

Western Nevada Development District

# COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY *2014*

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CARSON CITY  
CHURCHILL COUNTY  
DOUGLAS COUNTY

HUMBOLDT COUNTY  
LYON COUNTY  
MINERAL COUNTY

PERSHING COUNTY  
STOREY COUNTY  
WASHOE COUNTY



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**February 2014**



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## Comprehensive Economic Development Strategy

2014

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## **Comprehensive Economic Development Strategy**

**2014**

### **Acknowledgements**

The Western Nevada Development District (WNDD) Comprehensive Economic Development Strategy (CEDS) 2014 is the direct result of many partnerships that were formed in 2012 during implementation of the Stronger Economies Together (SET) program through the U.S. Department of Agriculture Rural Development (USDA-RD).

SET is a strategic planning program designed to help communities in rural America work together on a regional basis to create economic development plans based upon current and emerging economic strengths. SET was launched in 2010 by the U.S. Department of Agriculture Rural Development in conjunction with the nation's Regional Development Centers (RDC's) and their land-grant university partners.

In November 2011, the USDA-RD of Carson City, Nevada hosted a meeting with local economic development authorities and WNDD. The purpose of the meeting was to determine who would volunteer to become the first SET region in Nevada. WNDD volunteered to implement the SET program in its region.

The SET Executive Partnership team consisted of the following individuals:

- Dr. Tom Harris, University of Nevada, Reno Center for Economic Development
- Carl Dahlen, University of Nevada Cooperative Extension and Nevada Rural Development Council Executive Director
- George "Buddy" Borden, University of Nevada Cooperative Extension, Las Vegas, Nevada
- Steve Lewis, University of Nevada Cooperative Extension, Douglas County, Nevada
- Marlene Rebori, University of Nevada Cooperative Extension
- Des Craig, Nevada Governor's Office of Economic Development
- Sarah Adler, Director, USDA Rural Development, Nevada
- David Foster, USDA Rural Development, Nevada
- Kelly Clark, USDA Rural Development, Nevada
- Lindsey Niedzielski, Director, Connect Nevada
- Winnie Dowling, Small Business Development Center, University of Nevada, Reno
- Michael Guss, Project Manager, Western Nevada Development District
- Ronald J. Radil, Executive Director, Western Nevada Development District

The above SET Executive Partnership team members made considerable commitments of time, effort, and resources to support the implementation of the SET project in the WNDD region.

The Nevada Governor's Office of Economic Development provided a generous grant to implement the SET program in the region. These funds were used for meeting arrangements and supporting materials. In addition, this grant enabled WNDD to contract with outside speakers to provide value added workshops on topics such as network mapping, data analysis, cluster definition, and visioning and implementation.

WNDD gratefully acknowledges the time and efforts of the many local and regional leaders who aided in the SET process and, ultimately, helped create the foundation of the 2014 CEDS. We would like to particularly acknowledge Dr. Tom Harris and Buddy Borden of the University of Nevada Cooperative Extension for their analysis of the data collected through the SET process as well as prepared to support SET objectives. We would also like to especially thank Carl Dahlen and Michael Guss for their time and contribution in preparation of the final SET Blueprint.

WNDD also gratefully acknowledges the financial assistance provided to WNDD by the U.S. Department of Commerce Economic Development Administration (EDA).

However, the greatest acknowledgement must be made to the regional SET team comprised of over 200 individuals from the public and private sectors who participated and provided their input regarding economic development as part of the SET process that laid the groundwork for the WNDD CEDS 2014.



*Over 200 local and regional leaders came together to discuss regional goals, strategies, projects, and initiatives as part of the Stronger Economies Together process.*

## Comprehensive Economic Development Strategy

2014

### Executive Summary

The Western Nevada Development District (WNDD) is Nevada's sole planning district recognized by the U.S. Department of Commerce Economic Development Administration and is comprised of the governing bodies of the nine counties of western Nevada, stretching from Humboldt County in the north to Mineral County in the south.

The Comprehensive Economic Development Strategy (CEDS) 2014 establishes the regional planning and economic development programs conducted by the Western Nevada Development District.

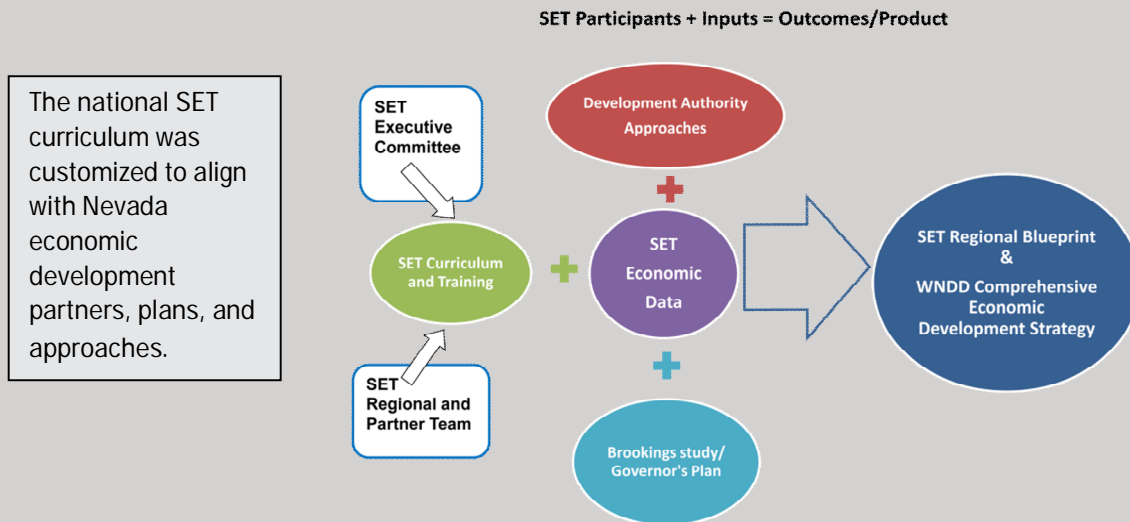
The CEDS 2014 is:

- Consistent with policies established by the Western Nevada Development District
- Reflects the priority issues identified by WNDD members
- Establishes a program for coordination and cooperation which will permit the region to attain its full potential

Through WNDD, area local elected officials, public agencies, and members of the private sector have the opportunity to work together to ensure that WNDD's regional programs are based on the unique needs and opportunities in each locale. As an Economic Development District (EDD), WNDD is required to maintain a current CEDS. However, WNDD regards the CEDS as a critical information-sharing and planning tool for the nine-county Western Nevada region as it charts unknown terrain in response to the recent recession and economic downturn. The CEDS was primarily prepared through WNDD's on-going economic development planning process and regional partnerships through the development of the Stronger Economies Together (SET) Economic Development Blueprint planning process in 2012.

The opportunity to engage in Stronger Economies Together (SET) arose in November 2011 at the same time that WNDD's CEDS was to be updated. Concurrently, the Governor's Office of Economic Development (GOED) issued its directive to Nevada's economic development authorities to adopt a more regional approach. In addition, the GOED plan, *Moving Nevada Forward: A Plan for Excellence in Economic Development*, was scheduled to be released in February 2012.

Realizing key opportunities for alignment had arrived, WNDD and its contingent of economic development partners engaged the tool of the SET process to lay the foundation for this CEDS. By open invitation to economic development authorities, chambers of commerce, and local governments within the region, a Regional Team of economic development professionals, private business owners, local government staff, and private citizens from throughout the region was formed. Further, a Partner Team consisting of representatives from regional, state, and federal agencies, and educational institutions aligned with the capacity and economic sectors of interest was created.



The team followed SET's highly collaborative process to develop a vision statement that recognizes the importance of individual communities while at the same time endorsing a regional approach:

***Western Nevada is an innovative, regional economy, rooted in sustainable development and enriched by the area's abundant natural resources and the collaboration of its independent unique communities. Region-wide, these prosperous communities demonstrate a forward-moving commitment to quality of life and to opportunity for all residents.***

Based on data collected during the SET process, the SET Regional Team examined the following economic sectors for possible inclusion in the SET Blueprint: Business and Financial Services, Energy, Mining, Agriculture, Defense, Manufacturing, Biomedical, Transportation and Logistics, and Arts, Entertainment, and Recreation (Tourism). Goals were developed for each economic sector and for a range of capacity-related development issues. Suggested goals ranged from specific, individual projects to broad regional initiatives. Team members also examined regional assets and barriers in order to develop asset-based strategies to implement established sector goals. Barriers to economic development were relatively consistent across the sectors and included distance, the lack of water and broadband, heavy federal land ownership and regulations that accompany it within the region, and a need to invest further in education and workforce development initiatives, especially for older adults.

## Comprehensive Economic Development Strategy

2014

### Background of the Region

The background includes discussion of the following elements:

- *History*
- *Stronger Economies Together Overview*
- *Economy*
- *Regional Data Analysis*
- *Economic Development Strategies and Implementation*
- *Population & Demographics*
- *Geography*
- *Workforce Development and use*
- *Transportation access*
- *Environment*
- *Resources*

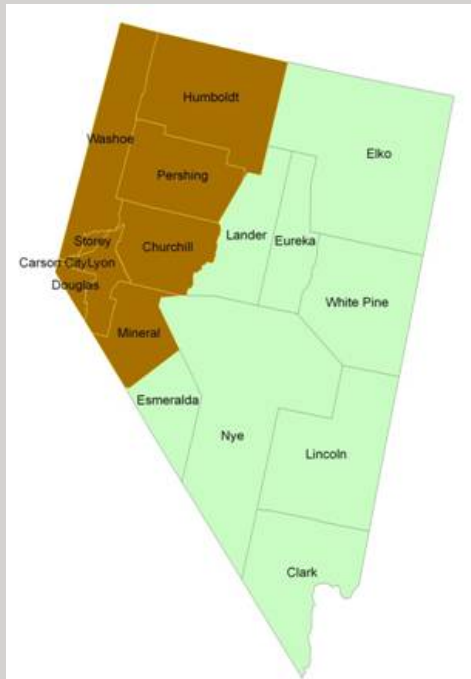
### History

The Western Nevada Development District (WNDD) region consists of the following Nevada counties located in the northern and northwestern part of the State:

*Carson City*  
*Churchill*  
*Douglas*

*Humboldt*  
*Lyon*  
*Mineral*

*Pershing*  
*Storey*  
*Washoe*



Delineation of the Western Nevada Development District Region Nine-County Region

Nevada was originally a part of Utah Territory and in 1861 was designated as Nevada Territory, with Statehood occurring October 31, 1864.

