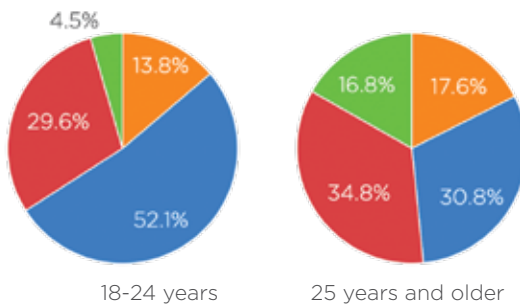
Churchill County



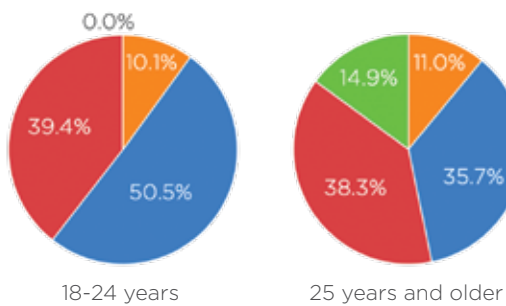
Douglas County



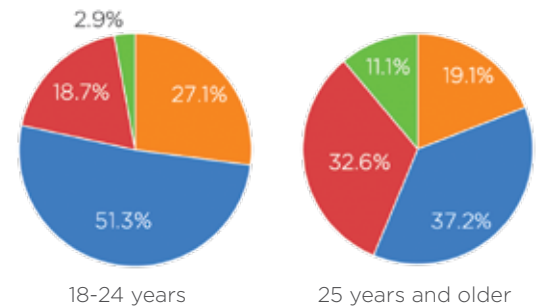
Humboldt County



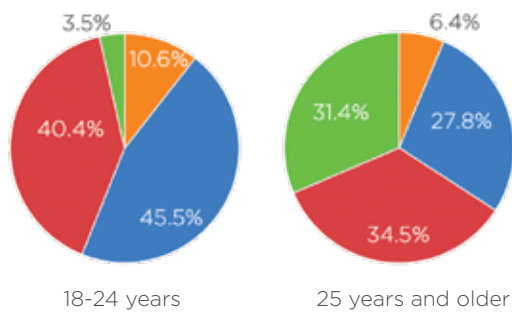
Mineral County



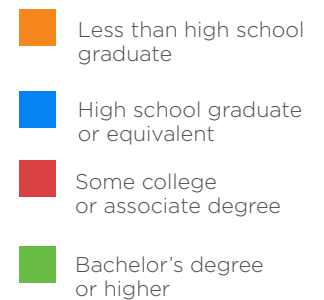
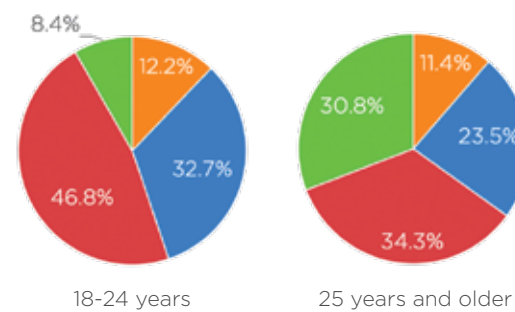
Pershing County



Storey County

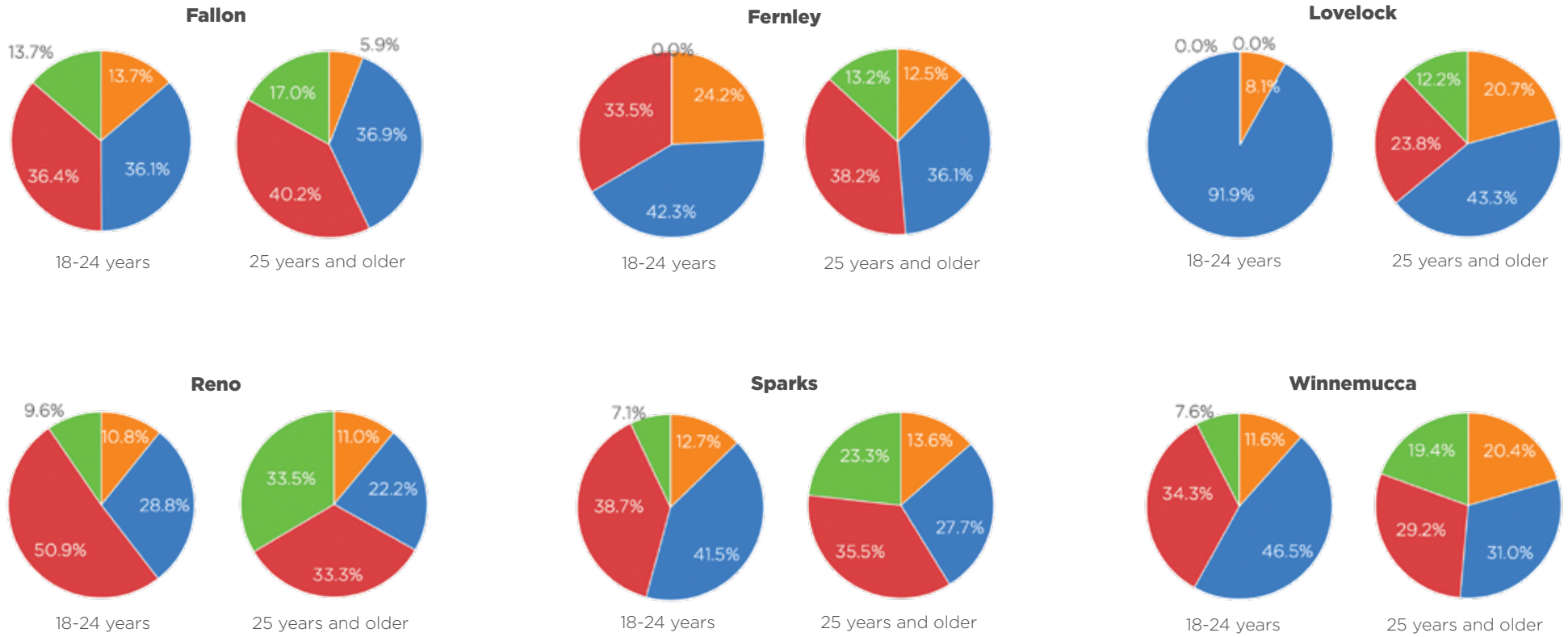


Washoe County



More than 46% of Washoe County's population 18-24 have completed some college or graduated with an associate degree

Educational Attainment: City



Commuting

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:

- 14.0% Reside in Douglas County
- 57.1% Reside in Carson City
- 13.9% Reside in Washoe County

Of the people who work in Storey County:

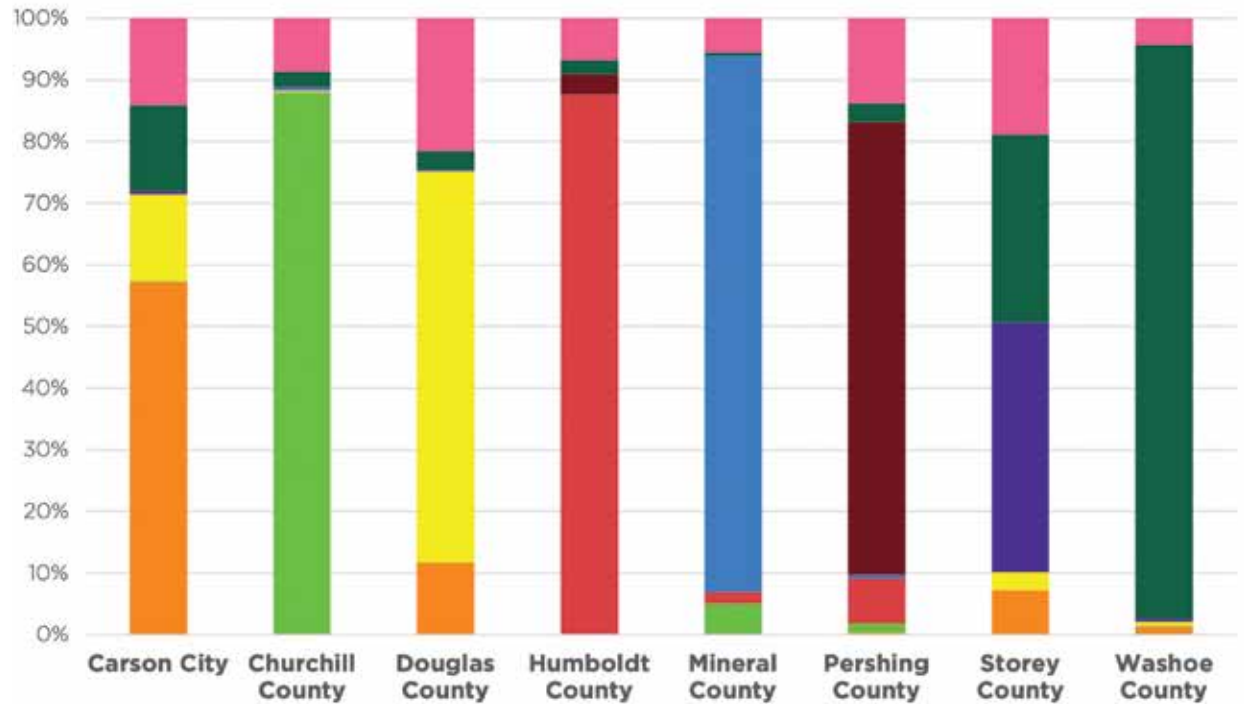
- 40.5% reside in Storey County
- 30.4% reside in Washoe County
- 18.8% reside in Lyon County

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 2019, \$3.84 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, more than 440 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 2019, an additional \$440.83 of earned income

Nearly 13% of working Douglas County residents work outside of the WNDD region

Place of Work by County



More than 50% of workers in Storey County commute from other counties each day

was reported elsewhere from jobs held locally by workers who resided in another county.

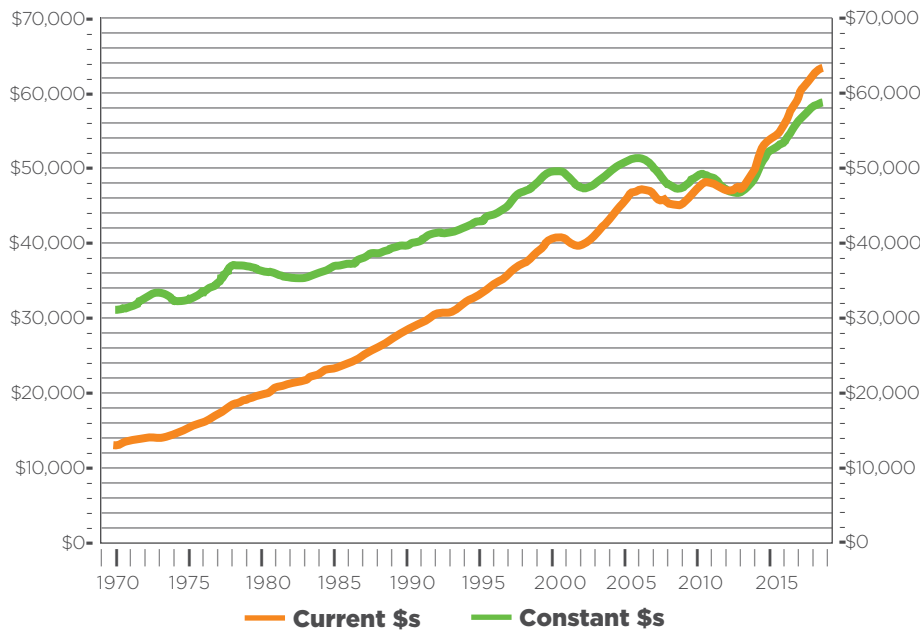
Douglas County sees a similar affect for residential adjustment. From 1969 to 1992, Douglas County realized negative residence adjustment. After 1992, residence adjustment has been positive. For every \$100 of personal income reported for Douglas County in 2019, \$8.13 is derived from jobs and earnings garnered outside the county.

County of Residence:

- Carson City
- Churchill County
- Douglas County
- Humboldt County
- Mineral County
- Pershing County
- Storey County
- Washoe County
- Other

Income Per Capita Personal Income

WNDD Per Capita Personal Income 1970-2019
Current vs. Constant Dollars



From 1970 to 2019 the per capita income in the WNDD region grew by **119%**

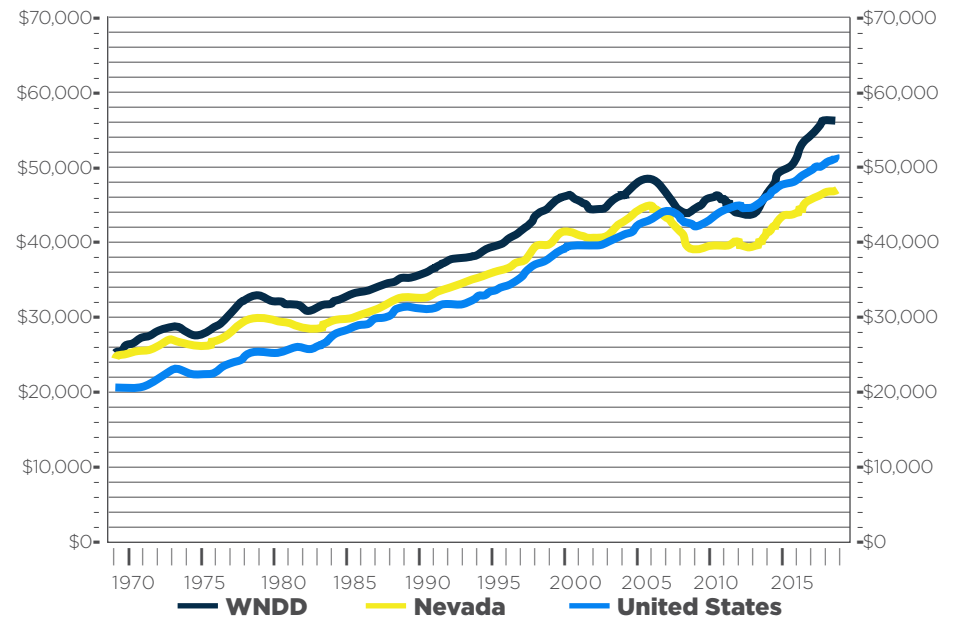
When measured in current dollars, Western Nevada Development District (WNDD)'s per capita personal income increased 1,048%, from \$5,379 in 1970 to \$61,755 in 2019. When measured in constant 2012 dollars to adjust for inflation, it advanced 119%, from \$25,674 in 1970 to \$56,217 in 2019.

During this 51-year period, Western Nevada Development District's real per capita personal income rose from \$24,306 in 1969 to \$56,217 in 2019, for a net gain of \$31,910, or 131%. In comparison, Northeastern Nevada Regional Development Authority's real per capita personal income advanced from \$20,453 in 1969 to \$45,342 in 2019, for a net advance of \$24,889, or almost 122%.

In addition, Nevada's real per capita personal income increased from \$23,718 in 1969 to \$46,573 in 2019, for a net gain of \$22,855, or 96%.

At the national level, real per capita personal income increased from \$19,638 in 1969 to \$51,424 in 2019, for a net gain of \$31,786, or almost 162%.

