



Economic Recovery and Resiliency Plan 2021



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WNDD Board of Directors

CARSON CITY

Maurice White, City Supervisor
Nancy Paulson, City Manager

CHURCHILL COUNTY

Justin Heath, County Commissioner
Bruce Breslow, Executive Director, Churchill Fallon Economic Development
Jim Barbee, County Manager

DOUGLAS COUNTY

Danny Tarkanian, County Commissioner
Lisa Granahan, Economic Vitality Manager
Kitty McKay, Director, Patience Experience, Carson Tahoe Health

CITY OF FALLON

Kelly Frost, City Councilwoman
Sara Beebe, Operations Director, Churchill County Economic Development Authority

CITY OF FERNLEY

Roy Edgington, Mayor, WNDD Past President

CITY OF LOVELOCK

Pat Rowe, City Councilwoman, WNDD Member at Large
Mark Hauenstein, CEO, Technical Designs

HUMBOLDT COUNTY

Ken Tipton, County Commissioner
Dave Mendiola, County Manager

MINERAL COUNTY

Catherine Hall, County Commissioner

PERSHING COUNTY

Shayla Hudson, County Commissioner
Heidi Lusby-Angivck, Vice President, Pershing County Economic Development Authority

CITY OF RENO

Naomi Duerr, City Councilwoman, WNDD President
Aric Jensen, Revitalization Manager
Jeff Limpert, Office of Economic Development
Teri Bath, WNDD Secretary, Treasurer, Nevada Hemp Fiber President

CITY OF SPARKS

Dian Vanderwell, City Councilwoman
Tracy Holland, Iron Workers Local Union No. 12
Art Sperber, Senior Project Manager, CA Group, Inc, and City of Sparks Business Representative

STOREY COUNTY

Clay Mitchell, County Commissioner

WASHOE COUNTY

Jeanne Hermann, County Commissioner
Mojra Hauenstein, Director of Planning and Building

CITY OF WINNEMUCCA

Vince Mendiola, City Councilman
Jan Morrison, Humboldt County/City of Winnemucca Economic Development Officer
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.

Building Back Stronger

How the Economic Recovery and Resiliency Project Can Help Western Nevada

“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, such as the pandemic in the future.

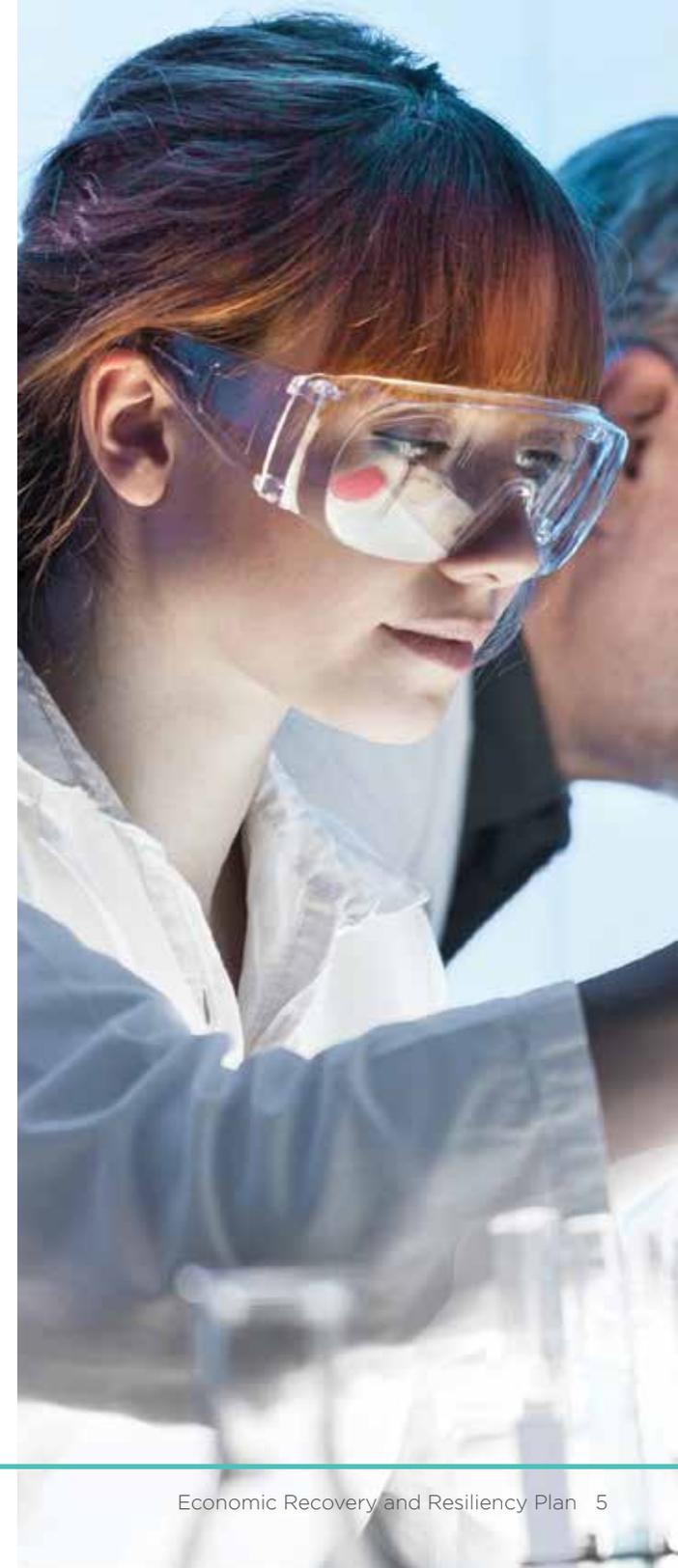
As Western Nevada rebuilds from the impacts of the COVID-19 pandemic, economic development strategy must focus on recovery and resiliency to prepare for future shocks and changes.