Carson City, Churchill, Douglas, Humboldt, Lyon, Storey and Washoe Counties were organized as original counties in the organization of Nevada Territory in 1861. Mineral County was organized in 1911 and taken from Esmeralda County. Pershing County was organized in 1919 and taken from Humboldt County. In 1969, Ormsby County became Carson City and is the only consolidated city/county form of government in Nevada.

As stated earlier, the Western Nevada Development District currently comprises nine counties in western Nevada. These counties are: Carson City, Churchill, Douglas, Humboldt, Lyon, Mineral, Pershing, Storey and Washoe.

There are seven incorporated municipalities and one consolidated city/county (Carson City) in the nine-county region. Carson City is a consolidated county/city. Fallon is the county seat of Churchill County. Winnemucca is the county seat of Humboldt County. Fernley (incorporated in 2001) and Yerington (the county seat of Lyon County) are both in Lyon County. Lovelock is the county seat of Pershing County. Reno (county seat) and Sparks are two incorporated cities in Washoe County. Douglas, Mineral and Storey Counties have no incorporated municipalities.

This area was originally explored at various times in the 1820's and 1840's by U.S. explorers. Permanent residence by U.S. citizens began in the late 1850's. The discovery of gold and silver in the Dayton, Silver City, Gold Hill, and Virginia City area (Lyon and Storey Counties) in 1859 greatly accelerated settlement and development of physical resources in the region. Later mineral strikes in Pershing and Mineral Counties also contributed to their development.

### ***Stronger Economies Together Overview***

Stronger Economies Together (SET) is a nationally recognized program developed in collaboration between USDA Rural Development and the four Regional Development Centers around the country. The purpose of SET is to help people in rural communities work together as a Regional Team to develop and implement an economic development plan that builds on the current and emerging economic strengths of their region.

The Stronger Economies Together (SET) was recognized early on by the Western Nevada Development District as an asset-based economic development tool that could uniquely serve the region in various capacities. As defined in a briefing paper by the International City/County Management Association (ICMA) and the National Association of Development Organizations (NADO) Research Foundation, asset-based economic development is a bottom-up approach to economic development that builds on existing local resources to strengthen local and regional economies and focuses on a community's natural environmental, socio-cultural, and economic advantages (Anna Read, *Asset-Based Economic Development and Building Sustainable Rural Communities*, ICMA). The briefing describes a number of benefits asset-based economic development can have for communities, including:

- *Long Term, sustained economic growth*
- *Local return on investment*

- *Job creation and retention*
- *Increase in per capita income*
- *Increase in local tax base*
- *Strengthening regional networks*

Source: Anna Read, *Asset-Based Economic Development and Building Sustainable Rural Communities*, ICMA/ NADO Research Foundation

The briefing emphasizes that asset-based economic development requires strong leadership at local and regional levels and an innovative, collaborative, “rethinking” of traditional economic development paradigms that WNDD embraced while undertaking the SET process.

After WNDD was selected as a SET training region in Nevada, SET meetings occurred over nine months in all nine counties in the region. Attendance and sustained participation was excellent, varying from 25 to 70 people per session. The Regional Team consisted of a good mix of private business owners and chamber organizations, private citizens, elected officials, government staff, workforce development and education professionals, and economic development professionals. Over the nine months from February to October 2012 more than 200 individuals attended SET workshops held across the 33,781 square miles of the Western Nevada Development District region.

A partnership was formed to implement the SET program. The SET process was launched at a conference in February 2012 in Fallon, Nevada with representatives of multiple economic development authorities, tribes, cities, and counties in attendance. Prior to the launch, SET was introduced in Carson City to potential partners from federal, state and regional agencies and institutions both in the public and private sectors. The Nevada Governor’s Office of Economic Development (GOED) supported the development of this plan with a \$45,000 grant.

### ***Economy***

From the late 1880’s to 1970’s, development throughout the region was much slower paced than the frenzied development of the gold and silver strikes of the 19th Century. However, the pace of development in most parts of the region greatly accelerated in the late 1980’s and continued into 2007 and 2008.

The national economic meltdown in 2008 has greatly impacted the state and regional economy well into 2014. Nevada was hit incredibly hard by the recent recession and is economically distressed as evidenced by the two-year average Bureau of Labor Statistics data below:

Area	24 Month Average Unemployment Rate (%) November 2011 – October 2013	Percent (%) Difference With United States
United States	7.9	+0.0
Nevada	10.7	+2.8
Carson City, NV	11.0	+3.1
Churchill County, NV	9.0	+1.1
Douglas County, NV	11.8	+3.9
Humboldt County, NV	6.1	-1.8
Lyon County, NV	14.5	+6.6
Mineral County, NV	12.4	+4.5
Pershing County, NV	10.4	+2.5
Storey County, NV	11.0	+3.1
Washoe City, NV	10.7	+2.8
<b>WNDD Region</b>	<b>10.7</b>	<b>+2.8</b>

Source: Bureau of Labor Statistics <http://www.bls.gov/lau>

In the face of a greatly modified economic landscape since 2008, it was critical for the SET Regional Team to examine current regional demographic and economic trends. Demographic data shows the effects of the current recession as well as population, education, and workforce trends that have been apparent in Nevada for some time. Employment levels relative to the population are low due to job loss caused by the recession and due to the relative aging of the region's population. Educational attainment showed a need to enhance workforce education and skill training. Location quotients were used as the tool to measure the relative strength of economic sectors present within the region.

At the outset of the SET program, the seven economic sectors identified in the Governor's 2012 plan were recognized. These (and agri-business) were the starting points for the SET economic analysis. As the SET process unfolded, it became apparent the plan should include not only goals and strategies related to specific economic sectors but also those related to increasing the capacity of the region to support economic growth and entrepreneurship, such as workforce development; thus, tools were adopted in both areas.

The two economic development strategies that most guided the work of the Regional Team are the concepts of Export Enhancement and Import Substitution. Export Enhancement identifies economic sectors in which the region has a comparative advantage relative to other regions and seeks to increase exports from the region by building on those strengths. Import Substitution seeks to reduce money outflows from the region and staunch leakages by matching demands for goods and services by local businesses and institutions to those businesses in the region able to supply those demands.

The primary economic sector analysis tool utilized was the location quotient. Simply stated, location quotients (LQ) show which industrial sectors within a region are more strongly represented than they are in the nation as a whole. A sector's location quotient of greater than one indicates the region is more specialized in that sector than the nation and is likely producing for export as well as local consumption. The change in LQ year over year identifies sectors that are becoming stronger, or

more specialized, over time. The analysis of the SET region data identified economic sectors that are critical to the region's future either because they already comprise a significant component of the area's employment or because they are predicted to be growth sectors in the future.

The primary capacity analysis tool utilized was a network map, developed by Future iQ Partners, an economic development consulting firm with specific expertise in the role (human) networks play in the ability of a region to share expertise to meet development needs. The map identified individuals by various areas of expertise who are "go to" people within the region. It identified where communication, and transfer of knowledge and of resources is strong but also where additional network development is needed to create seamless webs of expertise and capacity to support all facets of business development. Please look at the "Regional Network Mapping" section of this 2014 CEDS to view the network map as well as the Appendix to view data tables specific to various economic indicators specific to the WNDD region.

### ***Regional Data Analysis<sup>1</sup>***

The SET Regional Team examined regional demographic and economic data on three separate occasions. The demographic data showed high unemployment with pockets of high poverty levels—especially in Mineral and Pershing Counties. Pershing County's data is affected by the presence of the Lovelock Nevada State Prison. The regional data also showed educational attainment levels that were higher for younger individuals and lower for older individuals. The nine-county region that participated in the SET process is also below Nevada's average regarding Bachelor's degree attainment and well below Nevada's average on Graduate and Advanced degrees.

This data is particularly relevant to the region's workforce needs, as 43% of the regional population is over the age of 45. This fact reflects Nevada's past lack of emphasis on education as an economic development tool. It also confirms the Regional Team's desire to work on workforce development strategies for older adults. It also shows mild evidence of a "brain drain" where individuals obtain great education at Nevada's secondary schools and colleges and often leave the state to seek job opportunities elsewhere. The SET Plan and this CEDS 2013, under the action steps section, will seek to address these issues.

The chart and graphs on the following page shows demographic data for the region. The region's current population is 637,254 with expected growth to 659,508 by the year 2016.

The median household income for the region is \$52,397—below Nevada's statewide median household income of \$55,726. Forty-seven percent of the region's households are below the median household income threshold of the region. This reflects the region's economic downturn and the reduced income for Western Nevada families that has come with it. There are also 21.2% of households in the region which have an income of less than \$25,000—this reflects significant and growing regional poverty caused by high unemployment rates. The percentage of households with income less than \$50,000 is expected to decline to 38% by the year 2016—this shows the region's strong potential for economic growth over the next four years.

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<sup>1</sup> All data used for this plan are available in the Regional Data section of the SET website [www.unce.unr.edu/programs/sites/set/](http://www.unce.unr.edu/programs/sites/set/).