Real Per Capita Personal Income Indices 1969-2019



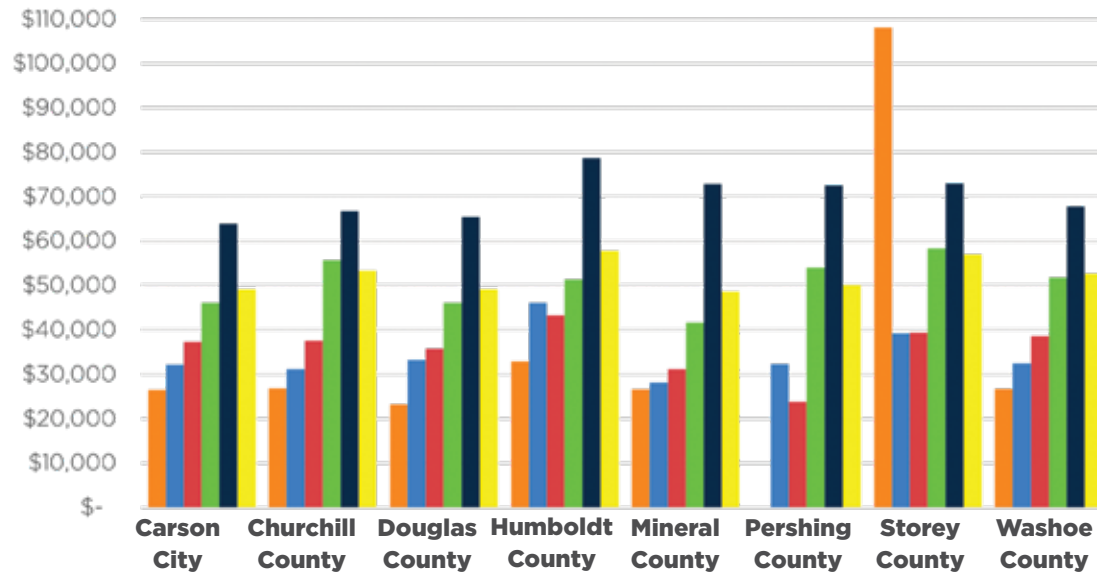
Median Earnings By Educational Attainment

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

Median Earnings for WNDD Region
In The Past 12 Months

\$38,126

County

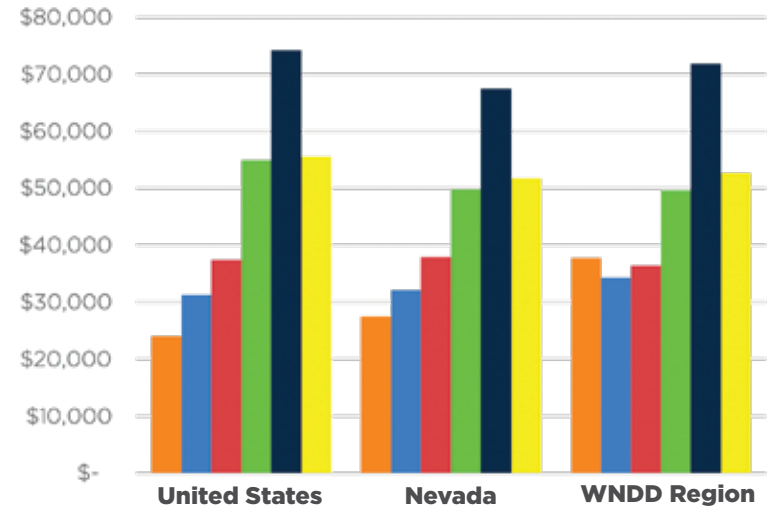


Less than high school graduate
High school graduate (includes equivalency)

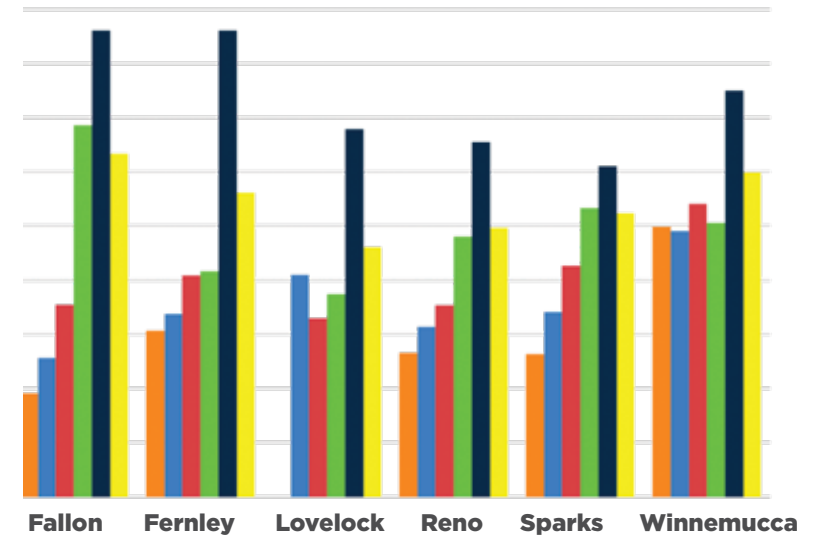
Some college or associate degree
Bachelor's degree

Graduate or professional degree
Some higher education

Regional Comparison

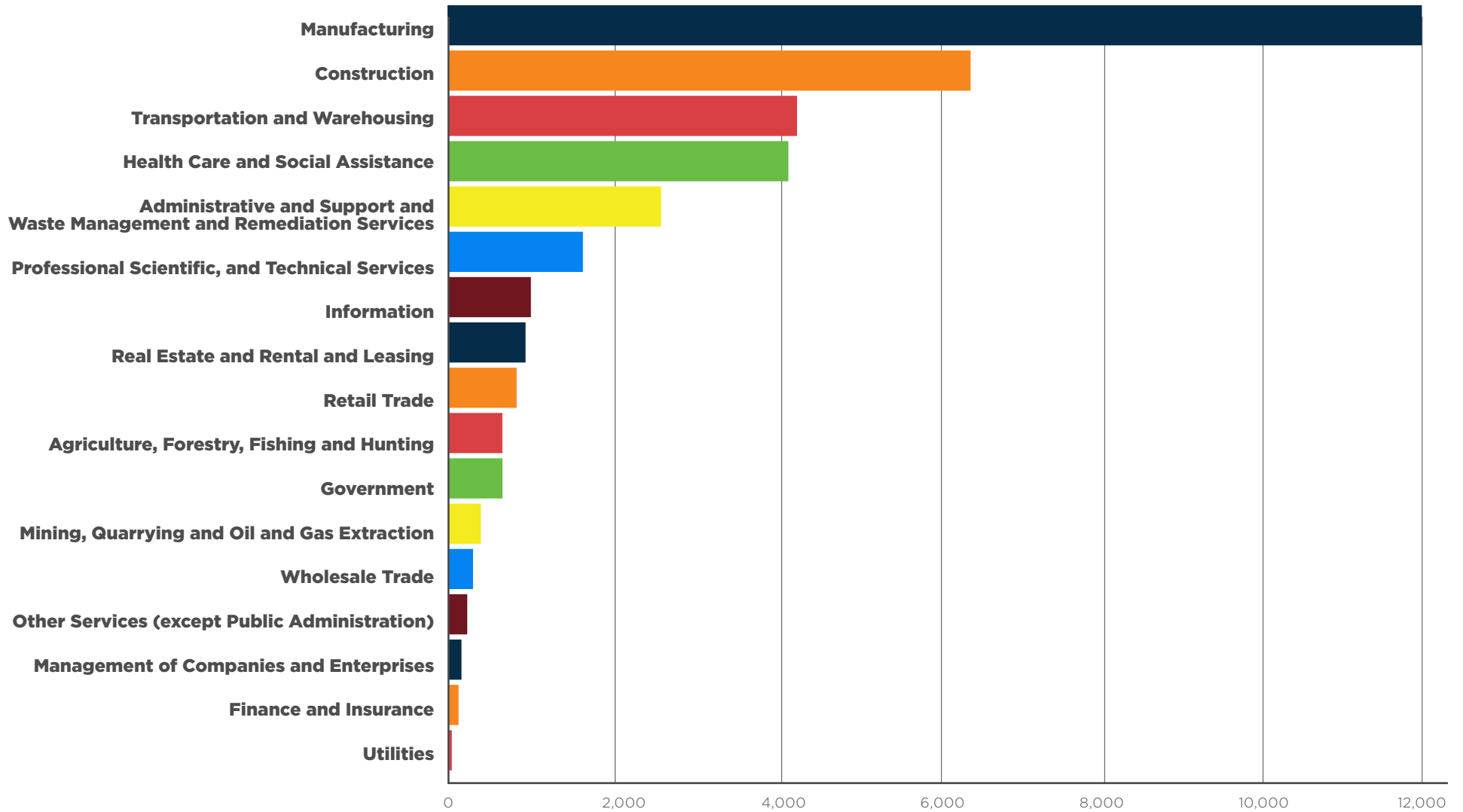


City



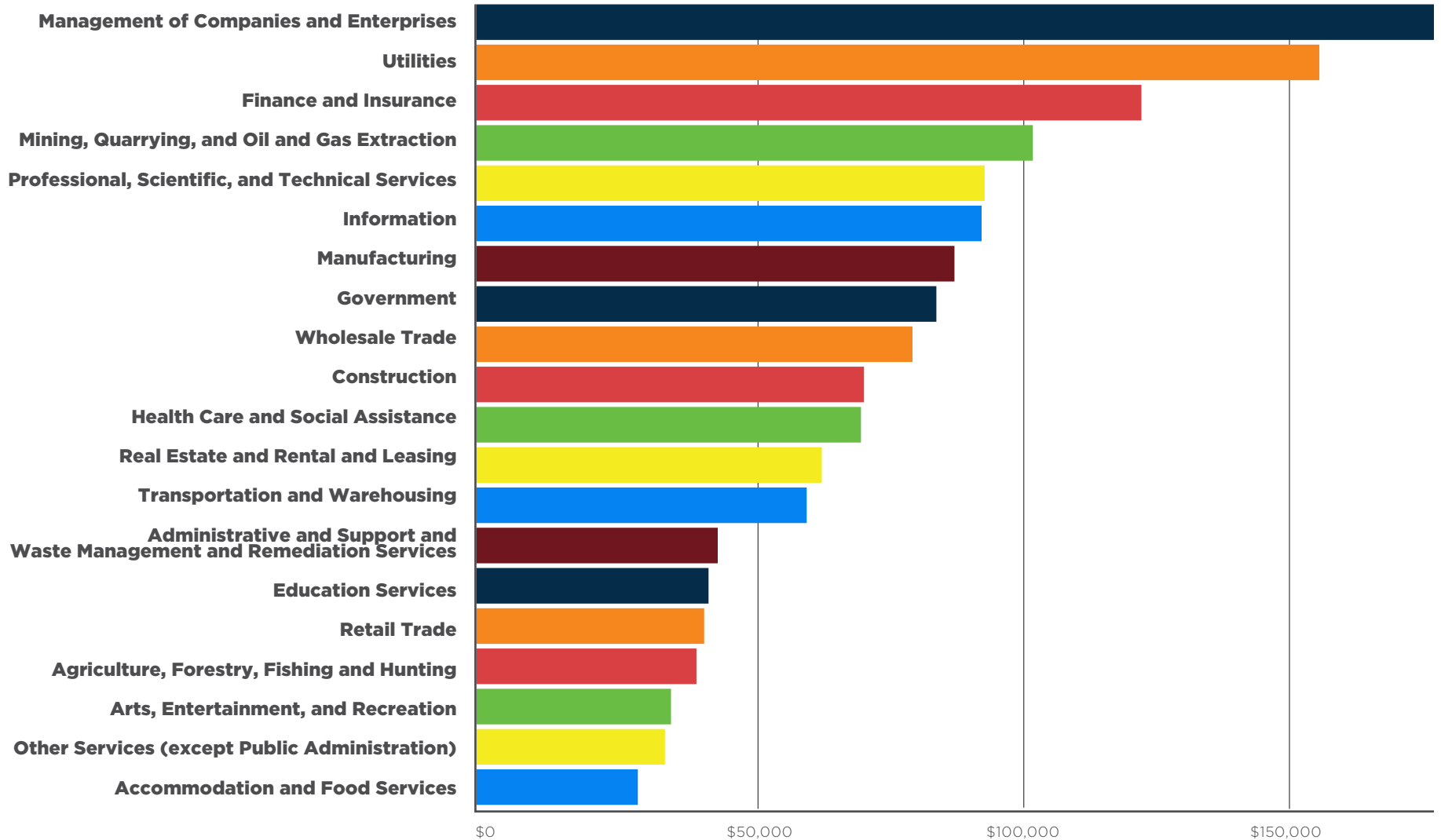
Top Growing Industries

Growth in Number of Jobs by Industry: WNDD Region



Top Industry Earnings

2020 Earning per Worker

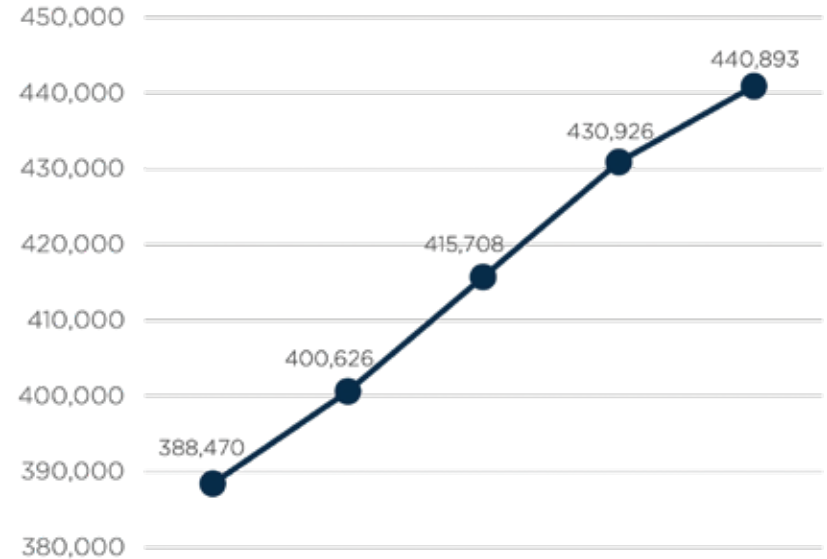


Five-Year Total Employment

The number of jobs in the WNDD region grew at almost double the rate of the United States from 2015 to 2019. The majority of the job growth was primarily driven by Storey County, which saw an increase of more than 216% 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.

The WNDD region saw an increase of more than 52,500 jobs from 2015-2019.