What Is Economic Recovery and Resiliency?

According to the U.S. Department of Commerce, Economic Development Administration (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 and expand its resiliency will mean supporting the expansion of small businesses, attracting new technology companies and a skilled workforce, and integrating data into regional decision-making processes.



What is the Recovery and Resilience Plan for Western Nevada?

The development of an economic recovery and resilience plan is vital to the ensuring a better future for the Western Nevada Development District (WNDD) region. So, with funding through an EDA Coronavirus Aid, Relief, and Economic Security (CARES) Act grant, WNDD formed an Economic Recovery and Resiliency Council was in 2020 to develop an Economic Recovery and Resiliency Plan (ERRP) for the WNDD territory that comprises eight counties and six cities.

The ERRP includes strategies for economic recovery and to build capacity for pre-disaster preparedness through resilience planning and projects that align with the EDA's priorities of equity, workforce development, environmentally sustainable development, technology-based economic development, recovery and resilience, manufacturing and exports, and foreign direct investment.

Who participated in the Economic Recovery and Resiliency Council?

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 through 14 working groups representing critical areas.

ECONOMIC RECOVERY AND RESILIENCY COUNCIL TEAMS

1. Agriculture:
2. Building and Trades
3. Business
4. Economic Development
5. Education and Workforce
6. Financial
7. Government
8. Health and Wellness
9. Housing
10. Information Technology
11. Manufacturing
12. Mining
13. Tourism/Hospitality/Arts and Culture
14. Utilities/Infrastructure/Transportation