The region's racial composition is largely white with a significant Hispanic population of 20% (it should be noted that the Hispanic population is counted as a subset of the white population). There are also significant African American, Asian American, Native American, and multi-racial households in the region. The growth of most racial and ethnic groups, with the exception of Hispanics, is forecasted to remain relatively steady over the next four years; the Hispanic population is expected to grow by 3% by the year 2016.

The region is an aging region considering over 40% of the region is over the age of 45. The percentage of adults older than 45 is forecast to grow to 43.6% by the year 2016. The long-term health of the region depends upon successful economic development strategies that make the region a more competitive place for young professionals.



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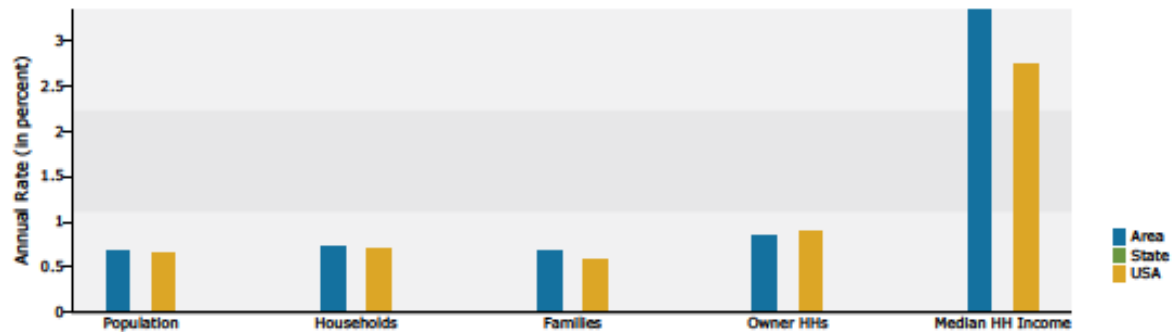
## Demographic and Income Profile

9 Counties\_1

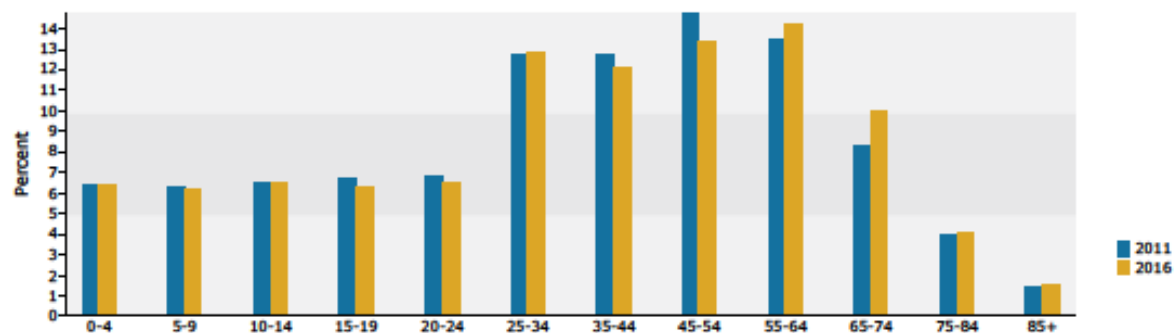
Churchill County, NV (32001) et al.

Geographies: 9 Counties

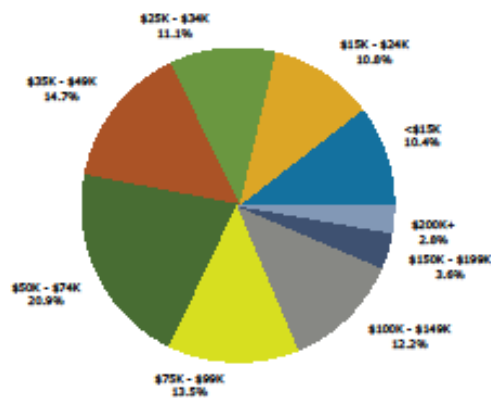
### Trends 2011-2016



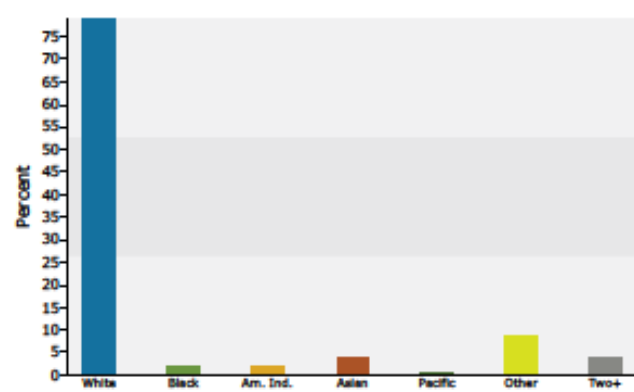
### Population by Age



### 2011 Household Income



### 2011 Population by Race



2011 Percent Hispanic Origin: 20.5%

Source: U.S. Census Bureau, Census 2010 Data. Esri forecasts for 2011 and 2016.

October 25, 2012

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Page 2 of 2

The following table details how dividends, interest and rents make up a significant portion of income in the region. Regional income from dividends, interest, and rents is 3% higher than it is in the State of Nevada and 8.1% higher than it is in the nation. This indicates a large base of residents whose incomes are derived from investments. This also indicates opportunities for venture capital funding and other types of locally-based investment and loan funds. This chart makes it clear that capital exists within the WNDD region. Recently great strides have been made in providing access to capital in the region; however the Regional Team still felt that there were gaps, especially in the realm of alternative loan financing.

**Proportionate Shares of Sources of Income for the U.S., Nevada, & WNDD: 1969 to 2010**

Income Sources	United States		Nevada		WNDD	
	1969	2010	1969	2010	1969	2010
	(%)	(%)	(%)	(%)	(%)	(%)
Earnings by Place of Work	78.3	64.8	80.7	62.7	76.9	57.7
Dividends, Interest, & Rents	13.6	16.8	13.6	20.9	16.5	23.9
Transfer Payments	8.1	18.5	5.7	16.4	6.6	18.4
Total	100.0	100.0	100.0	100.0	100.0	100.0

Source: Borden, Buddy and Harris, Tom, Ph. D. *Socio-Economic Data for WNDD*. Presented to SET Regional Team July 11<sup>th</sup> 2012  
USO Building Hawthorne.

### ***Economic Development Strategies and Implementation***

The Regional Team looked at Export Enhancement and Import Substitution as economic development strategies.

*Export Enhancement* seeks to find economic sectors which the region has had relative success in attracting and nurturing during the past.

An example of a project that builds upon a present and mature economic cluster by enhancing regional exports is the Dairy Farmers of America Dry Milk Plant that announced its intention to locate in Fallon during the SET Process. This plant will build upon the existing mature agricultural sector to enhance exports by providing additional market outlets for local dairies and farm operations that sell feed such as alfalfa to dairies.

*Import Substitution* seeks to reduce money outflows from the region by creating economic development opportunities to fill the demands for goods and services by regional businesses and institutions.

An example of import substitution that occurred during the SET process is a need uncovered during a feasibility study on a business science park in Douglas County. The contracted consultant discovered that a company located in Douglas County purchased a particular type of threaded pipe from a factory located in Georgia. The transportation cost for this pipe is not insignificant. The company was unaware that a manufacturer also in Douglas County could produce the pipe with minor modifications to its manufacturing process. A meeting between the company and the local manufacturer was held and they discussed purchasing the threaded pipe locally.

### Export Enhancement

The Regional Team then examined regional economic data by sector and location quotient to select sectors that are present in the region. The regional sectors were placed into four groups based on their location quotient as derived from groupings of six digit NAICS codes produced by the Southern Regional Development Center at Mississippi State University for the SET Region. The NAICS codes that were used to define these economic sectors are in Appendix B<sup>2</sup> of the University of Nevada Cooperative Extension website. The chart below categorizes each economic sector.