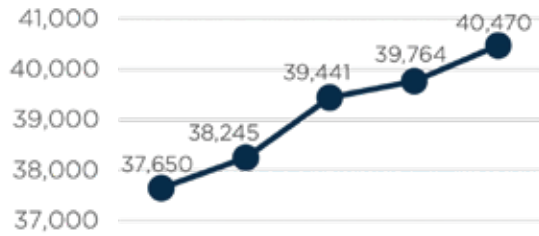
Total Number Of Jobs 2015-2019: WNDD Region



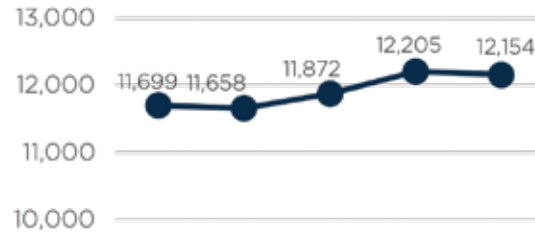
Tahoe-Reno Industrial Center

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

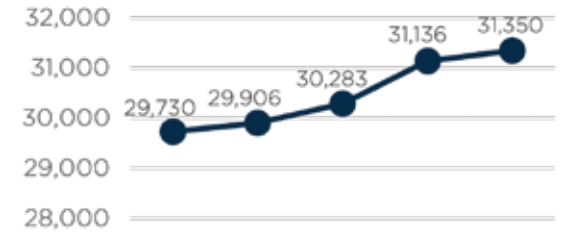
Total Number Of Jobs 2015-2019: County and City Metropolitan Statistical Areas



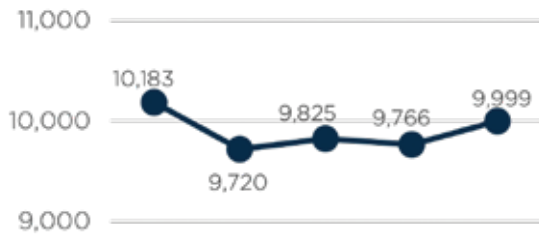
Carson City



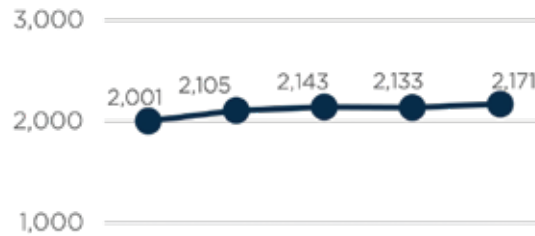
Churchill County



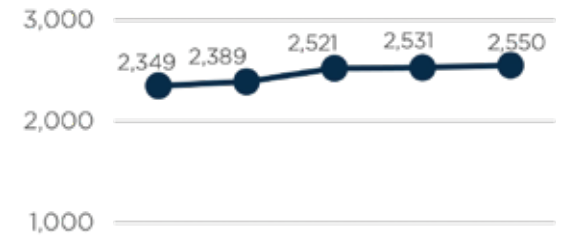
Douglas County



Humboldt County

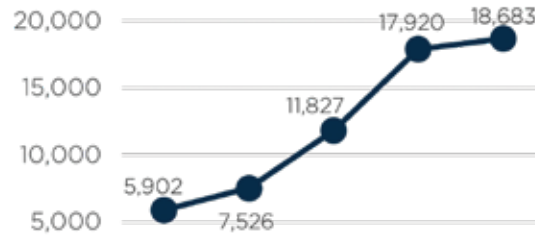


Mineral County

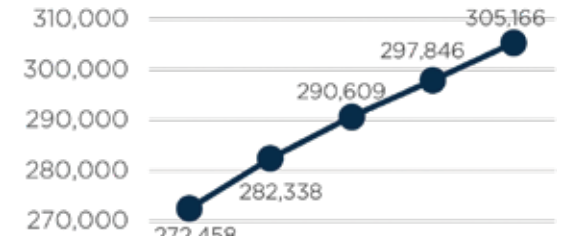


Pershing County

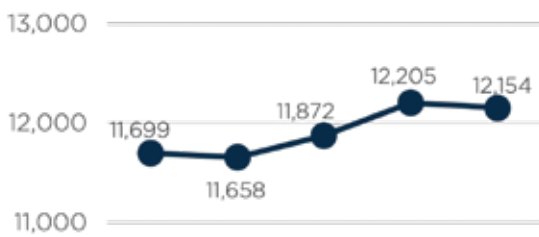
Storey County jobs increased 216% from 2015-2019



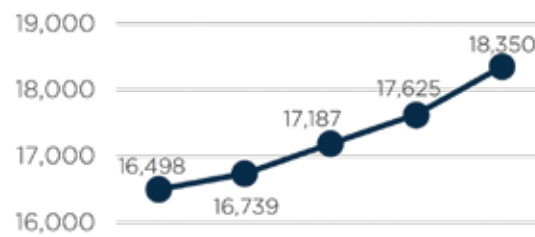
Storey County



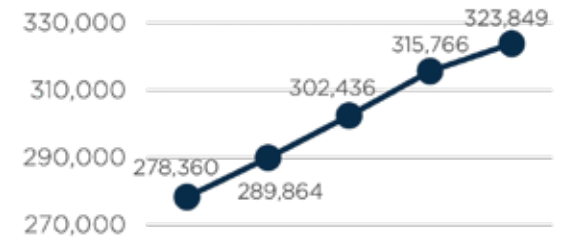
Washoe County



Fallon MSA

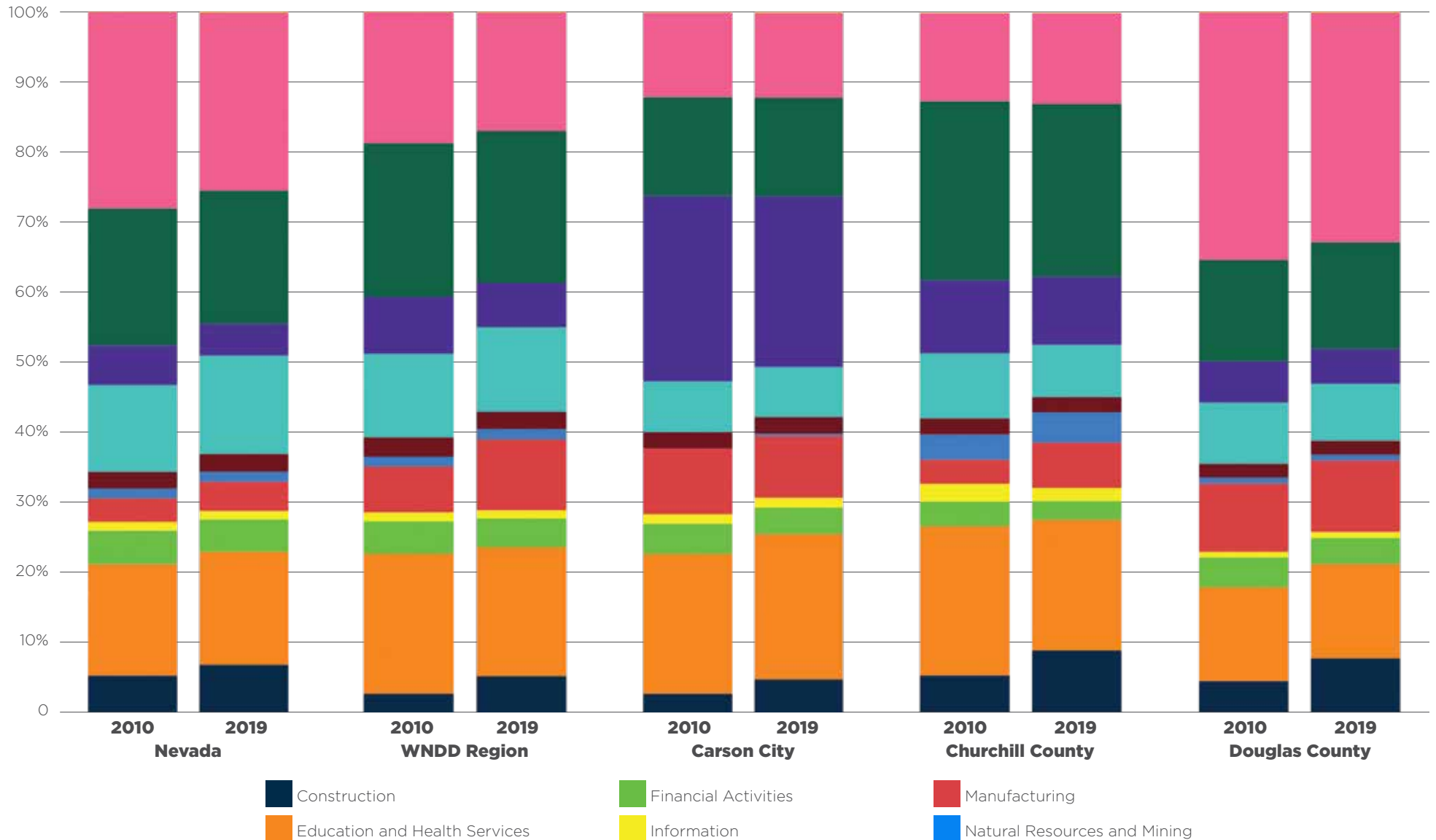


Fernley MSA

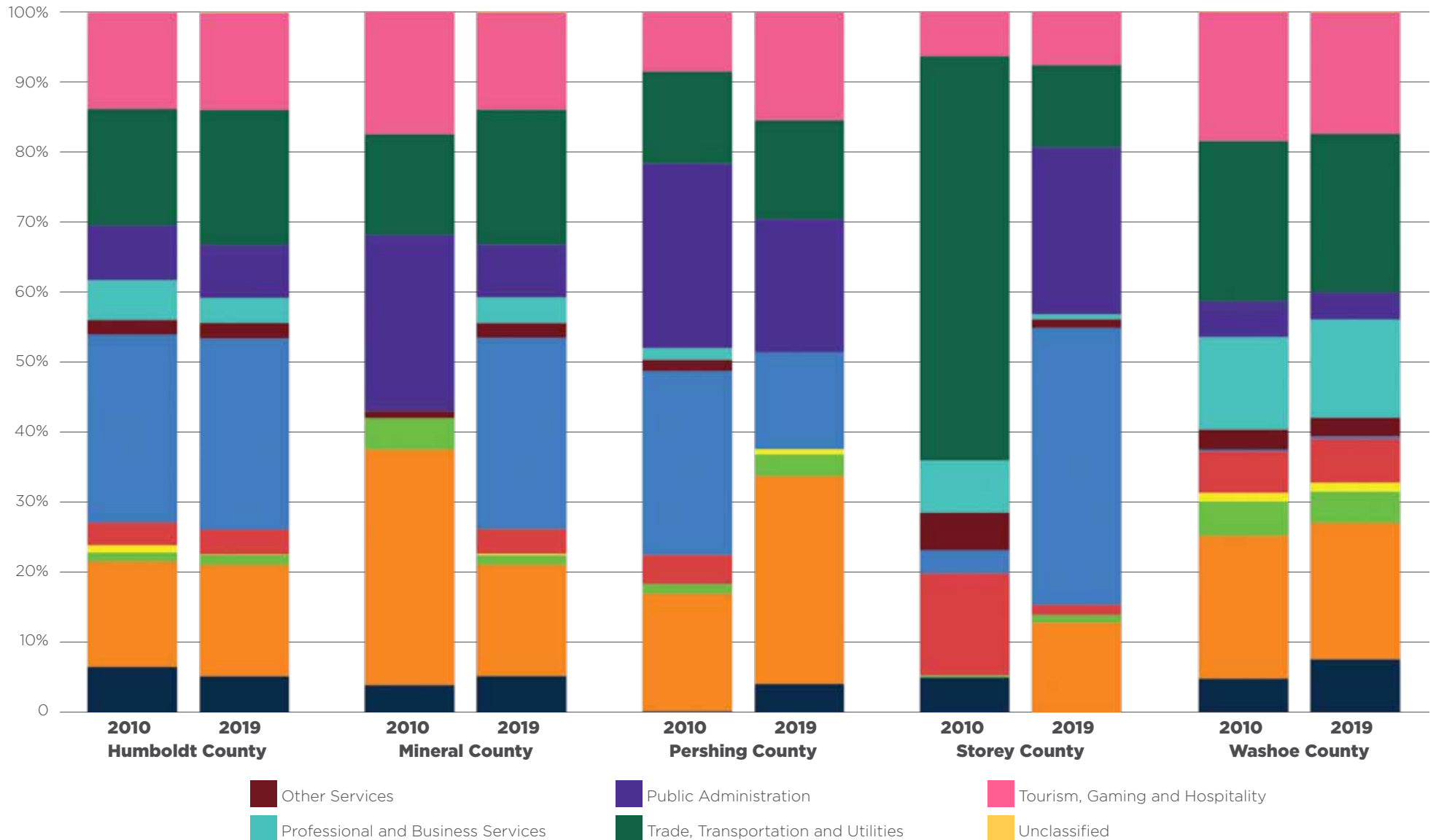


Reno-Sparks MSA

Employment By Industry: Comparing 2010 to 2019



From 2010 to 2019, some of the fastest growing industries for employment in the WNDD region's counties included construction and manufacturing. **Both of these segments increased their overall employment by more than 91% and 94% 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 almost **2400% increase.** Tourism, gaming and hospitality employed about 25% statewide in 2019, compared to less than 17% in the WNDD region.



Top Occupations

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

Civilian employed population 16 and over:

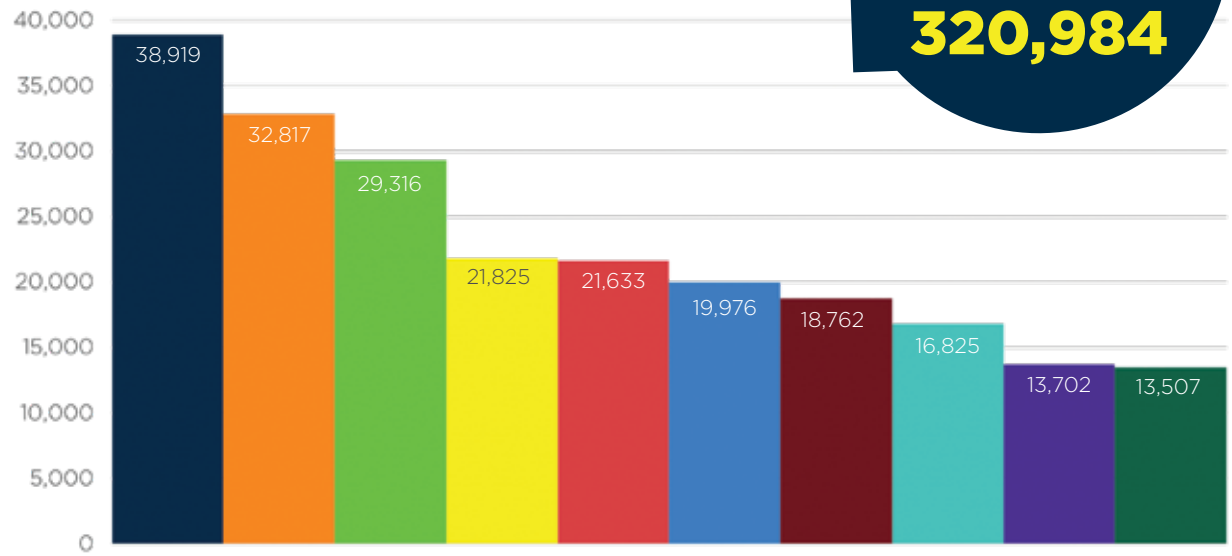
- **Office and administrative support**
- **Sales and related**
- **Management**
- **Food preparation and serving related**
- **Construction and extraction**

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. Storey County bucks the trend a bit, as its top occupations include Installation, maintenance, and repair.

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.