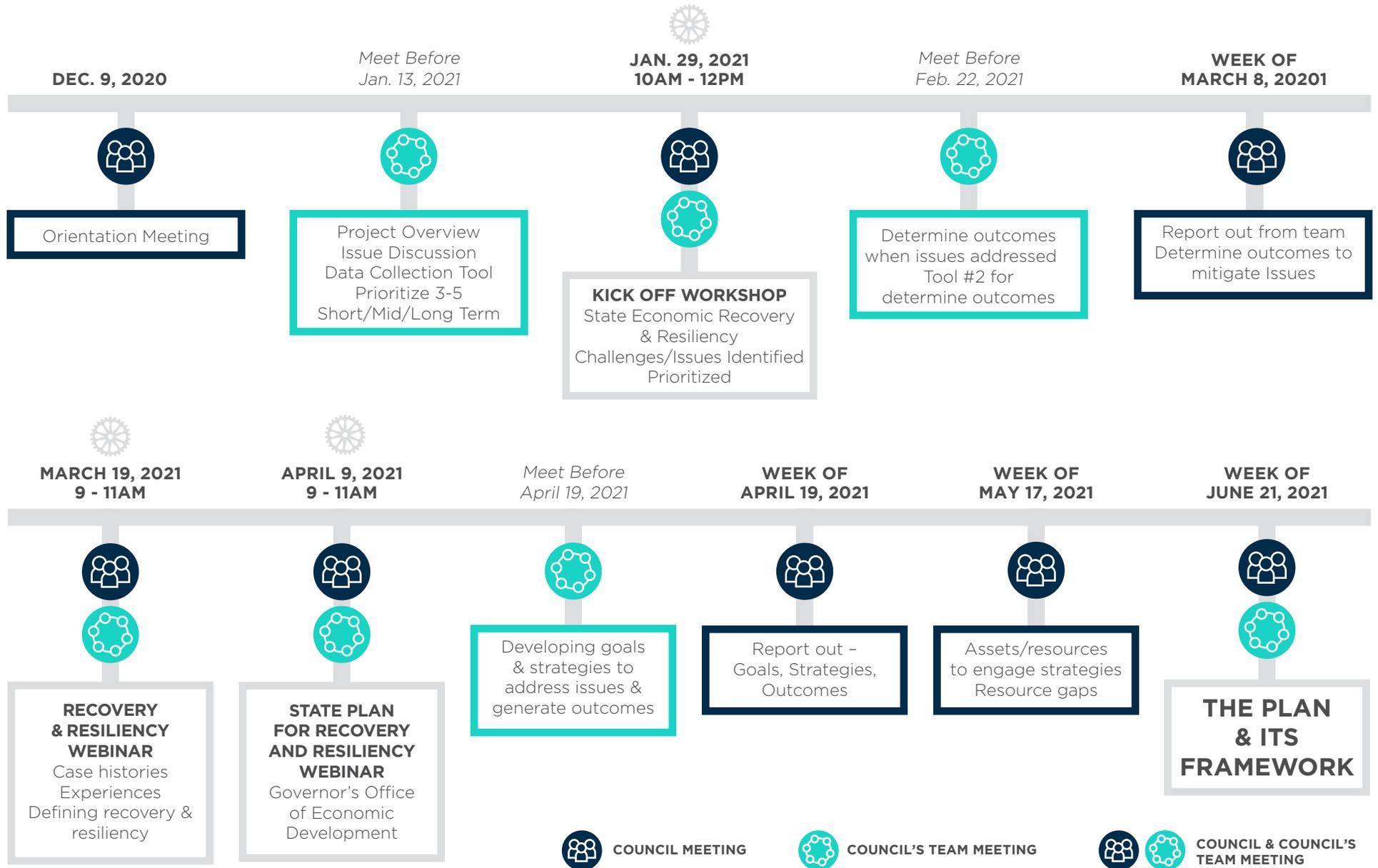
Council Timeline

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.

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 and strategies to address those issues, identified resources available to engage those strategies, and determined the resource gaps.



Economic Recovery & Resiliency Program Timeline





Key Economic Vitality Challenges in Western Nevada

During a workshop 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 they considered were the highest priority for their area. 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 childcare 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 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.

These critical economic vitality challenges formed the foundation of the Economic Recovery Resiliency Plan's framework, which includes strategies for economic recovery and builds capacity for pre-disaster preparedness through resilience planning and projects. Under the plan, projects may be engaged and/or expanded to respond more rapidly to create more economic stability and growth.

Plan Framework

This wheel represents the framework of the ERRP, as developed by the Economic Recovery and Resiliency Council and its teams, including four target areas and 12 goals. The plan of strategies and actions to accomplish these goals can be found in the 2020-2025 Update. To bring the ERRP to life, WNDD will collaborate with stakeholders and engage action teams throughout the region to move forward with strategies and future projects identified in the plan under these four target areas and their respective goal areas.