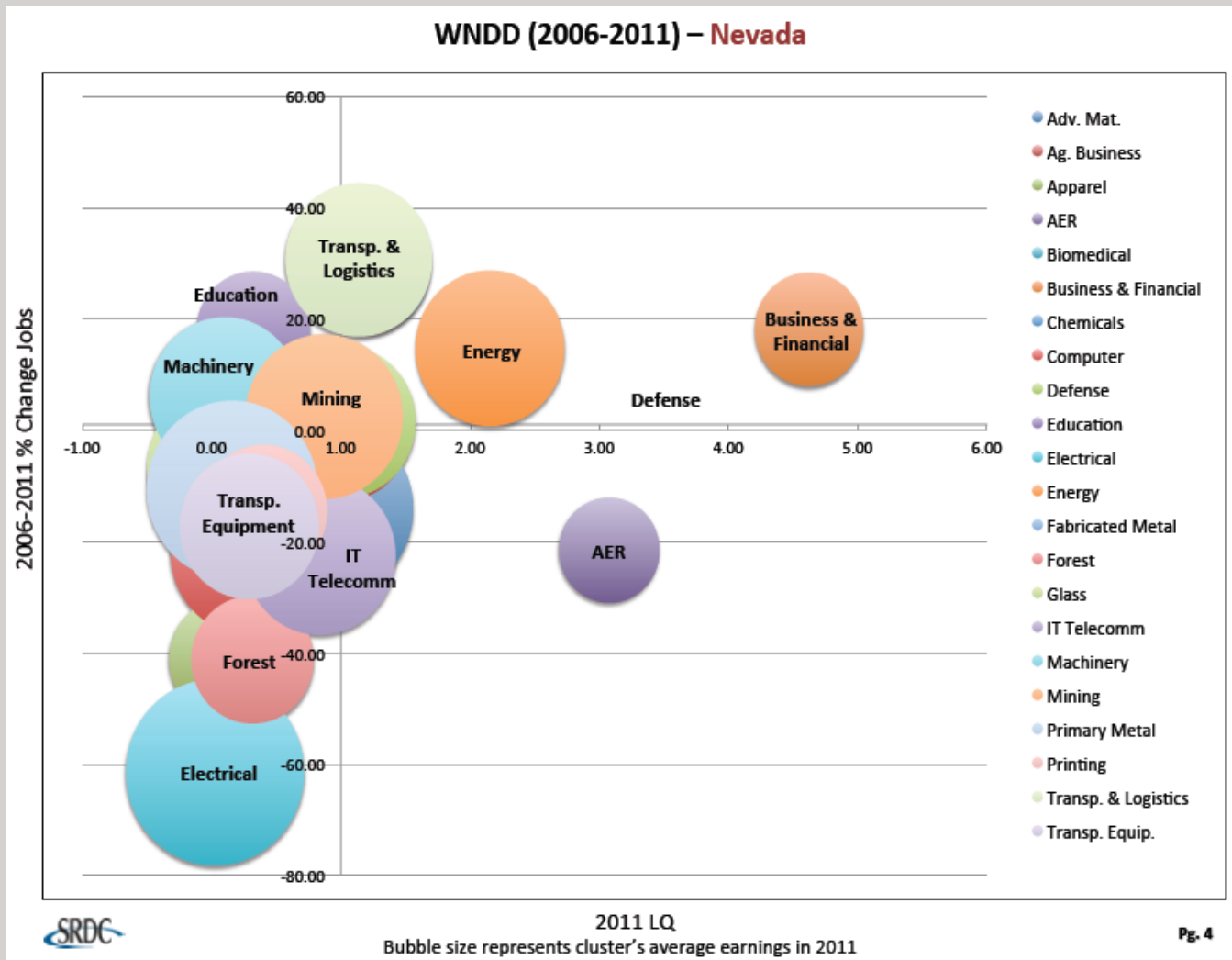
**Categorization of Economic Sectors by Location Quotient**

EMERGING	STAR	TRANSFORMING	MATURE
Advanced Materials Education Machinery	Business/ Financial Services Energy Biomedical Transportation/Logistics Defense Mining	IT/Telecommunications Computer Printing Fabricated metal Forest Primary Metal Chemicals Apparel Glass Electrical Transportation Equipment	AER(Tourism) Agriculture

The location quotient bubble chart prepared by the Southern Rural Development Center (SRDC), is shown below. The more a bubble appears towards the upper right of the chart, the stronger the potential for economic growth in the future. The larger the bubble, the larger the economic sector.

The chart reflects the divide between Nevada's traditional economy that is based on gaming and mining and subject to booms and bust and an emerging new economic core consisting of transportation and logistics firms, business and financial services firms, and energy development.

<sup>2</sup> Appendix B can be found in the SET Economic Blueprint section of the SET website [www.unce.unr.edu/programs/sites/set/](http://www.unce.unr.edu/programs/sites/set/).



Source: Southern Rural Development Center (SRDC), included in *Further Delineation of Economic Clusters for the Western Nevada Development District with Washoe County*, University of Nevada Economics Development Center. Dr. Thomas Harris, George Borden, Jeffrey Stroup. September 2012.

The cluster analysis shows that the high growth sectors within the region are Business and Financial Services, Biomedical, and Transportation and Logistics. This reflects the region's strong financial services base in the Reno/Sparks Metropolitan Area, transportation and logistics firms in Storey and Lyon Counties, the University of Nevada Medical School, Carson/Tahoe Health System, Banner Health System, Renown Health System, and St. Mary's Health System, which are present throughout the region.

Though these sectors must be focused on, as they are where job creation in the future will occur, the Regional Team also recognized the importance of Mining and Arts, Entertainment and Recreation as the traditional economy within Nevada. Economic growth requires expansion the economic base while protecting the economic foundation.

Although the information economy (IE) was not fully discussed by the Regional SET Team, the recent commitment by Apple to build a multi-million dollar data server farm in Washoe County, the largest single private investment in the history of the region, and contribute to redevelopment in Reno indicates that information economy (IE) related industries now appear to be a rapidly emerging growth sector in the region and worthy of strong support.

The Regional Team then examined the number of jobs and average income in each economic sector within the region. That data is reflected in the chart is shown below. The largest sectors, from an employment perspective, are Business/Financial Services and Arts, Entertainment, and Recreation.

The highest paying sectors were Electrical, Primary Metal Manufacturing and Advanced Manufacturing. The largest sectors by number of employment were, in order, Business/Financial Services, Arts/Entertainment/Recreation (Tourism), Energy, Biomedical, and Transportation and Logistics. Combined, these five sectors accounted for 73% of regional employment. The chart showing average wages and employment by sector from 2006 to 2011 is below:

**Average Wages and Employment by Sector from 2006 to 2011**

WNDD Sector	2011 LQ	2006 Jobs	2011 Jobs	06-11 Job % Change	2011 Avg. Earnings
Business & Financial	4.84	46,012	51,957	12.92%	\$33,933
AER	3.42	44,999	36,721	-18.40%	\$27,580
Energy	1.99	22,705	21,359	-5.93%	\$59,843
Biomedical	1.70	16,787	18,264	8.80%	\$44,805
Transp. & Logistics	1.36	14,523	14,640	0.81%	\$56,989
IT Telecomm	0.97	12,395	10,414	-15.98%	\$62,459
Defense	0.83	9,296	8,956	-3.66%	\$56,965
Adv. Mat.	0.71	9,391	7,647	-18.57%	\$76,819
Ag. Business	0.51	5,305	5,429	2.34%	\$37,218
Printing	0.50	6,135	5,333	-13.07%	\$44,002
Mining	0.42	4,289	4,541	5.88%	\$68,076
Education	0.40	3,635	4,291	18.05%	\$33,797
Forest	0.32	8,051	3,428	-57.42%	\$41,173
Fabricated Metal	0.27	3,876	2,862	-26.16%	\$55,403
Chemicals	0.26	4,147	2,844	-31.42%	\$70,712
Computer	0.22	2,577	2,357	-8.54%	\$67,112
Apparel	0.16	1,823	1,705	-6.47%	\$36,476
Transp. Equip.	0.11	1,463	1,150	-21.39%	\$53,005
Machinery	0.09	1,082	983	-9.15%	\$62,786
Primary Metal	0.06	726	647	-10.88%	\$79,741
Glass	0.03	388	324	-16.49%	\$53,681
Electrical	0.02	355	218	-38.59%	\$82,393

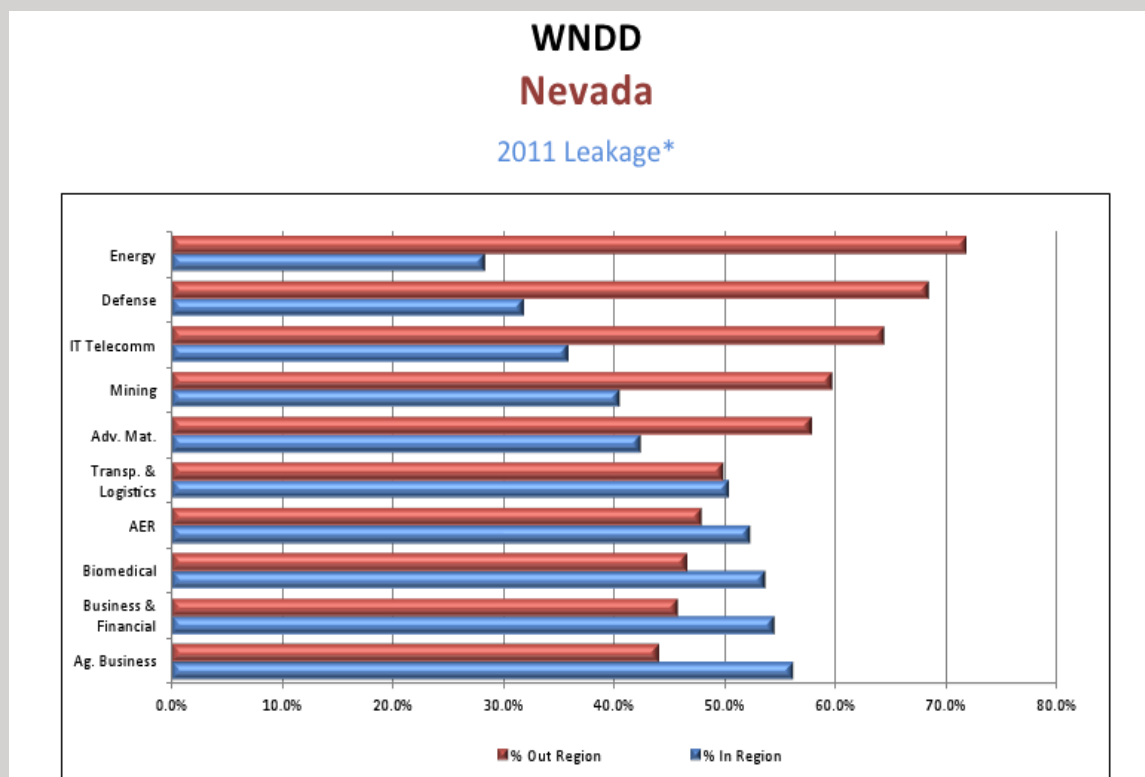
The SET Regional Team used this data and other considerations to compile a list of industries present in the WNDD area and with potential for growth:

- Business and Financial Services
- Energy
- Mining
- Agriculture
- Biomedical
- Defense
- Manufacturing
- Transportation and Logistics
- Arts, Entertainment, and Recreation (Tourism)

With the exception of Agriculture all of these sectors were identified in the 2012 Governor's Plan for Economic Development, *Moving Nevada Forward: A Plan for Excellence in Economic Development*. This showed an alignment of economic development efforts within the region and state.