Civilian employed population 16 years and over in region:
320,984

Top Occupations: WNDD Region

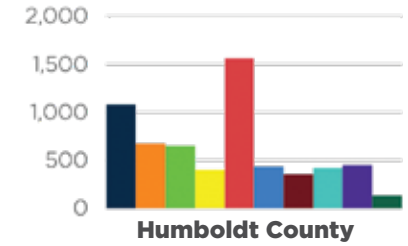
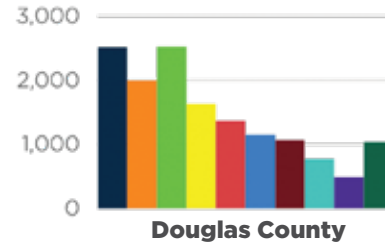
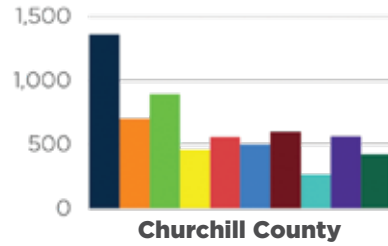
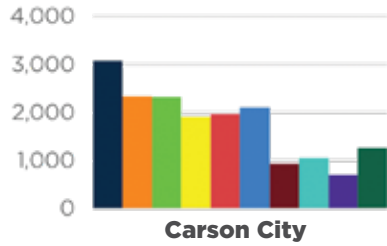


- Office and administrative support
- Production
- Sales and related
- Educational instruction and library
- Management
- Material moving
- Food preparation and serving related
- Transportation
- Construction and extraction
- Business and financial operations

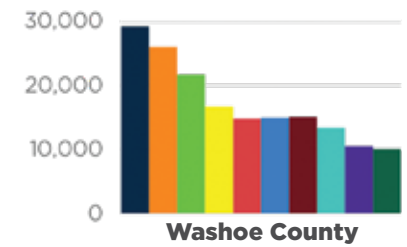
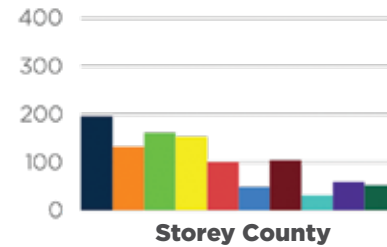
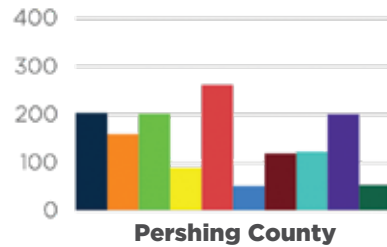
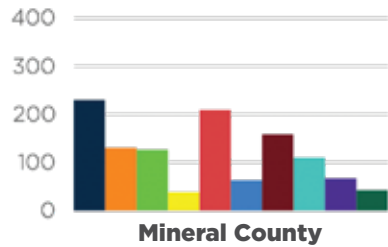
WNDD Top Ten Occupation Totals:

1. Office and administrative support	38,919	6. Production	19,976
2. Sales and related	32,817	7. Educational instruction and library	18,762
3. Management	29,316	8. Material moving	16,825
4. Food preparation and serving related	21,825	9. Transportation	13,702
5. Construction and extraction	21,633	10. Business and financial operations	13,507

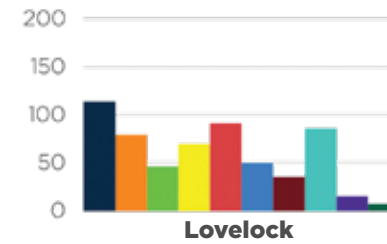
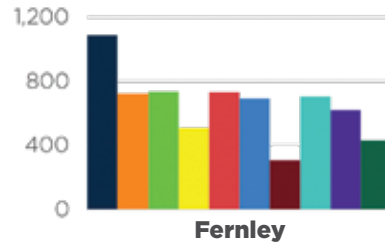
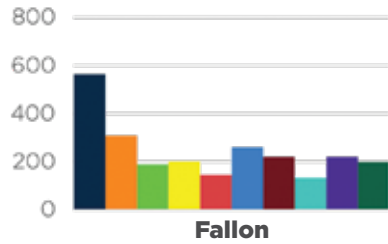
Top Occupations: County and City



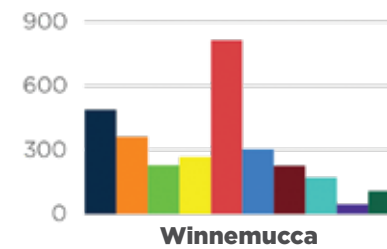
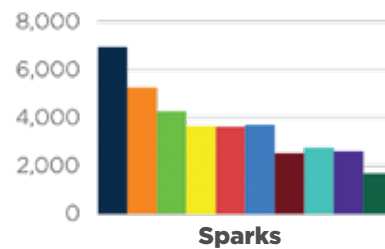
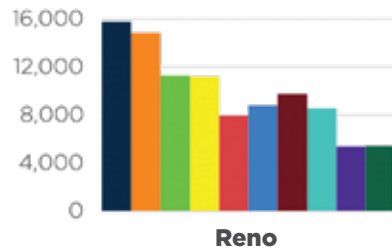
65% of the workforce in **Churchill County** are employed within the top ten occupations.



Washoe County has the largest workforce, more than 75% of the region's total working population.



Lovelock has the smallest workforce, totaling less than 800 employed civilians 16 years and over.

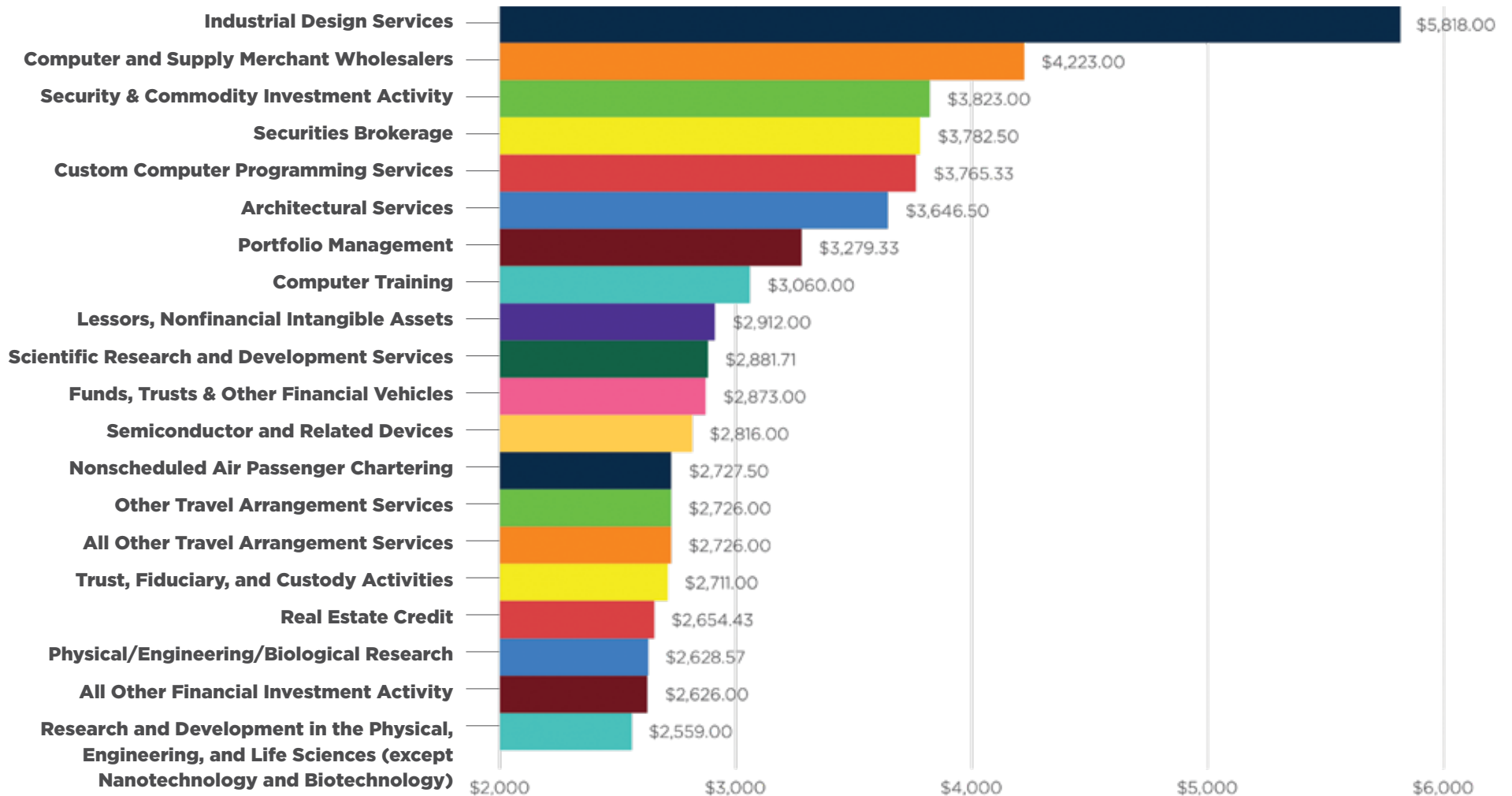


The city of **Reno** is largest working population in the region, employing more than 140,000 civilians 16 years and over

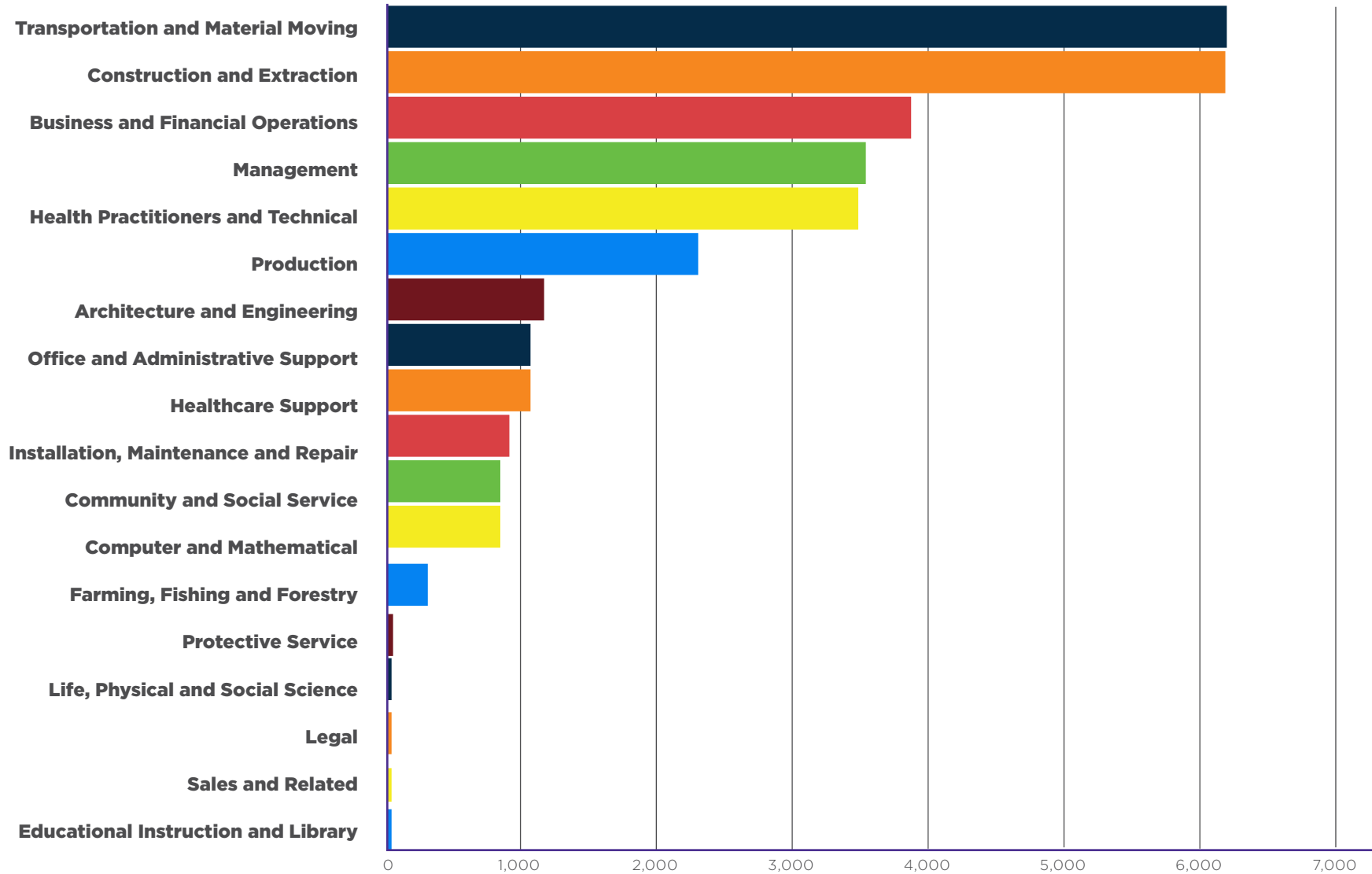
Top Industry Wages

The top wages in the WNDD region are paid for support activities for industrial design services

Average Weekly Wage: WNDD Region



Top Growing Occupations



Projects Supported by the 2020-2025 CEDs

Annually, WNDD member agencies submit projects to be included with the CEDs and part of the regional planning process. A process is engaged to evaluate and prioritize those projects. Projects are listed below.

Churchill County

Project Name	Cost	Timing
CHIP Wastewater Treatment Project	\$25,000,000	2020/2021
CHIP Water Treatment Project	\$20,000,000	2020/2021
County Fairgrounds Covered Area	\$15,000,000	2020/2021
Reno Highway Wastewater Expansion	\$6,000,000	2020/2021
Reno Highway Water System Expansion	\$3,000,000	2020/2021
Churchill Commerce Area - Water	\$3,500,000	2021
Churchill Commerce Area - Sewer	\$3,500,000	2021

Douglas County

Project Name	Cost	Timing
Muller Parkway	\$12,000,000	2020/2021

Humboldt County

Project Name	Cost	Timing
Convention Center East Hall Reconstruction	\$20,000,000	2021
Early Learning Center (Extension to Boys and Girls Club Building)	\$6,000,000	2021
Winnemucca Municipal Business Air Park	\$2,000,000	2021
Grass Valley Water Treatment Plant	TBD	2021

Mineral County

Project Name	Cost	Timing
Industrial Property Utilities	\$10,000,000	2020/2021
Potable Water Supply Storage	\$6,000,000	2020/2021
Waste Water ReUse	\$5,000,000	2020/2021
Sidewalks and Gutters	\$2,000,000	2020/2021
Mineral County Well Improvements	\$650,000	2021
Hawthorne Hazardous Cargo Bypass	\$350,000	2021

APPENDICES : CEDS PROJECTS

Pershing County

Project Name	Cost	Timing
Pershing County Law Enforcement Center	\$12,000,000	2020/2021
Lovelock Sewer Lift Station (17th St) and Sewer Expansion (6th St)	\$5,000,000	2020/2021
G-29 Bridge Replacement	\$3,000,000	2020/2021
Lovelock Fire Department Land Acquisition	\$60,000	2021
Central Avenue Sidewalk Improvements	TBD	2021
Broadband - Last Mile	Unknown	2020/2021
Community Parks Upgrade	Unknown	2020/2021
Community Youth Center and Gym	Unknown	2020/2021
Derby Field Water Main	Unknown	2020/2021
I80 Exits 105, 106, 107	Unknown	2020/2021
Imlay Water System	Unknown	2020/2021
Lovelock Beautification/Landscaping	Unknown	2020/2021
Lovelock Depot/Block Development	Unknown	2020/2021
Lovelock Fire Station Addition	Unknown	2020/2021
Lovelock Housing	Unknown	2020/2021
Maszen House Museum Upgrades	Unknown	2020/2021
Park and Ride Shuttle Services	Unknown	2020/2021
PC Economic Development and Lands Bill	Unknown	2020/2021
PC Hiking/Biking/Walking Trails	Unknown	2020/2021
PC Hot Springs/Ghost Towns/40 Mile Desert	Unknown	2020/2021
Redevelopment Area	Unknown	2020/2021

Storey County

Project Name	Cost	Timing
C Street Dedication	\$2,000,000	2020/2021
Lockwood Flood	\$2,000,000	2020/2021
Virginia City Visitor's Center	\$1,800,000	2020/2021
Lousetown Road	\$1,400,000	2020/2021
Historic Freight Depot Restoration Project	\$643,828	2020/2021
Gold Hill Sewer Phase II	\$500,000	2020/2021
Lockwood Center	\$400,000	2020/2021
Six Mile Canyon	\$300,000	2020/2021
B and C Streets Stairway Project	TBD	2021
Liberty Engine Company 1 Seismic Retrofit Project	TBD	2021
Mark Twain Flood Project	TBD	2020/2021
Piper's Opera House Seismic Retrofit Project	TBD	2021
Sidewalk and Boardwalk Restoration Project	TBD	2021
Six Mile Canyon Flood Project	TBD	2021
South Entrance Rest Stop Project	TBD	2021
St. Mary's Art Center Seismic Retrofit Project	TBD	2021
Storey County Courthouse Seismic Retrofit Project	TBD	2021
Virginia and Truckee Railroad Tunnel 6 Project	TBD	2021

Washoe County

Project Name	Cost	Timing
Bailey Creek Sediment Improvements	\$20,000,000	2020/2021
Heppner Subdivision Sediment	\$16,000,000	2020/2021
STMWRF-TMWRF Intertie	\$10,000,000	2020/2021
Lemmon Drive Improvements	\$2,000,000	2020/2021
Calle De La Plata Improvements	\$1,500,000	2020/2021
Swan Lake Reservoir Dam	Unknown	2020/2021