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



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 Stucki, 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

ERR COUNCIL & TEAMS

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

T H A N K Y O U

To the Economic Recovery and Resiliency Council,

On behalf of the Western Nevada Development District (WNDD) and Board of Directors, we would like to thank each of the more than 130 people who participated in the Economic Recovery and Resiliency (ERR) Project

Your talents, experience, and insights identified critical economic vitality challenges our region will face post-pandemic and the strategies for building capacity for pre-disaster preparedness.

Your efforts helped WNDD identify projects that the board, Economic Recovery and Resiliency Council Action Teams, and staff will engage in creating more economic stability and growth. Two projects identified as a part of the ERR planning process have been launched, including a Broadband Mapping Project and the Economic Emergency Response Program. Throughout this process, WNDD will continue to interface with the Governor's Office of Economic Development, the University of Nevada, Reno Center for Economic Development, and the State Road Map to Recovery.

The next step in our Economic Resiliency and Recovery process is to engage action teams to move forward with strategies and future projects identified in the plan under these four target areas and their respective goal areas.

Many thanks for your hard work on this project!

In gratitude,



Naomi Duerr

City of Reno Councilwoman

Western Nevada Development District
(WNDD) President, 2021-????



Roy Edington, Jr.

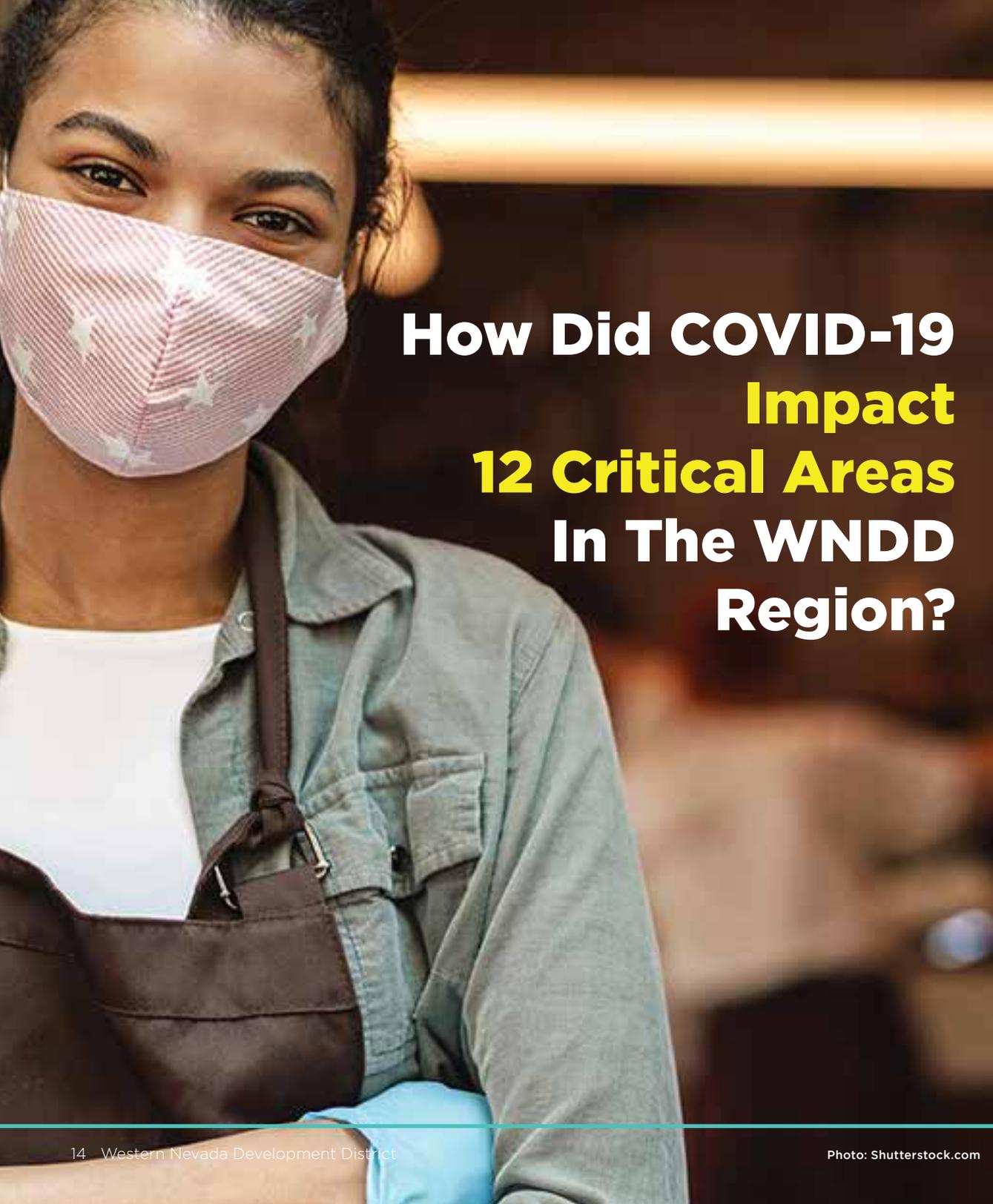
City of Fernley Mayor

Western Nevada Development District
(WNDD) President, ????-2021



Sheryl Gonzales

Western Nevada Development District
(WNDD) Executive Director



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.

Economic Recovery & Resiliency Action Plan

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

- | | |
|--|---|
| <ol style="list-style-type: none"> 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 | <p>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.</p> <ol style="list-style-type: none"> 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. |
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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



1.1 ACTION PLAN

1.1 Strategies	1.1 Actions	1.1 Project Term
<p>Strategy A: Develop economic recovery and resiliency support services and tools for small businesses and entrepreneurs.</p>	<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>Strategy B: Continue to promote the region as a place where small businesses, entrepreneurs, and high-tech companies can start, build and grow.</p>	<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>	
<p>Strategy C: Stimulate an innovative entrepreneur ecosystem throughout the region.</p>	<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>	