### Import Substitution & Supplier Discovery

The Regional Team also examined regional leakage as a barrier facing the WNDD region. A presentation on this subject may be found in Appendix C<sup>3</sup>. The following chart prepared by the Southern Rural Development Center shows regional leakage by sector in millions of dollars.



<sup>3</sup> Appendix C can be found in the SET Economic Blueprint section of the SET website [www.unce.unr.edu/programs/sites/set/](http://www.unce.unr.edu/programs/sites/set/).

This chart shows nearly \$1.8 billion in leakage from the top four sectors within the region out of a \$4.7 billion economy. Nearly 38% of the economic activity within the region leaves the region, and enriches residents of other regions, states, and nations.

When a good or service that can be produced or provided within the region is produced or performed outside of the region, the economic impact is lost within the region. That impact includes but is not limited to: regional sales taxes, regional purchases, property values, gaming winnings, and service industry jobs. For the WNDD region to be sustainable over the next five years, leakage within the top-performing economic sectors needs to be reduced.

The first step in reducing regional leakage is to identify the needs of large consumers. Local industrial purchases of goods and services should be surveyed to give the region an understanding of the potential demand for locally produced goods. The next step is to survey whether local supplies can meet the demands of the local market. Some local companies may be able to produce a part needed by another local industry but are unaware of the demand for that part or because of fears about whether the market will be stable enough to justify the capital investment required to change manufacturing processes.

By aggregating the information from the surveys of consumers and suppliers, enhanced networking can be facilitated, regional linkages can be developed, and regional leakages can be reduced. This principle applies to all leakage not just manufactured products. For example a farmer who needs to purchase corn for a herd of cattle could purchase from a local supplier instead of from an out-of-state farmer.

### Geography

The WNDD region's nine counties and its geography in square miles is:

Entity	Square Miles	Persons Per Square Mile
United States	3,531,905.43	87.4
Nevada	109,781.18	24.6
Carson City	144.66	382.1
Churchill	4,930.46	5.0
Douglas	709.72	66.2
Humboldt	9,640.76	1.7
Lyon	2,001.19	26.0
Mineral	3,752.84	1.3
Pershing	6,036.56	1.1
Storey	262.92	15.3
Washoe	6,302.37	66.9
<b>WNDD</b>	<b>33,781.48</b>	<b>62.8</b>
WNDD % Nevada Sq. Miles	30.7	

Source: [quickfacts.census.gov/qfd/states](http://quickfacts.census.gov/qfd/states) - 10/25/2012

One issue that needs to be addressed is regarding land in Nevada. A study done by Dr. Thomas R. Harris and John Zimmerman from the University Center for Economic Development and William W.

Riggs, a Eureka County Extension Educator through the University of Nevada Cooperative Extension entitled *Public Lands in the State of Nevada: An Overview* recounts that during the summer of 2000, a questionnaire administered to Nevada counties found that approximately 84 percent of Nevada's acreage is federally administered while only 0.35 percent is under state government administration.

In some parts of the region, public land ownership can be a constraint upon development. The following table from the above study reports the percentage of federally owned land in Nevada.

Entity	Percent Land In Federal Ownership
Nevada	83.81%
Carson City	60.84%
Churchill	83.74%
Douglas	51.56%
Humboldt	79.89%
Lyon	69.05%
Mineral	80.32%
Pershing	76.10%
Storey	9.73%
Washoe	63.88%
<b>WNDD Average</b>	<b>63.90%</b>

Source: University Center for Economic Development. "Public lands in the State of Nevada: An Overview" Fact Sheet-01-32. 2007. University of Nevada Cooperative Extension.

The region is best described as being "basin and range". The topography is comprised of valleys surrounded by mountains of varying heights. The region is bounded on the north by Oregon, to the west by Lake Tahoe and California. To the east and south lies the remainder of Nevada. One begins to appreciate distance in Nevada when it takes eight hours to drive from Carson City to Las Vegas.

Major streams, water courses, lakes and reservoirs in the WNDD region are as follows:

<u>Water Course/Lake</u>	<u>Length/Acre Feet</u>	<u>Location in WNDD Region</u>
Carson River	121 Miles	Douglas, Carson City, Lyon, Churchill
Walker River / East Fork	50 Miles	Lyon
Humboldt River	150 Miles	Pershing, Humboldt
Walker River / West Fork	35 Miles	Douglas, Lyon, Mineral
Truckee River	76 Miles	Storey, Washoe
Lake Tahoe	125,000,000 Acre Feet	Carson City, Douglas, Washoe
Topaz Lake	126,000 Acre Feet	Douglas
Walker Lake	2,527,000 Acre Feet	Mineral
Lahontan Reservoir	317,000 Acre Feet	Churchill, Lyon
Rye Patch Reservoir	11,000 Surface Acre Feet	Pershing
Pyramid Lake	23,660,000 Surface Acre Feet	Washoe

- The Carson River Subconservancy District was formed to address issues affecting the Carson River.
- The Truckee-Carson Irrigation District manages the Lahontan Reservoir.
- The Tahoe Regional Planning Agency, a federally-designated bi-state agency,

manages environmental issues and development in the Tahoe Basin.

The water quality in Walker Lake (Mineral County) has seriously deteriorated. Studies are currently underway to determine how best to address the problem while recognizing the reliance on Walker River water to support agriculture in neighboring Lyon County.

Seven of the nine member WNDD counties were federally-declared disaster areas after the 1997 New Year's flood. Only Pershing and Humboldt County were not affected.

Federal Emergency Management flood plain maps are available in the WNDD offices.

Nevada, in Spanish, means "snow capped", a reference to the Sierra Nevada Mountain range bordering the western part of the WNDD region. Going east from the Sierra Nevada, the WNDD region is characterized by mountain ranges, generally running north and south, separated by broad valleys.

Nevada is part of the Great Basin, a desert like environment. Nevada is also referred to as being a "basin and range" state. Mountain ranges in Nevada generally run from north to south with broad valleys separating the mountain ranges.

WNDD Area Elevations include:

WNDD County	Location	Elevation
Carson City	Carson City	4,687 Ft.
Churchill County	Fallon	3,963 Ft.
Douglas County	Minden	4,721 Ft.
Douglas County	Gardnerville	4,746 Ft.
Lyon County	Dayton	4,440 Ft.
Lyon County	Fernley	4,153 Ft.
Lyon County	Yerington	4,384 Ft.
Lyon County	Hawthorne	4,320 Ft.
Humboldt County	Winnemucca	4,295 Ft.
Pershing County	Lovelock	3,975 Ft.
Storey County	Virginia City	6,220 Ft.
Washoe County	Reno	4,505 Ft.
Washoe County	Sparks	4,413 Ft.

### ***Population & Demographics***

The following table, derived from the U.S. Census Bureau, reports the region's population from the 1990 Census, the 2000 Census, the 2010 Census, and the 2012 Census Population Estimates. The population changes from 1990 to 2000, 2000 to 2010, 2010 to 2012, and 1990 to 2012 are included to provide perspective.

## U.S. Census Bureau, Population 1990 2000 and July 1, 2012 Census Estimates

	Population 1990	Population 2000	Population 2010	Population Estimate 2012	Δ Change 1990- 2000	Δ Change 2000- 2010	Δ Change 2010- 2012	Overall Δ Change 1990- 2012
United States	249,622,814	282,216,922	308,745,538	313,914,040	13.06%	9.40%	1.67%	24.13%
Nevada	1,301,883	1,998,257	2,700,551	2,758,931	53.49%	35.15%	2.16%	90.80%
Carson City	40,443	52,457	55,274	54,838	29.71%	5.37%	-0.79%	34.29%
Churchill County	17,398	23,982	24,877	24,375	37.84%	3.73%	-2.02%	39.56%
Fallon	6,438	7,536	8,606	8,453	17.05%	14.20%	-1.78%	29.48%
Douglas County	27,637	41,259	46,997	46,996	49.29%	13.91%	0.00%	63.19%
Humboldt County	12,844	16,106	16,528	17,048	25.40%	0.94%	4.86%	31.20%
Winnemucca	6,134	7,174	7,396	7,729	16.95%	3.09%	4.50%	7.60%
Lyon County	20,001	34,501	51,980	51,327	72.50%	50.66%	-1.26%	121.9%
Fernley	5,164	8,432	19,368	19,093	63.28%	129.7%	-1.42%	191.6%
Yerington	2,367	2,883	3,048	3,048*	21.80%	5.72%	0%*	27.52%
Mineral County	6,475	5,071	4,772	4,653	-21.68%	-5.90%	-2.49%	-30.07%
Pershing County	4,336	6,693	6,753	6,749	54.36%	0.90%	-0.06%	55.20%
Lovelock	2,069	2,003	1,894	1,894*	-3.19%	-5.44%	0%*	-8.63%
Storey County	2,526	3,399	4,010	3,935	34.56%	17.98%	-1.87%	50.67%
Washoe County	254,667	339,486	421,407	429,908	33.31%	24.13%	2.02%	59.45%
Reno	133,850	180,480	225,221	231,027	34.84%	24.79%	2.58%	62.21%
Sparks	53,367	66,346	90,264	92,183	24.32%	36.05%	2.13%	62.50%
<b>WNDD Total</b>	<b>408,499</b>	<b>522,954</b>	<b>632,598</b>	<b>639,829</b>	<b>28.02%</b>	<b>20.91%</b>	<b>1.19%</b>	<b>50.12%</b>
WNDD % of NV Population	0.3137755	26.17%	23.41%	23.19%	52.38%	59.51%		

\*U.S. Census July 1, 2012 Estimates unavailable, lists 2010 population only

Sources: US Census, 1990 2000 2010 and 2012 Estimates, [www.census.gov](http://www.census.gov), Annual Estimates of Population for Nevada Counties March 20 2008, Annual Estimates for Population of Incorporated Places, Nevada July 10 2008, Missouri Census Data Center. <http://mcdc.missouri.edu/census/1990/>

As can be seen from the above table, the State of Nevada underwent significant population increases for the period 1990 through the 2012 Census Estimates. Lyon County consistently ranks as one of the 100 fastest growing counties (on a percentage basis) in the U.S. In 2012, the WNDD region was estimated by the US Census Bureau to have a population of 639,829, comprising an estimated 23.19% of the state's population. The Dayton area, adjacent to Carson City and the City of Fernley, on I-80, account for the bulk of the population increases in Lyon County. Humboldt, Mineral and Pershing Counties, as they are further away from the Reno SMSA and Carson City, are not currently reporting significant population increases. The population growth in Nevada is uneven and concentrated in Clark County, Washoe County and the majority of the WNDD region. As noted in the table above, the WNDD region has grown by over 50% since 1990.