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

Carson City

Project Name	Cost	Timing
William Street Complete Streets	\$16,500,000	2020/2021
Carson City Emergency Operations Center	\$12,100,000	2020/2021
Quill Water Treatment Plant Upgrade	\$10,000,000	2020/2021
Terminal Building Construction and Airport Entrance Beautification	\$6,000,000	2021
Southeast Mandatory Sewer Extension Project	\$4,200,000	2020/2021
Carson Airport Storage and Maintenance Facility	\$1,100,000	2021

City of Fallon

Project Name	Cost	Timing
Rattlesnake Hill Water Tank Capacity Increase	\$3,950,000	2021
Rattlesnake Hill Industrial Park Development	TBD	2021

City of Fernley

Project Name	Cost	Timing
Community Center	\$27,000,000	2020/2021
Nevada Pacific Parkway Extension	\$16,000,000	2020/2021
BOR Park #1 Development	TBD	2020/2021
City Street Reconstruction	TBD	2020/2021
City Wide Fiber Optic Project	TBD	2020/2021
Improved Water Storage and Management	TBD	2020/2021
Main Street Revitalization	TBD	2020/2021
Railroad Underpass Rehabilitation	TBD	2020/2021
Silverland Park Ball Fields	TBD	2020/2021
Upgrades to City Water Delivery	TBD	2020/2021

City of Reno

Project Name	Cost	Timing
North Valleys Treated Effluent/ Recycled Water Storage System	\$176,000,000	2021
RSWRF Aquifer Storage and Recovery	\$55,500,000	2020/2021
Public Safety Center	\$33,000,000	2020/2021
Reno Moana Recreation Facility	\$19,000,000	2020/2021
Reno Fire Station HQ	\$14,750,000	2020/2021
Rosewood Lakes Regional Athletics	\$11,000,000	2020/2021
Lear II Lift Station and Force Main	\$10,900,000	2020/2021
City Hall Seismic Retrofit	\$9,500,000	2020/2021
The Parking Gallery Addition	\$7,500,000	2020/2021
Fire Station Repair and Reconstruction	\$5,560,000	2020/2021
Reno Fire Station #1	\$5,500,000	2020/2021
National Bowling Stadium Multi-Use Expansion	\$5,000,000	2021
Reno Quality of Life Projects	\$688,790	2020/2021
Downtown Reno Beautification	Unknown	2020/2021

City of Sparks

Project Name	Cost	Timing
TMWRF Advanced Nutrient Treatment	\$60,000,000	2020/2021
TMWRF Nitrification	\$5,000,000	2021
TMWRF Effluent Reuse Station Rehabilitation	\$4,100,000	2021
TMWRF Solids Management	\$2,000,000	2021

Community Services Agency (CSA)

Project Name	Cost	Timing
Affordable Housing Rehabilitation	\$1,800,000	2021

Economic Development Authority of Western Nevada (EDAWN)

Project Name	Cost	Timing
Workforce Re-Training and Upskilling	\$2,000,000	2021
Pilot High School CTE Training Program	\$413,000	2021
Career Information Videos (Robotics, Advanced Manufacturing, Logistics)	\$100,000	2021
Workforce Demand and Gap Analysis	\$50,000	2021
Technology Apprenticeship Programs	Unknown	2020/2021

Education Innovation Collaborative (EIC)

Project Name	Cost	Timing
Learning Labs Ecosystems	\$2,000,000	2021

JOIN, Inc.

Project Name	Cost	Timing
Career Bound Nevada Workforce Training	\$2,500,000	2020/2021
Training Nevadans for Careers	\$1,000,000	2020/2021

MainStreet Gardnerville

Project Name	Cost	Timing
Feasibility Study: Business Incubator/Co-Working Space	\$50,000	2021

Tahoe Douglas Visitors' Authority

Project Name	Cost	Timing
Tahoe South Events Center	\$100,000,000	2020/2021

Truckee Meadows Community College (TMCC)

Project Name	Cost	Timing
East View Workforce Training Center	\$42,000,000	2020/2021
Manufacturing Training Center	\$2,000,000	2021
STEM Mobile Classroom/Activities Center	\$533,000	2021

Tahoe Prosperity Center (TPC)

Project Name	Cost	Timing
Tahoe Incubator and Revolving Loan Fund	\$500,000	2020/2021
Tahoe Broadband Connectivity Project	\$150,000	2020/2021
Tahoe Green Jobs Initiative	\$75,000	2020/2021

University of Nevada, Reno (UNR)

Project Name	Cost	Timing
Tribal College on Yerington Paiute Reservation	\$3,000,000	2020/2021

Western Nevada College (WNC)

Project Name	Cost	Timing
Fallon Workforce Development Training Center	Unknown	2020/2021

Western Nevada Development District (WNDD)

Project Name	Cost	Timing
Improving Rural Connectivity	\$100,000	2020/2021

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)
- Humboldt Development Authority (hdanv.org)

- 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)

Economic Recovery & Resiliency Council And Teams

AGRICULTURE

Kelli Kelly, Chair, Fallon Food Hub, Executive Director

Teri Bath, Western Nevada Development District, Board Member

Brandon Bishop, Nevada Dept of Agriculture, Education and Information Officer

Courtney Bloomer, Healthy Communities Coalition of Lyon and Storey Counties, Food Security Manager

Buddy Borden, University of Nevada Cooperative Extension, Associate Professor, County Educator, Clark County

Lindsay Chichester, University of Nevada Cooperative Extension, Extension Educator, County Educator, Douglas County

Jolene Cook, Reno Food Systems, Director and Marketing Manager

Clint Koble, USDA Farm Service Agency, Nevada State Office, Former State Director

Jill Moe, Desert Farming Initiative, University of Nevada, Reno, DFI Interim Director / Education Program Coordinator

Gus Wegren, USDA Farm Service Agency, Nevada State Office, Acting State Director

BUILDING AND TRADES

Aaron West, Chair, Nevada Builders Alliance, CEO

Reed Graham, Erickson Framing, Vice President

Elizabeth Gupta, Tricor Builders, Owner

Melissa Maguire, A.M. Smith Electric, Owner

Josh Munns, Nextek Construction, Founder

BUSINESS

Ann Silver, Chair, Reno + Sparks Chamber of Commerce, CEO

Sara Beebe, Churchill Economic Development Authority, Director Of Operations and Bookkeeping

Denise Castle, JOIN Inc., CEO

Valerie Clark, Clark and Associates, President and CEO

Peter Fishburn, Brown and Bigelow, Manager

Sam Haugh, The Alternative Board, Owner

Cheri Hill, Sage International, CEO

Heidi Hill Drum, Tahoe Prosperity Center, CEO

Darrell Plummer, Sierra Sage Properties, Owner

Toni Quiruz, Digiprint Corporation, Director

Tom Young, Great Basin Brewery, Owner

ECONOMIC DEVELOPMENT

Andrew Haskin, Chair, Northern Nevada Development Authority, Deputy Director

Bruce Breslow, Churchill Fallon Economic Development, Director

Amy Fleming, Economic Development Authority of Western Nevada (EDAWN), Director of Workforce Development

Lisa Granahan, Douglas County, Economic Vitality Manager

Patty Herzog, Nevada Governor's Office of Economic Development, Director of Rural Economic and Community Development

Heidi Lusby-Angvick, Pershing County Economic Development Authority, Executive Director

Jan Morrison, Humboldt County, Economic Development Officer

EDUCATION AND WORKFORCE

Dana Ryan, Chair, Truckee Meadows Community College, Special Assistant to the President

Jenny Casselman, Nevada Department of Employment, Training and Rehabilitation, Assistant Director

Denise Castle, JOIN Inc., CEO

Tom Harris, University of Nevada Cooperative Extension, Professor, State Specialist

Karsten Heise, Governor's Office of Economic Development, State Agency Representative

Mechell Merrill Nevada Department of Employment, Training & Rehabilitation, Deputy Administrator of Programs, Bureau of Vocational Rehabilitation

Cheryl Olson Nevada System of Higher Education, Project Director, Nevada Alliance for Youth Apprenticeship

Sarah Russell, Pyramid Lake High School, Principal

Craig Statucki, Nevada Department of Education, Director of Career Readiness, Adult Learning, and Education Options

Summer Stephens, Churchill County School District, Superintendent

Milt Stewart, NevadaWorks, Program Specialist

Sidney Sullivan, Truckee Meadows Community College, Career Hub Program Manager

Tammy Westergard, Nevada State Library, Administrator and Nevada State Librarian

Georgia White, Western Nevada College, Director of Professional and Applied Technology

Isla Young, Governor's Office of Workforce Innovation, Executive Director

FINANCE

Alfredo Cedeno, Chair, U.S. Small Business Administration, Outreach and Marketing Specialist

Chandler Allen, USDA Rural Development, Business and Cooperative Programs Director

Jake Carrico, Nevada Small Business Development Center, Business Development Advisor

Kathy Halbardier, Nevada Small Business Development Center, Rural Business Advisor

Stephanie Hanna, Synergy Home Mortgage, Senior Mortgage Specialist

Lynda Hascheff, Opportunity Alliance of Nevada, Executive Director

Mike Hix, Meadows Bank, Regional President

Aric Jensen, City of Reno, Revitalization and Grants Manager

Mary Kerner, Rural Nevada Development Corporation, CEO

GOVERNMENT

Dian Vanderwell, Chair, City of Sparks, City Councilwoman

Debbie Balsinger, Office of Rep. Mark Amodei, Constituent Service Representative

Suz Coyote, Nevada Division of Emergency Management, Grants and Projects Analyst

Brad Crowell Nevada Department of Conservation and Natural Resources, Director

Cassandra Darrough, Pyramid Lake Paiute Tribe/NUMU, Tribal Coordinator, Nevada Division of Emergency Management

Kurt Englehart, Office of Sen. Catherine Cortez Masto, Regional Coordinator - Rurals

Nate Helton Office of Sen. Jacky Rosen, Regional Coordinator - Rurals

A P P E N D I C E S : E R R C O U N C I L & T E A M S

Daphne Hooper, City of Fernley, City Manager

Stacy Parobek, Office of Rep. Mark Amodei, District Director

Jon Raby, Bureau of Land Management, Nevada State Director

Colin Robertson, Nevada Division of Outdoor Recreation, Administrator

Tim Shannon, Bureau of Land Management, Senior Advisor/Chief of Staff

Jon Stansfield, U.S. Forest Service, Deputy Forest Supervisor, Humboldt-Toiyabe National Forest

HEALTH AND WELLNESS

Kitty McKay, Chair, Carson Tahoe Health, Director, Patience Experience

Jessica Flood, Nevada Rural Hospital Partners, Northern Regional Behavioral Health Coordinator

Toni Inerra, South Lyon Medical Center, Administrator

Erica Mirich, Truckee Meadows Tomorrow, Executive Director

Jim Peckham, Friends in Service Helping (FISH), Executive Director

Annie Zucker, Renown Health, Manager of Community Impact

HOUSING

Ron Bath, Chair, Salmon Point Development, Founder

Leslie Colbrese, Community Services Agency, CEO

Katie Coleman, Nevada Rural Housing, Dir of Communications

Gordon Gossage, Regenesis Reno, Founder/CEO

John Krmpotic, KLS Planning and Design, President

Jacob LaRow, Nevada Housing Division, Deputy Administrator

Ray Pezonella, Pezonella Associates, Inc., President, P.E.

Stacey Sept, Nevada Rural Housing, Dir of Community Development

Mae Worthey-Thomas, Nevada Housing Division, Affordable Housing Advocate

MANUFACTURING

Karsten Heise, Chair, Governor's Office of Economic Development, Director of Strategic Programs

Louis Berry, Panasonic Energy of North America, Director of Production Training and Industrial Engineering

Ryan Costella, Click Bond Inc., Director of Strategic Initiatives

Dave Donegan, H&T Rechargeable Battery Components, Engineering Manager

Rhea Gustafson, Nevada Industry Excellence, Project Manager

Emily Howarth, Western Nevada College, Professor of Computer Information Technology

Sven Klatt, Vineburg Machining Inc., GM/Product Development and Design

James Merati, Tesla, Production Engineering/Equipment Maintenance Associate Manager

Gerd Poppinga, Vineburg Machining Inc., CEO President

Randy Walden, Truckee Meadows Community College, Advanced Manufacturing and Robotics Instructor

MINING

Joe Riney, Chair, Nevada Mining Association, Director of Workforce Engagement

Alora Bartosz, Ormat Technologies Inc., Business Development Analyst

Doug Brown, Quality Control Manager, Granite Construction

Annie Huhta, Mackay School of Earth Sciences & Engineering, College of Science, University of Nevada, Reno, Director

Scott Nichols, Permitting and Lands Management, Ormat Technologies Inc

Zach Spencer, Comstock Mining, Director of External Relations

Paul Thomsen, Ormat Technologies Inc., Vice President of Business Development

Mike Visher, Nevada Division of Minerals, Administrator

SEWER, WATER, TRANSPORTATION, ENERGY

Cheryl Couch, Chair, United States Department of Agriculture, Nevada Community Programs Director

Lee Bonner, Nevada Department of Transportation, State Railroad Coordinator

Paul Enos, Nevada Trucking Association, CEO

Lucia Maloney, Carson City, Transportation Manager

Jojo Myers, Nevada Governor's Office of Science, Innovation & Technology, State Broadband Development Manager

Mylinh Nguyen, Nevada Department of Transportation, Chief Environmental Engineer

Jennifer Rose, Reno Tahoe Airport Authority, Board of Trustees Member, CEO of It's My Community Store

Jeff Sutich, NV Energy, Economic Development

Jennifer Taylor, Governor's Office of Energy, DEP Director, Intergovernment Relations

TECHNOLOGY

Vas Kamyschanov, Chair, Balanced Agency, CEO

Debashis Bagchi, Air Wire Technology, President and CEO

JR Cox, Ground Rounds, Director of Talent Acquisition

Gordon Dodson, Terra Scale, Chief Project Integration Officer

Phil Eggen, Terra Scale, Co-Founder and Chief Technology Officer

Zak Gulling, Monarch Casino and Resort, Inc., CIO

Sena Lloyd, Blockchains, LLC, Director of Research and Workforce Development

Elizabeth Redmond, CoWorkr, CEO & Co-Founder

Brian Wilcox, CyberPros360, Founder

Kris Zierolf, Renown Health, Director of IT Applications

TOURISM, HOSPITALITY ARTS AND CULTURE

Carol Chaplin, Chair, Lake Tahoe Visitors Authority, CEO

Stephen Ascuaga, Peppermill Resort Casino, Corporate Director of Business Development

Terri Bath, Salmon Point Development, Principal

Jennifer Cunningham, Reno-Sparks Convention and Visitors Authority, Former Executive Vice President

Jess Horning, Liquid Blue Events, Founder/Partner

Amy Oppio, Nevada Museum of Art, Deputy Director

Carl Ribaud, SMG Consulting, President/Chief Strategist

Brenda Scolari, Nevada Commission on Tourism, Director

Economic Recovery & Resiliency Committee Data

Target Area 1: Economic Resiliency

The region can withstand, prevent, and quickly recover from shocks to its underlying economic base, such as the COVID-19 pandemic, by engaging in activities, programs, and steady-state and responsive initiatives.

GOAL 1.1

Encourage Entrepreneurship, Innovation, and Small Businesses

Supporting innovation, small businesses, and entrepreneurs by creating an environment where they can survive and thrive is vital to the region's economic recovery and resiliency.