<p>Strategy D: Research and determine strategies that establish a more reliable and resilient supply chain supporting suppliers, manufacturers, distributors, and businesses.</p>	<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>	

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



1.2 ACTION PLAN

1.2 Strategies	1.2 Actions	1.2 Project Term
<p>Strategy A: Support the advanced manufacturing sector and engage in activities that promote expansion to improve the region's competitiveness.</p>	<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>	
<p>Strategy B: Advance activities that support and promote economic revitalization.</p>	<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>	
<p>Strategy C: Reposition northwestern Nevada as a gateway for a variety of traveler experiences and extended visitation throughout the WNDD region.</p>	<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>	
<p>Strategy D: Promote and support agriculture as a robust, resilient, and sustainable economic practice.</p>	<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>	
<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>	<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>	

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)

1.3 ACTION PLAN

1.3 Strategies	1.3 Actions	1.3 Project Term
<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.



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



2.1 ACTION PLAN

2.1 Strategies	2.1 Actions	2.1 Project Term
<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>	

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

- | | |
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| <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. |
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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

2.2 ACTION PLAN

2.2 Strategies	2.2 Actions	2.2 Project Term
<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>	

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)



2.3 ACTION PLAN

2.3 Strategies	2.3 Actions	2.3 Project Term
<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.



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

3.1 ACTION PLAN

3.1 Strategies	3.1 Actions	3.1 Project Term
<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

- 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

3.2 ACTION PLAN

3.2 Strategies	3.2 Actions	3.2 Project Term
<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 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

3.3 ACTION PLAN

3.3 Strategies	3.3 Actions	3.3 Project Term
<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.



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



4.1 ACTION PLAN

4.1 Strategies	4.1 Actions	4.1 Project Term
<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

- 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

4.2 ACTION PLAN

4.2 Strategies	4.2 Actions	4.2 Project Term
<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

- 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



4.3 ACTION PLAN

4.3 Strategies	4.3 Actions	4.3 Project Term
<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>	