The following table, from the Missouri State Data Center, utilizing U.S. Census data, provides information regarding the racial composition of the region's population:

## Population Estimates - By Race - Total

Entity	White Non-Hispanic 2000	White Non-Hispanic 2010	Black Non-Hispanic 2000	Black Non-Hispanic 2010	American Indian Eskimo Aleutian Non-Hispanic 2000	American Indian Eskimo Aleutian Non-Hispanic 2010	Asian Pacific Islander Non-Hispanic 2000	Asian Pacific Islander Non-Hispanic 2010	Hispanic 2000	Hispanic 2010
Nevada	1,341,632	1,786,688	143,079	218,626	24,562	32,062	108,221	195,436	400,470	716,501
Carson City	41,769	44,807	1,015	1,054	1,245	1,306	988	1,181	7,531	11,777
Churchill	19,652	20,407	438	395	1,132	1,129	728	665	2,075	3,009
Douglas	36,945	42,130	186	201	696	896	576	725	3,062	5,103
Humboldt	13,367	13,053	106	87	729	692	57	120	3,065	4,038
Lyon	29,671	44,164	269	417	870	1,286	231	725	3,852	7,674
Mineral	3,577	3,462	252	196	699	742	43	53	442	436
Pershing	4,770	5,528	364	253	198	217	39	87	442	1,508
Storey	3,118	3,693	9	40	48	64	40	66	178	228
Washoe	272,622	324,070	6,581	9,814	6,212	7,209	14,327	21,790	56,304	93,724
<b>WNDD Total</b>	<b>425,491</b>	<b>501,314</b>	<b>9,220</b>	<b>12,457</b>	<b>11,829</b>	<b>13,541</b>	<b>17,029</b>	<b>25,412</b>	<b>76,951</b>	<b>127,497</b>
WNDD % NV	31.71%	28.06%	6.44%	5.70%	48.16%	42.23%	15.74%	13.00%	19.22%	13.08%

Source: [http://mcdc.missouri.edu/websas/test/estimates\\_by\\_race.shtml](http://mcdc.missouri.edu/websas/test/estimates_by_race.shtml)

The table above demonstrates the extent to which the WNDD population is becoming increasingly racially diverse.

## Population Estimates - By Race - Percentage Change 2000 to 2010

Entity	% Δ White Non-Hispanic	% Δ Black Non-Hispanic	% Δ American Indian Eskimo Aleutian Non-Hispanic	% Δ Asian Pacific Islander Non-Hispanic	% Δ Hispanic Change
Nevada	+33.173%	+52.801%	+30.535%	+80.590%	+78.915%
Carson City	+7.273%	+3.842%	+4.900%	+19.534%	+56.380%
Churchill	+3.842%	-9.817%	-0.265%	-8.654%	+45.012%
Douglas	+14.034%	+8.065%	+28.736%	+25.868%	+66.656%
Humboldt	-2.349%	-17.925%	-5.075%	+110.526%	+31.746%
Lyon	+48.846%	+55.019%	+47.816%	+213.853%	+99.221%
Mineral	-3.215%	-22.222%	+6.152%	+23.256%	-1.357%
Pershing	+15.891%	-30.495%	+9.596%	+123.077%	+241.176%
Storey	+18.441%	+344.444%	+33.333%	+65.000%	+28.090%
Washoe	+18.872%	+49.126%	+16.050%	+52.090%	+66.461%
<b>WNDD Total</b>	<b>+17.820%</b>	<b>+35.108%</b>	<b>+14.473%</b>	<b>+49.228%</b>	<b>+65.686%</b>

Source: [http://mcdc.missouri.edu/websas/test/estimates\\_by\\_race.shtml](http://mcdc.missouri.edu/websas/test/estimates_by_race.shtml)

The table above reports the percent change by race in the WNDD region from 2000 to 2010. The white non-Hispanic population grew by 17.8%; the black non-Hispanic population grew by 35.1%; the American Indian Eskimo Aleutian non-Hispanic population grew by 14.5%; the Asian Pacific Islander non-Hispanic population grew by 49.2%. The largest percentage increase of any race in the WNDD region is of the Hispanic population at 65.7%.

The following tables report the percentage of population by age groups for Nevada and the region.

#### Percentage of Population by Age Groups

	Total 2010	Total 2005	00 to 19 2010	00 to 19 2005	20 to 44 2010	20 to 44 2005	45 to 64 2010	45 to 64 2005	65+ 2010	65+ 2005
Nevada	2,700,551	2,414,807	736,328	682,313	947,838	884,723	692,026	574,635	325,359	273,136
Carson City	55,274	56,062	13,167	14,382	16,941	18,596	16,033	14,301	9,133	8,783
Churchill	24,877	24,556	6,844	7,753	7,456	7,565	6,796	6,043	3,781	3,195
Douglas	46,997	47,017	10,480	10,678	11,324	12,953	15,714	14,326	9,479	9,060
Humboldt	16,528	17,129	4,932	5,499	5,207	5,320	4,697	4,659	1,692	1,651
Lyon	51,980	47,515	14,099	12,727	14,566	16,288	15,100	11,947	8,215	6,553
Mineral	4,772	4,910	977	1,217	1,116	1,292	1,603	1,379	1,076	1,022
Pershing	6,753	6,360	1,475	1,611	2,376	2,610	2,027	1,573	875	566
Storey	4,010	4,074	775	781	835	1,419	1,662	1,409	738	465
Washoe	421,407	389,872	112,042	107,891	143,845	138,270	114,641	99,577	50,879	44,134
<b>WNDD Total</b>	<b>632,598</b>	<b>597,495</b>	<b>164,791</b>	<b>162,539</b>	<b>203,666</b>	<b>204,313</b>	<b>178,273</b>	<b>155,214</b>	<b>85,868</b>	<b>75,429</b>
WNDD % NV	23.42%	24.74%	22.38%	23.82%	21.49%	23.09%	25.76%	27.01%	26.39%	27.62%

Source: [http://mcdc.missouri.edu/websas/test/estimates\\_by\\_age.shtml](http://mcdc.missouri.edu/websas/test/estimates_by_age.shtml)

The table above demonstrates the drastic increase in Nevada residents between the ages of 45 and 64 and 65+ from the period of 2005 to 2010. At the same time, population groups 44 and under remained relatively consistent or decreased during the 2005 to 2010 period. This could reflect an increase in retirees locating to the region due to its high quality of life.

**Median Age - Both Sexes, 1990, 2000, 2010 Census**

<b>Entity</b>	<b>1990</b>	<b>2000</b>	<b>2010</b>
United States	32.8	35.3	37.2
Nevada	33.3	35	36.3
Carson City	36.6	38.7	41.7
Churchill	33	34.7	39
Douglas	36.2	41.7	47.4
Humboldt	30.9	33.4	36.2
Lyon	36.4	38.2	40.9
Mineral	33.9	42.9	49.2
Pershing	31.7	34.4	41
Storey	37.6	38.7	50.5
Washoe	33.6	35.5	37
<b>WNDD</b>	<b>34.43</b>	<b>37.58</b>	<b>42.54</b>

Source: U.S. Census 1990, 2000, 2010

The Median Age in Nevada and in the nine counties in the region has been increasing, as have national trends for Median Age. The aging of the region's population is an important factor to consider in planning economic development and providing required services in the WNDD region and its member counties.

**Workforce Development and Use****Educational Attainment, Residents 25 and Older, 2007-2011**

<b>County</b>	<b>High School or Higher</b>	<b>Bachelor's or Higher</b>
Carson City	87.1%	21.0%
Churchill	88.4%	17.8%
Douglas	92.0%	25.3%
Humboldt	81.6%	13.4%
Lyon	85.2%	13.8%
Mineral	86.0%	7.8%
Pershing	80.6%	12.4%
Storey	91.6%	18.1%
Washoe	86.5%	27.0%
<b>WNDD</b>	<b>86.6%</b>	<b>17.4%</b>
Nevada	84.2%	22.2%
United States	85.4%	28.2%

Source: U.S. Census 2010

The table above in part reflects the regions traditionally gaming, agricultural, and mining based economy. Many of the well-paying jobs of days gone by did not require higher education. Only 17.4% of the region has attained a Bachelor's degree or higher. These figures speak volumes of the region's workforce limitations. To ensure opportunity still exists for future citizens, the region must address educational attainment rates over the next five years.

All the data below comes from the U.S. Census Bureau, providing a snapshot of regional employment and workforce development between the five-year period of 2006 to 2010.