1.1 Strategies	1.1 Actions
Strategy A: Develop economic recovery and resiliency support services and tools for small businesses and entrepreneurs.	<p>A.1: Coordinate with existing networks and organizations to identify specific needs of businesses to prepare for continuity operations when responding to economic shocks and emergency planning.</p> <p>A.2: Develop and disseminate training programs for small businesses to help them prepare for future economic shocks.</p> <p>A.3: Establish business recovery centers that can provide flexible resources and services that can expand and contract in response to economic shocks.</p> <p>A.3: Establish business recovery centers that can provide flexible resources and services that can expand and contract in response to economic shocks.</p>
Strategy B: Continue to promote the region as a place where small businesses, entrepreneurs, and high-tech companies can start, build and grow.	<p>B.1: Work with member agencies and stakeholders to develop and enhance strategies that promote the region's benefits.</p> <p>B.2: Develop training and development opportunities to help small businesses prepare for the innovative technology shifts resulting from the ongoing automation of traditional manufacturing and industrial practices using modern innovative technology, also known as Industry 4.0.</p> <p>B.3: Create and target training and educational tools to generate awareness and understanding regarding the benefits of diversity in business.</p> <p>B.4: Increase funding for technology-based entrepreneurship and provide targeted support for technology-based firms in automation and digital technologies.</p>
Strategy C: Stimulate an innovative entrepreneur ecosystem throughout the region.	<p>C.1: Support and advance the continued development and expansion of co-working, incubator, and innovation centers throughout the region.</p> <p>C.2: Increase and diversify access to capital to boost innovation and entrepreneurship.</p> <p>C.3: Support, participate with and engage in activities and programs that recruit, expand, and retain the entrepreneurial community in the region.</p> <p>C.4: Focus on supporting the digital arts and outdoor recreation.</p> <p>C.5: Promote international trade and export assistance programs to increase the number of exporters, new market exports, and global supply penetration, especially among rural and women, veteran, and minority-owned micro, small and medium enterprises (MSMEs).</p>
Strategy D: Research and determine strategies that establish a more reliable and resilient supply chain supporting suppliers, manufacturers, distributors, and businesses.	<p>D.1: Develop a supply chain study and determine actions to address disruption issues and unanticipated supply shocks.</p> <p>D.2: Engage strategies to onshore manufacturing, reduce disruptions and increase resilience.</p> <p>D.3: Create a more robust regional supply chain to reduce importation of goods and services, and strengthen MSMEs' buying power.</p>

APPENDICES: ECONOMIC RECOVERY & RESILIENCY ACTION PLAN

GOAL 1.2

Engage In Strategic Economic Development

Advancing growth and expansion for industries critical to the region’s economic ecosystem and its prosperity.

1.2 Strategies	1.2 Actions
Strategy A: Support the advanced manufacturing sector and engage in activities that promote expansion to improve the region’s competitiveness.	<p>A.1: Support new and existing manufacturers by providing information regarding resources available to assist them in their business efforts, such as incubation, technology, and capital.</p> <p>A.2: Identify the region’s manufacturing capabilities and align them with demand for those products within the supply chains of manufacturers and other sectors within the region.</p> <p>A.3: Create a map of locations within the region that have infrastructure necessary for manufacturing growth including water, sewer, energy, transit, and broadband.</p>
Strategy B: Advance activities that support and promote economic revitalization.	<p>B.1: Support Main Street and Downtown improvements to promote economic revitalization.</p> <p>B.2: Identify and redevelop Brownfields sites to return them to productive economic use.</p> <p>B.3: Work with rural communities and businesses to design and implement marketing plans to promote their communities as business-ready locations.</p>
Strategy C: Reposition northwestern Nevada as a gateway for a variety of traveler experiences and extended visitation throughout the WNDD region.	<p>C.1: Work with the hospitality industry to assess tourists on destination interest, including interface with other localities to extend to a regional destination.</p> <p>C.2: Support the development of a risk and resiliency assessment for the tourism/hospitality industry.</p> <p>C.3: Identify actions to engage in response to tourist survey and risk/resiliency assessment, capitalizing on current destinations and possible future destinations.</p> <p>C.4: Establish a community-based arts and culture endowment with targeted relief funds to be applied to support the arts workforce.</p> <p>C.5: Foster career growth and training in the travel/tourism and hospitality sector that addresses the new ways people are traveling and with full adoption of cutting-edge technology.</p>
Strategy D: Promote and support agriculture as a robust, resilient, and sustainable economic practice.	<p>D.1: Advance the expansion of food production to address food insecurity by supporting activities that enable increased funding to organizations such as the Nevada Department of Agriculture (NDA).</p> <p>D.2: Working with agricultural partners, explore opportunities to utilize unused public buildings such as schools for storage facilities.</p> <p>D.3: Promote mobile processing facilities that take advantage of value-added for the agricultural industry.</p> <p>D.4: Market the opportunities and benefits of urban farms and vertical growing systems.</p> <p>D.5: Encourage the development of a seed production and banking program.</p> <p>D.6: Support the creation of an agricultural blockchain program for the agricultural producers to create a more resilient supply chain.</p> <p>D.7: Promote and support existing and the increase of local farmers’ markets.</p>
Strategy E: Promote and support economic vitality and resiliency, aligning activities with the Nevada Governor’s Office of Economic Development (GOED) and regional development authorities for seamless and robust results.	<p>E.1: Present training regarding the State of Nevada’s existing policies and procedures that provide incentives and tax abatements that attract new businesses and retain and support existing and emerging companies.</p> <p>E.2: Create a regional business and industry asset map and update it on an annual basis to guide economic development to focus on the types of activity and industry needed.</p>

APPENDICES: ECONOMIC RECOVERY & RESILIENCY ACTION PLAN

GOAL 1.3

Foster Financial Wellbeing and Resilience

The region's economic vitality is supported by the expansion, development, and implementation of programs that support financial wellbeing, security, and resilience.

1.3 Strategies	1.3 Actions
<p>Strategy A: Equitably expand economic prosperity through the development and promotion of services that result in a stable and future ready financial foundation for individuals, families and business.</p>	<p>A.1: Assess and determine services, programs, and training needed to advance financial stability and resiliency.</p> <p>A.2: Research and inventory existing programs that can be built upon and promoted to provide these services and programs.</p> <p>A.3: Working with financial partners to determine, develop and provide training and tools that support planning for financial security.</p> <p>A.4: Create awareness of activities that facilitate the development of financial resiliency.</p>
<p>Strategy B: Engage and bolster the local investor environment and the resulting access to capital.</p>	<p>B.1: Strengthen the banking relationship with businesses and entrepreneurs with various programs such as loan clinics.</p> <p>B.2: Advocate for the continued development of public alternative lending sources within the region through assisting qualified, eligible entities in accessing programs such as U.S. Small Business Administration (SBA), U.S. Department of Agriculture (USDA), U.S. Department of Housing and Urban Development (HUD), Community Development Block Grant (CDBG) Program, and U.S. Economic Development Administration (EDA), that will capitalize alternative lending projects.</p> <p>B.3: Increase the growth and availability of funding for start-up, early stage and next-stage companies in the region.</p> <p>B.4: Develop a financial pipeline of information and services that provide resources for business funding and capital opportunities.</p> <p>B.5: Continue to operate and adequately capitalize the WNDD Revolving Loan Fund</p>



Target Area 2: Infrastructure

The region’s planned, modern, and resilient infrastructure includes widespread broadband access to connect its urban and rural areas while supporting an increasingly mobile and remote workforce.

GOAL 2.1

Improve Sewer, Water, Transportation, Energy Systems

Increase improvements in sewer, water, transportation, and energy systems that are innovative, sustainable, efficient, and integrated to support and promote a more business-ready region.

2.1 Strategies	2.1 Actions
<p>Strategy A: Facilitate infrastructure planning towards a more efficient, coordinated, and connected infrastructure, promoting resiliency throughout the region.</p>	<p>A.1: Coordinate a regional infrastructure plan, including inventories of current and proposed projects and details regarding mapping, costs, and timelines to fund.</p> <p>A.2: Coordinate economic development efforts with regional current and proposed infrastructure projects.</p> <p>A.3: Advocate for ongoing and expansion of the reuse of wastewater for agriculture and economic development.</p> <p>A.4: Promote expansion of renewable energy development, including solar, geothermal, and wind farms, including recruitment, retention, and expansion of green energy companies.</p> <p>A.5: Collaborate with partners to improve public transportation between rural and urban communities and in urban communities to bolster mobility.</p> <p>A.6: Explore and determine the feasibility of a broader regional transportation planning agency.</p> <p>A.7: Promote the increase of air travel through the Reno-Tahoe International Airport.</p> <p>A.8: Promote the reintroduction of state and federal subsidies for rural air travel.</p> <p>A.9: Work with agricultural partners to create on-farm cold storage facilities to improve the supply chain and increase food security.</p>
<p>Strategy B: Work with WNDD members and stakeholders to secure funding for improved infrastructure to attract new business and meet the growth of existing businesses.</p>	<p>B.1: Develop, maintain, and promote a data resource for the WNDD region and its agencies that includes information on all known funding organizations such as the private sector, private foundations, and state and federal opportunities.</p> <p>B.2: Continue to work with member agencies to develop CEDS projects for the annual CEDS update and rewrite. Create awareness and understanding of the prioritization process and how to become grant-ready.</p> <p>B.3: Provide training through webinars and workshops for WNDD membership regarding funding resources, grant application processes, and strategies to improve competitiveness toward the award of funding projects.</p> <p>B.4: Assist board members and their agencies with research, technical assistance, application, and management of grants for infrastructure projects.</p> <p>B.5: Support robust funding of the State Infrastructure Bank and distribute information to WNDD members regarding the bank and process to access funds.</p> <p>B.6: Support the State Grant Matching Program to be funded to provide matching funds towards infrastructure-related grant applications.</p>

APPENDICES: ECONOMIC RECOVERY & RESILIENCY ACTION PLAN

GOAL 2.2

Advance Technology and Connectivity

Plan for and support technologies that advance innovation and promote economic development.

2.2 Strategies	2.2 Actions
<p>Strategy A: Ensure reliable, affordable, high-speed and secure Internet access throughout the region.</p>	<p>A.1: Establish a WNDD Broadband Study Project comprised of a stakeholder team for the purpose of defining the connectivity issues, including defining and the mapping of broadband coverage with the purpose of how best to address gaps with a focus on economically distressed and underserved populations.</p> <p>A.2: Develop a regional broadband and connectivity master plan.</p> <p>A.3: Advocate for innovative options for connectivity tools, such as satellite, fiber, and wireless networks and the use of mobile hotspot loan programs.</p> <p>A.4: Promote broadband infrastructure tax incentives for the private sector, service providers, and developers to encourage the expansion of broadband and connectivity.</p> <p>A.5: Create and leverage public and private partnerships, establish cooperatives and work with all wireline providers in the region to improve access to high-speed internet.</p> <p>A.6: Working with public and private sector, Identify funding to develop, improve or establish connectivity throughout the region, with an emphasis on the rural communities.</p> <p>A.7: Promote cybersecurity with networks that support Cyber Security Model Certification at a Level 3 certification.</p> <p>A.8: Increase awareness and understanding regarding cybersecurity and risk management strategies through training and other educational outreach.</p> <p>A.9: Support equitable access to the internet, devices, and technical assistance to underserved populations.</p> <p>A.10: Continue to promote and utilize the potential of the Nevada System of Higher Education (NSHE) and regional library system to provide connectivity for the region.</p>
<p>Strategy B: Support and promote technology and innovation throughout every sector of the economy.</p>	<p>B.1: Encourage the investment in digital infrastructure for business and industry to ramp up the adoption of new technologies and grow the economy.</p> <p>B.2: Pursue opportunities to work with member agencies and the private sector to foster the expansion of technology systems that support greater effectiveness and efficiencies in delivery of services and program.</p> <p>B.3: Encourage dedicated networks for health care, education, workforce, and community and social services.</p> <p>B.4: Support the inclusion of innovative technology and connectivity as a standard for new construction and remodel projects.</p>

APPENDICES: ECONOMIC RECOVERY & RESILIENCY ACTION PLAN

GOAL 2.3

Support Education and Workforce

Support the development of a skilled workforce to meet the growing needs of business and industry.

2.3 Strategies	2.3 Actions
<p>Strategy A: Support and participate in the Nevada Governor's Workforce Development Board (OWINN) and sub-committees to create a more robust, strategic, user-friendly, straightforward, and seamless workforce development plan.</p>	<p>A.1: Advocate for targeted, protected state and federal funding sources for the development of and access to P-16 career and technical education, including work-based learning, such as apprenticeships and other learn and earn programs.</p> <p>A.2: Engage with and strengthen regional systems for employer engagement that ensures skill gaps are addressed and funding is appropriated.</p> <p>A.3: Advocate for strengthening public systems, such as community colleges and the Nevada State Library, to be keystones for identifying, managing, and supporting public-private partnerships that link workforce and education/training, leading to improved outcomes.</p> <p>A.4: Communicate the value the public library system brings as a solution for delivery of workforce training, upskilling and reskilling, and leveraging accessibility for disadvantaged populations throughout the region.</p> <p>A.5: Support research and development at the University of Nevada, Reno to target locally relevant issues that result in strengthened economic and workforce development, innovation, and regional competitiveness.</p> <p>A.6: Advocate for strengthening educational programs that support small and large farmers, including the curriculum-based accredited farm apprenticeship program and the food systems certification curriculum.</p>
<p>Strategy B: Increase the number of residents older than 18 who have completed post-secondary education or training with a particular focus on certificates, technical degrees, and apprenticeships relevant to employment in middle-skill, living wage occupations.</p>	<p>B.1: Outline and present a micro-credential system that documents and awards credit for independently acquired skills to NSHE for statewide adoption.</p> <p>B.2: Customize learning plans that can be bundled to earn certifications and degrees.</p> <p>B.3: Leverage 21st-century technology to develop high-quality, cost-effective training programs.</p> <p>B.4: Support the workforce development to address barriers to quality employment for BIPOC through public-private collaboration and private sector leadership.</p>
<p>Strategy C: Encourage and support activities that pivot the goal of achieving work readiness to a dynamic, continual process with ongoing training for upgrading skills and knowledge, keeping pace with industry changes and expectations.</p>	<p>C.1: Connect users to real-time employment and training information and no or low-cost resources to assist with upskilling or reskilling and career navigation.</p> <p>C.2: Advocate for and support a centralized, streamlined, coordinated, regionally connected, digital network for the unemployed/job seekers that includes various access points that lead to the same network of resources.</p> <p>C.3: Support a strong communication plan to target employers, education providers, and wraparound service providers in the understanding of this activity.</p> <p>C.4: Engage experts with diverse backgrounds to mentor and support an individual's career journey from exploration to job attainment.</p>
<p>Strategy D: Develop and launch a marketing campaign across a broad range of agencies, including education, workforce development, employers, health and human services, and economic development to promote work readiness for the 21st century.</p>	<p>D.1: Work with education and workforce development training partners to expand collaborative efforts that centralize marketing activities communicating resource pathways to available skills training programs and resources.</p> <p>D.2: Define the meaning of work-readiness to ensure a common understanding among employers, job seekers, and educators.</p> <p>D.3: Advocate for the concept of skills transferability to be embedded in every training program, beginning in elementary school.</p> <p>D.4: Engage education and workforce development training partners to expand collaborative efforts that centralize marketing activities communicating resource pathways to available skills training programs and resources.</p>
<p>Strategy E: Promote the development of programs that bring the workforce to the region.</p>	<p>E.1: Collaborate to support outreach activities.</p> <p>E.2: Assemble cross-sector partnerships to advocate for more accessible, livable wages, healthcare, childcare, and education/training opportunities.</p> <p>E.3: Attract workforce by promoting the region's quality of life amenities and sense of place.</p> <p>E.4: Support the development of programs that enable remote work and a hybrid model where work occurs at offices or locations outside the region.</p>

Target Area 3: Quality Of Life

The region offers more diverse housing opportunities to fit the needs of many populations, accessible health and wellness services and amenities, and opportunities for leisure pursuits that enhance a sense of place and community.