#### Employment By Place Of Work (# of Jobs) Total Employment

Area	2006	2007	2008	2009	2010	% Δ 2006 to 2010
United States	176,124,600	179,899,700	179,644,900	174,208,800	173,767,400	-1.3
Nevada	1,606,467	1,650,240	1,621,862	1,518,682	1,494,668	-6.9
Carson City	41,990	42,931	40,524	39,175	38,815	-7.5
Churchill	21,153	22,180	23,482	23,398	23,307	+10.1
Douglas	32,207	32,424	31,023	28,730	27,856	-13.5
Humboldt	9,738	10,002	9,897	9,734	10,169	+4.4
Lyon	17,935	18,596	18,214	16,442	16,242	-9.4
Mineral	2,264	2,368	2,598	2,491	2,385	+5.3
Pershing	2,394	2,408	2,429	2,282	2,278	-4.8
Storey	2,575	3,343	3,471	3,552	3,569	+38.6
Washoe	278,914	284,265	272,366	253,971	249,817	-10.4
<b>WNDD</b>	<b>409,170</b>	<b>418,517</b>	<b>404,004</b>	<b>379,775</b>	<b>374,438</b>	<b>-8.5</b>
WNDD % of Nevada	25.4	25.3	24.8	24.9	25.0	

Source: U.S. Bureau of the Census

#### Total Employment - By Type - Wage and Salary Employment

Area	2006	2007	2008	2009	2010	% Δ 2006 to 2010
United States	141,916,000	143,526,000	143,009,000	136,804,000	136,055,000	-4.8
Nevada	1,318,683	1,332,830	1,305,162	1,189,741	1,160,615	-11.9
Carson City	32,907	32,986	31,479	29,362	28,762	-15.3
Churchill	10,336	10,196	10,223	9,535	9,236	-10.6
Douglas	22,729	22,416	21,384	19,045	18,058	-20.5
Humboldt	7,707	7,857	7,956	7,734	8,153	+5.7
Lyon	13,338	13,735	13,306	11,834	11,601	-13.0
Mineral	1,662	1,732	1,990	1,866	1,754	+5.5
Pershing	1,926	1,914	1,913	1,733	1,722	-10.6
Storey	2,038	2,780	2,833	2,941	2,951	+44.8
Washoe	226,383	226,508	217,162	197,536	192,569	-14.9
<b>WNDD</b>	<b>319,026</b>	<b>320,124</b>	<b>308,246</b>	<b>281,586</b>	<b>274,806</b>	<b>-13.8</b>
WNDD % of Nevada	0.242	0.240	0.236	0.237	0.237	

Source: U.S. Bureau of the Census

## Total Employment - By Type - Proprietors Employment

Area	2006	2007	2008	2009	2010	% Δ 2006 to 2010
United States	34,208,600	36,373,700	36,635,900	37,404,800	37,712,400	+10.2
Nevada	287,784	317,410	316,700	328,941	334,053	+16.1
Carson City	9,083	9,945	9,045	9,813	10,053	+10.7
Churchill	10,817	11,984	13,259	13,863	14,071	+30.1
Douglas	9,478	10,008	9,639	9,685	9,798	+3.4
Humboldt	2,031	2,145	1,941	2,000	2,016	+0.7
Lyon	4,597	4,861	4,908	4,608	4,641	+0.1
Mineral	602	636	608	625	631	+4.8
Pershing	468	494	516	549	556	+18.8
Storey	537	563	638	611	618	+15.1
Washoe	52,531	57,757	55,204	56,435	57,248	+9.0
<b>WNDD</b>	<b>90,144</b>	<b>98,393</b>	<b>95,758</b>	<b>98,189</b>	<b>99,632</b>	<b>+10.5</b>
WNDD % of Nevada	31.3	31.0	30.2	3.0	29.8	

Source: U.S. Bureau of the Census

## Total Employment - By Type - Farm Proprietors Employment

Area	2006	2007	2008	2009	2010	% Δ 2006 to 2010
United States	1,827,000	1,914,000	1,903,000	1,894,000	1,900,000	+4.0
Nevada	2,641	2,733	2,695	2,665	2,689	+1.8
Carson City	17	17	18	18	18	+5.8
Churchill	477	496	489	481	489	+2.5
Douglas	150	155	153	152	153	+0.2
Humboldt	208	215	212	210	211	+0.1
Lyon	274	279	276	273	275	0.0
Mineral	59	71	70	70	70	+1.8
Pershing	105	112	110	109	109	+0.4
Storey	0	0	0	0	0	0.0
Washoe	332	356	352	347	350	+5.4
<b>WNDD</b>	<b>1,622</b>	<b>1,701</b>	<b>1,680</b>	<b>1,660</b>	<b>1,675</b>	<b>+3.2</b>
WNDD % of Nevada	61.4	62.2	62.3	62.3	62.3	

Source: U.S. Bureau of the Census

**Total Employment - By Type - Non-Farm Proprietors Employment**

Area	2006	2007	2008	2009	2010	% Change 2006 to 2010
United States	32,381,600	34,459,700	34,732,900	35,510,800	35,812,400	+1.0
Nevada	285,143	314,677	314,005	326,276	331,364	+16.2
Carson City	9,066	9,928	9,027	9,795	10,035	+10.6
Churchill	10,340	11,488	12,770	13,382	13,582	+31.3
Douglas	9,328	9,853	9,486	9,533	9,645	+3.4
Humboldt	1,823	1,930	1,729	1,790	1,805	-0.1
Lyon	4,323	4,582	4,632	4,335	4,366	+0.1
Mineral	543	565	538	555	561	+3.3
Pershing	363	382	406	440	447	+2.3
Storey	537	563	638	611	618	+15.1
Washoe	52,199	57,401	54,852	56,088	56,898	+9.0
<b>WNDD</b>	<b>88,522</b>	<b>96,692</b>	<b>94,078</b>	<b>96,529</b>	<b>97,957</b>	<b>+10.6</b>
WNDD % of Nevada	31.0	30.7	30.0	29.6	29.6	

Source: U.S. Bureau of the Census

**Transportation Access**

Surface transportation includes the following major highways:

- Interstate 80 – runs east to west through Pershing County, northwest Churchill County, extreme northwest Lyon County and the northern border of Storey County. Connects to Sacramento, San Francisco and the east coast.
- Interstate 580 – runs concurrently with U.S. 395 from Interstate 80 in Reno to the west leg of U.S. 50 in Carson City
- U.S. 50 – runs east to west through Churchill County, Lyon County, and Carson City. This is the main east/west artery through the region, connects with Sacramento and the east coast.
- U.S. 95 – runs north and south through Mineral County, Churchill County and Pershing County.
- U.S. 95 A – runs north and south through Mineral and Lyon Counties and connecting with I-80 at Fernley
- U.S. 50A – runs east to west and connecting Fallon and Fernley
- U.S. 395 – runs north and south through Douglas County and Carson City. Connects with the Pacific Northwest and Los Angeles.
- Nevada State Highways 208, 88, 116, 839, 339, 208 338 359, 361 360 provide other local access venues.

Rail road lines include the Union Pacific running along the I-80 corridor in Washoe, Storey, Lyon, Pershing, and Humboldt counties. Some intermodal yards and container freight facilities are

available in Sparks. A Union Pacific branch connects Fernley with Fallon. A third rail road line runs from Hazen to the Hawthorne Army Depot. Amtrak is available in Reno for west to east rail service on the Union Pacific RR. The Burlington Northern Santa Fe has trackage rights on the Union Pacific I-80 corridor.

The Reno-Tahoe International Airport is located in Washoe County and provides major commercial and freight air services provided by FedEx and UPS for the WNDD region. Air freight includes both international and domestic services. Outside of Washoe County, access to this airport is from 35 minutes to three hours from anywhere in the region. Major airlines provide 160 daily flights to destinations throughout the U.S. Other airports, with limited services, are located at Carson City, Minden, South Lake Tahoe, and Silver Springs. Additional smaller airports are located in Hawthorne, Fernley, Fallon, Yerington, and near Lovelock.

### ***Environment***

The nine counties of the WNDD region are located in the high desert of Nevada, an area once covered by prehistoric Lake Lahontan. The area enjoys a dry climate and four mild seasons. The Sierra Nevada Mountains rise to over 8,000 feet on the western boundary of the District, and the eastern border in Churchill County is at an elevation of 4,000.

The WNDD region totals 33,781.48 square miles. On average (by county), 63.90% of the WNDD region is federally owned land.

The predominant landuse in the WNDD region is agriculture, with livestock and alfalfa the principal products. All WNDD counties and tribes maintain land use plans and regulate residential, commercial and a variety of other land uses within their respective spheres through zoning.

The US Department of Agriculture has prepared soil surveys for the entire district. Copies of these surveys are on file in the WNDD office.

Where available, sewage collection and treatment facilities, water service, and solid waste disposal are all handled by the various local agencies, counties and incorporated cities that make up the WNDD region.

The following table shows the annual precipitation in each of the WNDD counties as well as the average annual precipitation for the region as a whole:

**Average Annual Precipitation, 2013**

Area	Inches of Rainfall
United States	38.67
Nevada	9.46
Carson City	18.12
Churchill	5.67
Douglas	14.73
Humboldt	8.77
Lyon	9.36
Mineral	6.44
Pershing	7.39
Storey	8.71
Washoe	11.08
<b>WNDD</b>	<b>10.03</b>

Source: [www.usa.com](http://www.usa.com)

Limited water availability is a huge issue in the WNDD region and hindrance to economic development. The average annual precipitation in the nine-county region is 10.03 inches whereas the national average annual participation is 38.67 inches. Churchill County as the lowest average annual precipitation of all counties in the region at 5.67 inches; Carson City has the highest average annual precipitation of all counties in the region at 18.12 inches.

Many communities in the region still operate with private wells and individual septic tanks. Some communities serve only portions of their areas with public water and sewer. Mineral County communities do not have natural gas service and operate solely with individual propane tanks.