GOAL 3.1

Nurture Health and Wellness Resources

Support health and wellness programs and activities that are critical toward building resilience against future health shocks and the economy.

3.1 Strategies	3.1 Actions
<p>Strategy A: Ensure economic well-being through the support of affordable and accessible health care with an emphasis underserved populations and rural communities.</p>	<p>A.1: Promote expansion and increased access to high-quality, affordable health care.</p> <p>A.2: Encourage the expansion of mobile health centers.</p> <p>A.3: Support the development of a centralized 24/7 portal that provides a one-stop source of access to health, wellness, and community support resources and services.</p> <p>A.4: Support development, implementation, and access to health data and monitoring systems and devices for individuals and health professionals.</p> <p>A.5: Promote enterprises that inspire a lifestyle of wellness.</p> <p>A.6: Advocate for improved environments and systems within public spaces that fight the spread of disease including HVAC systems, touchless technology and ultraviolet light.</p> <p>A.7: Encourage employers to promote and support employee health and wellness through improved working conditions as well as healthcare plans and programs.</p>
<p>Strategy B: Foster the creation of an overarching body of multi-disciplinary public health professionals to champion a more holistic, cohesive, and seamless integration of public health systems, funding, and access.</p>	<p>B.1: Promote programs and systems that increase the number of health and wellness professionals, including removing barriers that restrict professionals from working in the region.</p> <p>B.2: Invest in telemedicine programs, personnel, and technology to improve access to and complement existing health care services and support business development.</p> <p>B.3: Advocate the continuation, development, and support for broader telehealth coverage policies.</p> <p>B.4: Develop Emotional First Aid, Peer Support, and Community Neighborhood Mental Health First Aid Training Programs.</p>

GOAL 3.2

Build Housing Capacity

Support and promote activities and organizations committed to creating diverse, affordable, and available housing options in the region to attract and retain workforce while stimulating the economy.

3.2 Strategies	3.2 Actions
<p>Strategy A: Encourage new, existing, and creative development that expands housing types to serve the region.</p>	<p>A.1: Support innovation, technology, and alternative housing options such as re-purposing properties into multi-family properties, high-quality mobile home parks, manufactured housing, container housing, and 3-D (Extrusion Based Technology) printed housing.</p> <p>A.2: Recommend to employers, those that are expanding as well as relocating, to participate in solutions for housing workforce with programs that provide subsidies, and tax incentives.</p> <p>A.3: Advance smart growth approaches that support construction using green building techniques and materials.</p> <p>A.4: Support the preservation of current and future viability of affordable housing rentals.</p> <p>A.5: Promote public investment in public infrastructure to support increased housing development.</p>
<p>Strategy B: Work with regional partners and stakeholders to identify barriers to housing development and determine best practices, including improved cross coordination amongst municipalities, to mitigate those hindrances.</p>	<p>B.1: Explore zoning and building codes, development requirements, and fees to determine and recommend opportunities for more expedited processes to increase multi-family and multi-use affordable housing and accessory dwelling units.</p> <p>B.2: Work with member agencies to advocate for federally-owned land to be sold and developed to help the region with growth and access to land for housing.</p>
<p>Strategy C: Evaluate opportunities for resources to fund affordable housing, including those available via government, nonprofits, and financial institutions.</p>	<p>C.1: Promote state, federal, and local programs and resources that support affordable housing funding.</p> <p>C.2: Establish public-private partnerships specific for the purchase or donation of land and equity funding.</p>

GOAL 3.3

Cultivate Arts, Culture, and Recreation

Promote arts, culture, and recreation activities and amenities as essential elements to quality of life and support the recruitment of business, industry, and workforce in these areas.

3.3 Strategies	3.3 Actions
<p>Strategy A: Enhance and capitalize on the region's existing quality of life amenities to recruit and retain talent in the region.</p>	<p>A.1: Recommend projects and activities that support an interconnected system of parks, trails, and open spaces throughout the region and its communities.</p> <p>A.2: Promote tourism and recreational amenities on a regional basis including plans and development as well as activities that reflect the historic, cultural, and natural resources.</p> <p>A.3: Encourage partners and stakeholders to support lifelong learning opportunities that increase social connections, health and wellness, and social responsibility resulting in greater resiliency.</p> <p>A.4: Working with WNDD Board, identify opportunities to promote cultural and arts events occurring throughout the region.</p> <p>A.5: Focus on digital arts and outdoor recreation opportunities that build the region's quality of life.</p>
<p>Strategy B: Support the region's communities as they develop and grow a greater sense of place.</p>	<p>B.1: Implement arts and culture-based placemaking to improve downtowns and public spaces.</p> <p>B.2: Identify each county and city's unique assets and strengths as part of the placemaking process.</p> <p>B.3: Develop strategies and programs that initiate the placemaking process and promote a greater sense of place.</p> <p>B.4: Working with partners, promote and advance activities that create a sustainable and just food system that enhances equitable access to affordable, local, and healthy food.</p> <p>B.5: Encourage funding to local food pantries to continue buying locally.</p>

Target Area 4: Government and Organizational Capacity

The region’s government and stakeholder organizations seamlessly coordinate to institute innovative solutions that are streamlined, technologically advanced, and better positioned to grow a sustainable and resilient economy.

GOAL 4.1

Grow Partnerships and Collaboration

Expand the region’s capacity to catalyze economic vitality through partnerships and collaboration.

4.1 Strategies	4.1 Actions
<p>Strategy A: Strengthen centralized, clear and consistent communication networks for communities and stakeholders when accessing government services and information, utilizing cutting edge technology creating greater efficiency, effectiveness and increased customer service for the public.</p>	<p>A.1: Develop a community-facing resource map that delineates organizational services and clientele, the connective relationships between entities, and identifies access points that will be used by service entities for referral, reduction of duplicative services, and identification of gaps.</p> <p>A.2: Utilizing technology, foster and support a 24/7 centralized resource of information and resources for small business and entrepreneur resources.</p> <p>A.3: Encourage the development of an informational clearinghouse that would include production fact sheets for small to medium farmers.</p>
<p>Strategy B: Work with member agencies to align and strengthen policies, procedures, and operations that advance economic development, including recovery and resiliency strategies.</p>	<p>B.1: Assess and identify policies, codes, and practices considered to be barriers to economic development and resiliency.</p> <p>B.2: Collaborate to maximize economic development by engaging revised policies, procedures, and operations that eliminate or reduce barriers.</p> <p>B.3: Increase economic recovery and resiliency by establishing an Economic Emergency Response Team or Program that includes intergovernmental and agency coordination that will expand and contract programs and services in response to any economic shock.</p>
<p>Strategy C: Expand economic development capacity with increased partnerships and enhanced resources that support and oversee the implementation of strategies that build community and regional resilience.</p>	<p>C.1: Encourage investments that use public and private sector resources and leverage complementary investments by other government, public entities, and nonprofits.</p> <p>C.2: Promote the partnering of member governments of like-interested projects maximizing resources.</p> <p>C.3: Increase outreach in each county to promote partnering and connect membership.</p> <p>C.4: Advocate for increased funding to the Nevada Department of Agriculture (NDA) to maximize responsiveness and improve effectiveness in the state-managed agricultural marketing program.</p> <p>C.5: Recommend to U.S. Department of Agriculture (USDA) and Nevada Department of Agriculture (NDA) to increase collaboration for the betterment of Nevada producers.</p> <p>C.6: Advocate for local government-sponsored food security councils to address food desert issues, emphasizing rural communities.</p> <p>C.7: Recommend re-establishment of State Maintained Organic Certification Program.</p> <p>C.8: Support actions that will boost the potential of the region as a significant transportation and distribution center.</p>

GOAL 4.2

Integrate a Regional Perspective in Planning

Provide for regional planning towards economic development goals that support recovery and plan for resiliency.

4.2 Strategies	4.2 Actions
<p>Strategy A: Foster achievement of the Comprehensive Economic Development Strategy (CEDS) and Economic Recovery and Resiliency (ERR) Plan.</p>	<p>A.1: Engage ongoing activities that develop greater regional collaboration on goals and actions related to the CEDS and the ERR Plan.</p> <p>A.2: Facilitate the identification and prioritization of investment projects that benefit the region.</p> <p>A.3: Promote WNDD and its memberships’ economic development achievements resulting from regional planning efforts.</p> <p>A.4: Promote regional collaboration for more robust networks, including market connections between rural and urban areas.</p> <p>A.5: Support regional partners in sharing resources to increase coordination functions and expand capacity to complete projects.</p> <p>A.6: Provide up-to-date demographic and economic data for member agencies on the WNDD website.</p> <p>A.7: Provide ongoing training and informational events on key economic trends, issues, and best practices.</p> <p>A.8: Continue outreach activities that provide information on economic development, funding opportunities, and critical indicators regarding the region’s economy.</p>
<p>Strategy B: Build partnerships to support the engagement of the CEDS, the ERR Plan, and the plan’s respective goals, strategies, actions, and projects.</p>	<p>B.1: Work with WNDD members and key stakeholders to establish Action Teams focused on implementing the CEDS, ERR Plan, and projects.</p> <p>B.2: Develop an annual work plan that implements strategies and actions of the CEDS and ERR Plan.</p> <p>B.3: Increase outreach to the business, educational, and key stakeholder communities and agencies to promote partnering and collaboration to realize key economic development strategies and projects successfully.</p> <p>B.3: Continue to coordinate with the University of Nevada, Reno Center for Economic Development, and University of Nevada, Reno Cooperative Extension to support and advance economic development programs and projects.</p>

GOAL 4.3

Support Sustainability Efforts

Advance U.S. Economic Development Administration (EDA) ’s Investment Priority by promoting economic development planning and implementation projects that address the climate crisis, including green products, processes (including green infrastructure), places, and buildings to support economic and environmental resilience.

4.3 Strategies	4.3 Actions
<p>Strategy A: Support sustainable investments that promote job creation and protect natural resources, and the environment.</p>	<p>A.1: Encourage member agencies and stakeholders to develop projects that support a transition to a green economy, including green products, processes, and buildings.</p> <p>A.2: Pursue opportunities through the Environmental Protection Agency and other sources for brownfield assessment, clean-up, and redevelopment funding.</p>
<p>Strategy B: Engage in communication and training opportunities that promote services, programs, and the benefits of a sustainable and green environment.</p>	<p>B.1: Provide training and information regarding climate events and economic shocks resulting from those events to plan for and create economic recovery, resiliency, and sustainability.</p> <p>B.2: Leverage all WNDD outlets to provide resources and information on best practices in planning for sustainability and the benefits associated with economic development.</p>

Appendices: WNDD CEDS Data

Population: Growth

	1970 Population	1980 Population	1990 Population	2000 Population	2010 Population	2019 Population	1970 - 2019 Population Change
WNDD Region	170,722	279,185	372,030	496,996	590,644	650,642	479,920
Washoe County	121,068	193,623	254,667	339,486	412,844	471,519	350,451
Carson City	15,468	32,022	40,443	52,457	55,375	54,773	39,305
Churchill County	10,513	13,917	17,938	23,982	24,946	24,259	13,746
Douglas County	6,882	19,421	27,637	41,259	47,042	48,132	41,250
Humboldt County	6,375	9,434	12,844	16,106	16,528	16,828	10,453
Mineral County	7,051	6,217	6,475	5,071	4,812	4,460	-2,591
Pershing County	2,670	3,048	4,336	6,693	6,703	6,615	3,945
Storey County	695	1,503	2,526	3,399	4,016	3,988	3,293
Washoe County	121,068	193,623	254,667	339,486	412,844	471,519	350,451
Fallon	2,959	4,262	6,430	7,536	8,560	8430	5,471
Fernley			5,164	8,543	18,378	20068	20,068
Lovelock	1,680		3,232	4,781	2,139	1959	279
Reno	72,863	100,756	133,850	180,480	220,996	246500	173,637
Sparks	24,187	40,780	53,367	66,346	87,301	100589	76,402
Winnemucca	3,587	4,140	6,416	7,169	7,396	7,762	4,175

Sources: U.S. Census Bureau, 1970, 1980, 2010, 2019

Population: Growth Projections

	2019 Population	2039 Population	Predicted Change	Predicted % Change
WNDD Region	630,574	694,731	64,157	10.2%
Carson City	54,773	62,202	7,429	13.6%
Churchill County	24,259	27,244	2,985	12.3%
Douglas County	48,132	45,520	-2,612	-5.4%
Humboldt County	16,828	18,082	1,254	7.5%
Mineral County	4,460	5,021	561	12.6%
Pershing County	6,615	6,373	-242	-3.7%
Storey County	3,988	4,776	788	19.8%
Washoe County	471,519	525,513	53,994	11.5%

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

Population: Growth Projections Variances

Jurisdiction	2039 Population (Low International Migration)	2039 Population (COVID-19 Best Case)	Average of Both 2039 Forecasts	Predicted % Change
WNDD Region	703,094	686,363	694,729	10.2%
Carson City	62,878	61,526	62,202	7.5%
Churchill County	27,583	26,904	27,244	12.6%
Douglas County	45,787	45,252	45,520	-3.7%
Humboldt County	18,228	17,936	18,082	19.8%
Mineral County	5,105	4,936	5,021	11.5%
Pershing County	6,403	6,342	6,373	4,781
Storey County	4,808	4,744	4,776	180,480
Washoe County	532,302	518,723	525,513	66,346
Winnemucca	3,587	4,140	6,416	7,169

Source: Nevada Department of Taxation, 2019

Population: Age - 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
WNDD Region	650,642	36,127	36,803	41,450	38,342	40,092	92,939
Carson City	54,773	2,971	3,210	3,096	3,026	3,146	6,981
Churchill County	24,259	1,677	1,553	1,462	1,248	1,501	3,164
Douglas County	48,132	1,675	2,547	2,269	2,534	2,011	4,603
Humboldt County	16,828	1,243	985	1,602	1,024	860	2,471
Mineral County	4,460	187	220	269	272	267	396
Pershing County	6,615	339	271	347	198	265	1,134
Storey County	3,988	213	187	190	196	184	244
Washoe County	471,519	26,523	26,337	31,105	28,342	31,059	70,847
Fallon	8,430	734	512	360	477	754	1,393
Fernley	20,068	1,299	1,493	1,110	1,502	799	3,099
Lovelock	1,959	124	108	214	75	56	200
Reno	246,500	15,285	14,348	14,596	14,960	19,789	41,165
Sparks	100,589	6,039	6,693	6,877	6,011	6,087	14,183
Winnemucca	7,762	708	391	672	482	531	1,332

Population: Age - 45 years and over

	35 to 44 years	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	79,040	79,224	44,392	44,929	72,796	35,452	9,056
Carson City	6,278	7,087	4,075	4,046	6,327	3,183	1,347
Churchill County	2,565	3,185	1,865	1,509	2,750	1,391	389
Douglas County	4,781	5,657	4,317	4,547	7,993	4,029	1,169
Humboldt County	2,126	2,073	1,147	1,038	1,501	631	127
Mineral County	340	409	391	350	732	559	68
Pershing County	1,019	1,091	401	514	667	315	54
Storey County	510	521	312	289	759	366	17
Washoe County	59,214	56,706	30,605	31,218	49,945	23,951	5,667
Fallon	1,011	999	705	418	604	369	94
Fernley	2,207	2,495	1,279	1,418	2,122	1,027	218
Lovelock	354	260	93	153	214	75	33
Reno	30,977	28,837	15,744	14,341	22,903	10,217	3,338
Sparks	13,064	13,650	6,254	6,032	9,724	4,110	1,865
Winnemucca	882	833	618	317	602	309	85

Average Median Age

	Median age (years)
WNDD Region	43.7
Carson City	42.4
Churchill County	39.7
Douglas County	52
Humboldt County	36
Mineral County	52.9
Pershing County	42.1
Storey County	50.9
Washoe County	38.6
Fallon	34.4
Fernley	38.4
Lovelock	39.8
Reno	35.8
Sparks	38.3
Winnemucca	33.7

Source: U.S. Census Bureau, American Community Survey, 2019

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
United States	328,239,523	60.0%	18.4%	12.4%	0.7%	5.6%	0.2%	0.3%	2.5%
Nevada	3,080,156	47.8%	29.2%	9.3%	0.9%	8.3%	0.7%	0.4%	3.4%
WNDD Region	650,642	64.9%	23.2%	2.1%	1.8%	4.6%	0.5%	0.2%	2.7%
Carson City	54,773	67.0%	24.1%	2.0%	2.0%	2.6%	0.0%	0.2%	2.0%
Churchill County	24,259	73.2%	13.9%	2.4%	3.8%	2.8%	0.1%	0.2%	3.6%
Douglas County	48,132	80.8%	12.7%	0.7%	1.7%	1.6%	0.2%	0.1%	2.2%
Humboldt County	16,828	65.4%	27.0%	0.6%	5.1%	0.6%	0.0%	0.0%	1.2%
Mineral County	4,460	60.3%	11.6%	5.1%	18.9%	1.3%	0.0%	0.1%	2.7%
Pershing County	6,615	65.2%	24.4%	3.5%	2.4%	1.0%	0.3%	0.0%	3.1%
Storey County	3,988	84.6%	3.2%	1.7%	0.4%	0.9%	0.0%	0.0%	9.2%
Washoe County	471,519	62.2%	25.0%	2.2%	1.4%	5.6%	0.6%	0.2%	2.7%
Fallon	8,430	72.7%	11.2%	3.7%	1.4%	5.6%	0.0%	0.5%	5.0%
Fernley	20,068	71.8%	19.0%	1.6%	2.0%	1.6%	0.0%	0.5%	3.5%
Lovelock	1,959	72.4%	21.4%	0.5%	2.7%	0.5%	0.0%	0.0%	2.5%
Reno	246,500	61.0%	24.7%	2.6%	0.8%	6.5%	0.8%	0.3%	3.3%
Sparks	100,589	57.7%	30.1%	2.0%	0.9%	5.6%	0.5%	0.1%	3.1%
Winnemucca	7,762	59.2%	35.6%	0.8%	2.7%	0.0%	0.0%	0.0%	1.7%

Population: Gender

Jurisdiction	Sex ratio (males per 100 females)	Sex ratio (males per 100 females) 18 years and older	Sex ratio (males per 100 females) 65 years and older
United States	97	94.9	80.1
Nevada	100.6	99.5	88.7
WNDD Region	112.2	116.6	104.2
Carson City	105.6	105.8	84.0
Churchill County	102.6	102.2	93.6
Douglas County	100.9	99.9	100.2
Humboldt County	106.5	110.8	105.2
Mineral County	98.8	94.9	110.0
Pershing County	178.9	215.5	134.4
Storey County	112.1	111.3	104.7
Washoe County	101.7	101.0	90.6
Fallon	99.1	102.7	79.0
Fernley	102.3	108.2	114.9
Lovelock	101.1	102.8	61.0
Reno	102.2	101.3	89.0
Sparks	100.9	99.0	86.1
Winnemucca	107.4	105.9	81.1

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

Jurisdiction	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
WNDD	53,342	7,181	18,074	24,010	3,972
Carson City	4,230	828	1,466	1,803	133
Churchill County	1,905	398	685	668	154
Douglas County	2,865	348	1,031	1,291	195
Humboldt County	1,153	159	601	341	52
Mineral County	388	39	196	153	0
Pershing County	310	84	159	58	9
Storey County	255	27	11	103	9
Washoe County	40,895	4,973	13,358	19,144	3,420
Fallon	866	119	313	315	119
Fernley	1,341	325	567	449	0
Lovelock	74	6	68	0	0
Reno	26,602	2,864	7,655	13,540	2,543
Sparks	8,071	1,028	3,348	3,125	570
Winnemucca	682	79	317	234	52

Population: Educational Attainment - 25 years and older

Jurisdiction	Population 25 years and older	Less than high school graduate	High school graduate or equivalent	Some College Or Associate Degree	Bachelor's Degree or higher
WNDD	543,049	62,342	146,439	195,449	138,819
Carson City	39,324	5,121	10,205	15,279	8,719
Churchill County	16,818	1,410	5,310	6,937	3,161
Douglas County	37,096	2,521	9,043	14,614	10,918
Humboldt County	11,114	1,953	3,426	3,871	1,864
Mineral County	3,245	357	1,160	1,243	485
Pershing County	5,195	992	1,932	1,692	579
Storey County	3,018	192	838	1,040	948
Washoe County	316,319	35,940	74,437	108,405	97,537
Fallon	5,593	332	2,065	2,246	950
Fernley	13,865	1,732	5,011	5,296	1,826
Lovelock	1,382	286	599	329	168
Reno	167,522	18,441	37,194	55,704	56,183
Sparks	68,882	9,339	19,048	24,462	16,033
Winnemucca	4,978	1,017	1,542	1,453	966



Employment: Median Earnings By Educational Attainment

	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
United States	\$24,071	\$31,264	\$37,471	\$54,925	\$74,253	\$55,550
Nevada	\$27,489	\$32,067	\$37,952	\$49,770	\$67,544	\$51,755
WNDD	\$37,685	\$34,278	\$36,425	\$49,620	\$71,917	\$52,654
Carson City	\$26,439	\$32,198	\$37,375	\$46,120	\$63,904	\$49,133
Churchill County	\$26,887	\$31,130	\$37,622	\$55,662	\$66,765	\$53,350
Douglas County	\$23,205	\$33,221	\$35,770	\$46,046	\$65,515	\$49,110
Humboldt County	\$32,841	\$46,073	\$43,346	\$51,367	\$78,750	\$57,821
Mineral County	\$26,591	\$28,164	\$31,121	\$41,667	\$72,895	\$48,561
Pershing County		\$32,328	\$23,769	\$53,975	\$72,625	\$50,123
Storey County	\$108,083	\$39,250	\$39,375	\$58,333	\$72,955	\$56,888
Washoe County	\$26,751	\$32,388	\$38,584	\$51,740	\$67,761	\$52,695
Fallon	\$19,167	\$25,688	\$35,479	\$68,604	\$86,042	\$63,375
Fernley	\$30,685	\$33,750	\$40,859	\$41,667	\$86,080	\$56,202
Lovelock		\$40,977	\$32,950	\$37,396	\$67,969	\$46,105
Reno	\$26,515	\$31,377	\$35,409	\$48,008	\$65,547	\$49,655
Sparks	\$26,380	\$34,097	\$42,710	\$53,267	\$61,093	\$52,357
Winnemucca	\$49,875	\$49,073	\$54,083	\$50,577	\$74,954	\$59,871

Source: U.S. Census Bureau, American Community Survey, 2019

Commuting

	Carson City	Churchill County	Douglas County	Humboldt County	Mineral County	Pershing County	Storey County	Washoe County
Carson City	57.18%	0.13%	11.68%	0.00%	0%	0%	7.25%	1.27%
Churchill County	0.23%	87.89%	0.01%	0.00%	5.09%	1%	0.00%	0.21%
Douglas County	14.00%	0.17%	63.52%	0.10%	0%	0%	2.90%	0.64%
Humboldt County	0.06%	0.07%	0.00%	87.57%	2%	7%	0.00%	0.03%
Mineral County	0%	0%	0.00%	0.00%	87.02%	1%	0%	0.01%
Pershing County	0.00%	0.00%	0.00%	3.27%	0.00%	73.49%	0%	0.06%
Storey County	0.59%	0%	0.20%	0.00%	0%	0%	40.52%	0.46%
Washoe County	13.90%	2.46%	3.10%	2.31%	0.57%	2.99%	30.47%	92.99%
Other	14.04%	8.68%	21.49%	6.75%	5.51%	13.79%	18.86%	4.33%

Source: U.S. Census, 2020. "Table 1. Residence County to Workplace County Commuting Flows for the United States and Puerto Rico Sorted by Residence Geography 5-Year ACS, 2011-2015". Washington, D.C., <https://www.census.gov/topics/employment/commuting/guidance/flows.html>

Employment by Industry: 2010 Average

	Construction	Education and Health Services	Financial Activities	Information	Manufacturing	Natural Resources and Mining	Other Services	Professional and Business Services	Public Admin.	Trade, Transp. and Utilities	Tourism, Gaming and Hospitality	Unclass.	Total
Nevada	59,241	175,891	52,571	13,508	37,885	14,469	27,198	136,578	63,062	215,993	310,762	874	1,108,032
WNDD	11,654	48,779	11,234	3,144	16,019	3,411	6,755	29,276	19,789	53,444	45,771	166	249,442
Carson City	802	5,508	1,182	384	2,572		660	1,999	7,319	3,879	3,331	20	27,656
Churchill County	421	1,663	276	198	269	282	178	727	814	2,001	983	5	7,817
Douglas County	775	2,303	732	136	1,673	140	342	1,501	1,014	2,482	6,056	23	17,177
Humboldt County	518	1,164	100	78	254	2,072	159	444	602	1,288	1,066		7,745
Mineral County	41	338	45				10		253	144	176		1,007
Pershing County	4	271	21		68	423	25	27	425	212	137		1,613
Storey County	132		7		376	84	138	192		1,481	164		2,574
Washoe County	8,961	37,532	8,871	2,348	10,807	410	5,243	24,386	9,362	41,957	33,858	118	183,853

Employment by Industry: 2019 Average

	Construction	Education and Health Services	Financial Activities	Information	Manufacturing	Natural Resources and Mining	Other Services	Professional and Business Services	Public Admin.	Trade, Transp. and Utilities	Tourism, Gaming and Hospitality	Unclass.	Total
Nevada	95,899	227,092	65,101	16,958	59,291	19,866	35,443	197,079	63,982	267,688	357,061	3,141	1,408,601
WNDD	22,319	56,496	12,559	3,598	31,194	4,522	7,610	36,955	19,486	66,618	51,814	395	313,566
Carson City	1,523	6,336	1,164	430	2,700	96	741	2,182	7,455	4,322	3,696	34	30,679
Churchill County	749	1,554	221	157	544	360	179	623	812	2,062	1,082	5	8,348
Douglas County	1,532	2,644	749	166	2,002	153	396	1,601	990	2,984	6,452	38	19,707
Humboldt County	411	1,224	108	11	272	2,099	167	280	580	1,481	1,069	7	7,709
Mineral County	43	305	32	8		142			196	146	159		1,031
Pershing County		246	21		27	749	23	13	452	222	145		1,898
Storey County	765	222	15		11,427	169	110	621	155	4,120	174		17,778
Washoe County	17,296	43,965	10,249	2,826	14,222	754	5,994	31,635	8,846	51,281	39,037	311	226,416

Source: Nevada Department of Employment, Training & Rehabilitation

Employment: Occupation by Employment

	WNDD	Carson City	Churchill County	Douglas County	Humboldt County	Mineral County	Pershing County	Storey County	Washoe County	Fallon	Fernley	Lovelock	Reno	Sparks	Winnemucca
Civilian employed population 16 years and over	320,984	25,705	9,620	21,421	8,491	1,534	2,072	1,638	241,666	3,780	8,837	793	140,387	50,230	4,154
Office and administrative support	38,919	3,081	1,360	2,520	1,083	230	203	196	29,157	563	1,089	114	15,748	6,949	488
Sales and related	32,817	2,339	699	1,996	676	130	159	133	25,962	307	723	79	14,821	5,260	363
Management	29,316	2,320	891	2,532	651	127	202	162	21,697	187	734	46	11,296	4,261	228
Food preparation and serving related	21,825	1,911	456	1,634	397	38	88	153	16,640	200	508	69	11,190	3,663	266
Construction and extraction	21,633	1,973	559	1,366	1,567	210	261	101	14,866	144	730	91	7,985	3,620	815
Production	19,976	2,096	498	1,147	439	63	50	48	14,941	260	694	50	8,819	3,691	302
Educational instruction, and library	18,762	938	599	1,065	359	159	119	105	15,112	221	306	35	9,754	2,525	224
Material moving	16,825	1,058	266	777	419	110	123	31	13,337	133	704	86	8,564	2,741	170
Transportation	13,702	698	565	491	451	67	200	59	10,550	220	621	15	5,362	2,597	43
Business and financial operations	13,507	1,256	420	1,043	133	43	53	52	10,076	197	431	7	5,455	1,668	107
Health diagnosing and treating practitioners and other technical	12,867	675	430	650	149	0	39	25	10,806	199	93	0	6,913	979	80
Building and grounds cleaning and maintenance	12,516	1,220	502	1,111	236	47	49	56	8,986	166	309	20	4,719	2,414	215
Installation, maintenance, and repair	10,305	1,038	401	503	383	38	119	186	7,133	146	504	57	3,324	1,825	48
Personal care and service	10,276	1,037	256	966	203	115	10	59	7,295	145	335	10	4,006	1,322	104
Healthcare support	7,421	908	276	559	227	21	74	36	5,158	138	162	21	3,024	1,445	132
Computer and mathematical	6,557	519	110	405	13	0	0	25	5,386	19	99	0	3,888	464	0
Health technologists and technicians	5,010	398	234	268	140	15	55	28	3,679	150	193	24	2,587	258	4

Employment: Occupation by Employment, cont'd

	WNDD	Carson City	Churchill County	Douglas County	Humboldt County	Mineral County	Pershing County	Storey County	Washoe County	Fallon	Fernley	Lovelock	Reno	Sparks	Winnemucca
Architecture and engineering	4,855	298	141	396	165	7	0	33	3,697	40	118	0	1,819	1,080	90
Community and social service	4,722	392	229	452	65	21	46	20	3,399	94	98	14	2,343	729	78
Firefighting and prevention, and other protective service workers including supervisors	4,251	329	173	317	319	57	0	23	2,963	133	70	0	1,844	653	33
Arts, design, entertainment, sports, and media	4,169	431	69	389	16	9	117	35	3,073	30	30	5	1,929	566	12
Law enforcement workers including supervisors	3,840	315	92	298	117	6	71	21	2,756	38	164	34	1,729	487	211
Life, physical, and social science	3,497	148	45	277	319	0	0	48	2,603	0	57	0	1,880	477	53
Legal	2,330	252	42	207	0	21	0	0	1,808	27	0	0	888	486	0
Farming, fishing, and forestry	1,360	75	307	52	238	0	34	3	586	23	65	16	500	70	88

Source: U.S. Census Bureau, American Community Survey, 2019



Employment: Top Industry Wages

	Average of Average Weekly Wages
Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	\$2,559.00
All Other Financial Investment Activity	\$2,626.00
Physical/Engineering/Biological Research	\$2,628.57
Real Estate Credit	\$2,654.43
Trust, Fiduciary, and Custody Activities	\$2,711.00
Other Travel Arrangement Services	\$2,726.00
All Other Travel Arrangement Services	\$2,726.00
Nonscheduled Air Passenger Chartering	\$2,727.50
Semiconductor and Related Devices	\$2,816.00
Funds, Trusts & Other Financial Vehicles	\$2,873.00
Scientific Research and Development Svc	\$2,881.71
Lessors, Nonfinancial Intangible Assets	\$2,912.00
Computer Training	\$3,060.00
Portfolio Management	\$3,279.33
Architectural Services	\$3,646.50
Custom Computer Programming Services	\$3,765.33
Securities Brokerage	\$3,782.50
Security & Commodity Investment Activity	\$3,823.00
Computer and Supply Merchant Wholesalers	\$4,223.00
Industrial Design Services	\$5,818.00

Source: Nevada Department of Employment, Training & Rehabilitation



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.

CEDS 2020 Committee

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.

Teri Bath, City of Reno

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

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The WNDD Board approved the final 2020-2025 CEDS Update of Directors on June 28, 2021.

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

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*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.