### **Resources**

The nine-county WNDD region is served by numerous groups and organizations that provide support and/or funding for economic development activities. The following list includes only a handful of these organizations providing critical economic development and business resources to the region:

#### *Western Nevada Development District (WNDD)*

WNDD is a voluntary association of local governments and is designated the Economic Development District for the region by the US Department of Commerce, Economic Development Administration (EDA). WNDD develops and implements a variety of economic development projects and, with the assistance of USDA Rural Development Rural Business Enterprise Grant and Nevada Governor's Office of Economic Development (has a new business microloan program to assist entrepreneurs within the region.

### *Nevada Economic Development Authorities*

The State of Nevada Governor's Office of Economic Development (GOED) recognizes local Economic Development Authorities to market their local areas to new and expanding business and industry. Each Economic Development Authority also operates other programs regarding economic development in their area of operations.

WNDD continues to partner with the following local Economic Development Authorities currently operating in the nine county WNDD region:

- Churchill County Economic Development Authority
  - Website: [ceda-nv.org](http://ceda-nv.org)
- Economic Development Authority of Western Nevada
  - Website: [edawn.org](http://edawn.org)
- Highway 95 Regional Development Authority:
  - City of Fallon, Mineral County, Pershing County
  - Website: [hwy95rda.com](http://hwy95rda.com)
- Humboldt County Economic Development Authority
  - Humboldt County, City of Winnemucca
  - Website: [hdanv.org](http://hdanv.org)
- Mineral County Economic Development Authority
  - Website: [mineralcountynevada.com](http://mineralcountynevada.com)
- Northern Nevada Development Authority
  - Carson City, Churchill County, Douglas County, Lyon County and Storey County
  - Website: [nnda.org](http://nnda.org)
- Pershing County Economic Diversification Authority
  - Website: [pershingcounty.net/index.php/Economic-Diversification/](http://pershingcounty.net/index.php/Economic-Diversification/)

### *Nevada Governor's Office of Economic Development (GOED)*

GOED, formerly known as the Nevada Commission on Economic Development (NCED), provides funding and technical assistance to the local Economic Development Authorities, provides financial incentives to new and expanding businesses, provides job training funds, and is the State contact for new and expanding business and industry. GOED conducts national marketing of the State of Nevada to attract new and expanding businesses.

GOED administers the Community Development Block Grant (CDBG) program among others. These funds are critical for non-metro community and economic development projects. CDBG funds are available for planning, construction, business loans, and housing.

### *Nevada Department of Training & Rehabilitation (DETR)*

DETR provides employment services and training for underemployed and unemployed workers.

### *NevadaWorks*

NevadaWorks is a public-private partnership that administers Workforce Development funds. NevadaWorks is the link with potential employers and an interface with the Nevada Department of Training & Rehabilitation.

### *University of Nevada, Reno and University Center for Economic Development*

The University of Nevada at Reno offers support and administration of the region's Nevada Small Business Development Centers (SBDC). The SBDCs assist entrepreneurs in developing business plans and addressing issues and opportunities. The SBDCs also provide a direct link to other University of Nevada programs and resources.

The University Center for Economic Development is funded by the US Department of Commerce, Economic Development Administration (EDA). The Center provides research and special studies for all of Nevada, and research done through the Center for Economic Development was absolutely critical to the SET process and similarly to the development of this CEDS 2013.

### *Nevada Procurement Outreach*

The Procurement Outreach Program (POP) is a Cooperative Agreement between the State of Nevada and the Federal Government assisting businesses statewide to initiate or expand marketing efforts of their products and services.

Nevada Procurement Outreach works to increase the flow of contract dollars to Nevada businesses by providing the necessary training and technical assistance to find, bid on and acquire federal, state and local contracts.

### *Nevada Small Business Development Center:*

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

### *Nevada Division of Environmental Protection (NDEP)*

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

### *State Data Center*

The Nevada State Data Center maintains all US Census information. WNDD is a state data center affiliate for the nine-county WNDD region.

### *USDA Rural Development*

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

### *US Small Business Administration (SBA)*

SBA provides business loans, i.e., SBA 504 loans for long-term fixed assets and SBA 7(a) loan guarantees and organizes a valuable Small Business Resource Guide to describe the state's cadre of lending partners and programs.

### *Intermediary Relending Program – Rural Nevada Development Corporation (RNDC)*

RNDC, located in Ely, Nevada, is a non-profit organization and funded by the State of Nevada. RNDC is charged with assisting all of rural Nevada and was critical in WNDD's development of their revolving loan fund/business microloan program. RNDC administers USDA Intermediary Relending Program Funds through the Community Business Resource Center in Carson City.

### *Nevada Microenterprise Initiative*

The Nevada Micro-Enterprise Initiative administers a small business loan program available to primarily urban and metropolitan areas in the state.

Other regional economic development resources include:

*Local Area Chambers of Commerce*

*Nevada Commission on Tourism*

*USDA Forest Service*

*Commercial Lenders*

*Nevada Health Division*

*Rural Telecommunications Task Force*

*Nevada Department of Transportation (NDOT)*

*US Department of Housing & Urban Development (HUD)*

*UNR School of Medicine*

*Local Hospitals and Rural Health Clinics*

*Inter-Tribal Council of Nevada*

*Bureau of Indian Affairs*

## Comprehensive Economic Development Strategy

2014

### Analysis of Regional Economic Development Problems and Opportunities

As part of the SET process, the SET Regional Team identified economic sectors present in the region. The sectors identified were largely in line with GOED's *Moving Nevada Forward: A Plan for Excellence in Economic Development*, released in early 2012. The team also examined characteristics or habits crucial to successful regional economic development; these have served as a guiding framework for the SET plan and network development. In addition, work groups were formed to work on implementation of the identified goals. These work groups continue to function under the auspices of WNDD.

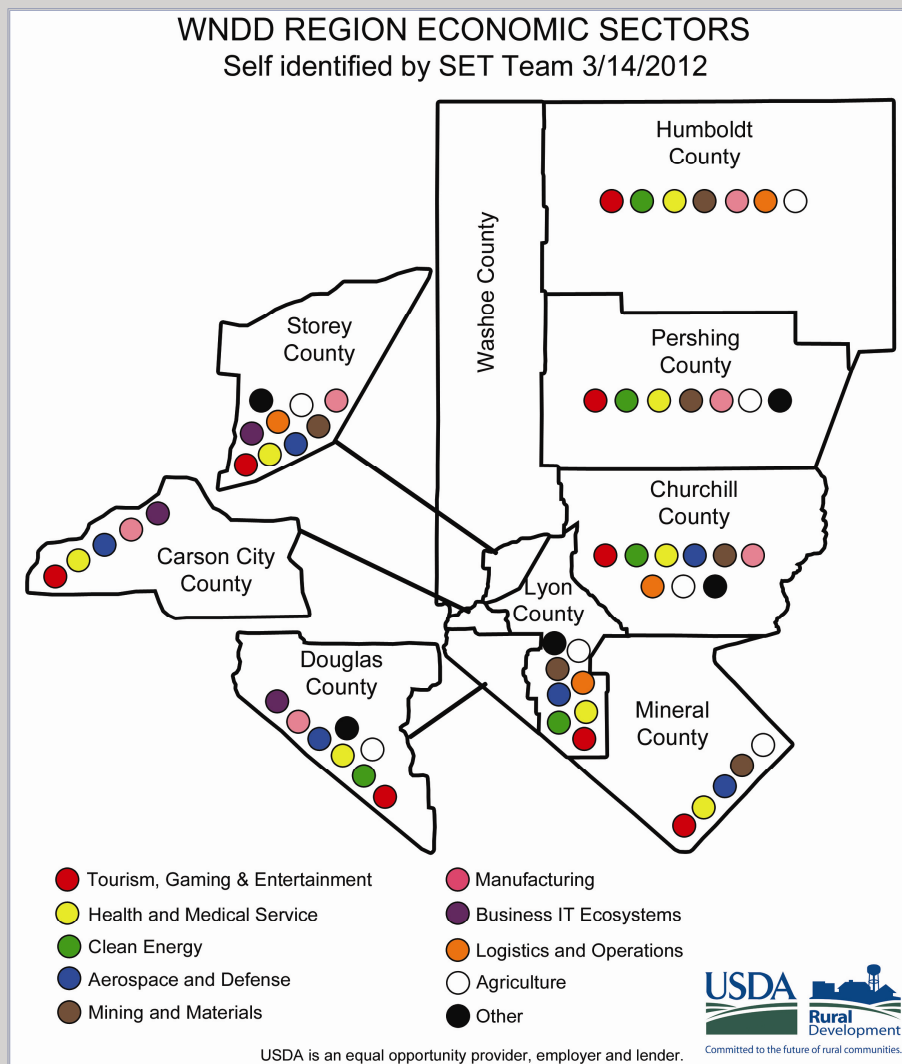
The regional team looked at Export Enhancement and Import Substitution as economic development strategies. Export Enhancement identifies economic sectors in which the region has a comparative advantage relative to other regions and seeks to increase exports from the region by building on those strengths. Import Substitution seeks to reduce money outflows from the region by matching demands for goods and services by regional businesses and institutions to those businesses in the region able to supply those demands. In addition the team participated in a Network Mapping Exercise that identified the strength and diversity of the networks of various forms of expertise present in the region. This analysis showed that although collaborative potential was strong within the region, specific areas such as health and human services had little presence within the networks identified by Team members. This information will be used to develop effective implementation workgroups to achieve the vision and goals set by the team. The value of networking and communication to reduce the negative aspects of distance across this region cannot be understated.

Early in the SET process the SET Regional Team was asked to identify what economic sectors were present in the region. The sectors identified were largely in line with the Governor's Plan for Economic Development released in early 2012.

The economic sectors present in the region include:

- Tourism, Gaming and Entertainment
- Manufacturing
- Business IT Ecosystems
- Logistics and Operations
- Health and Medical Services
- Clean Energy
- Aerospace and Defense
- Mining and Materials
- Manufacturing
- Business IT Ecosystems
- Logistics and Operations
- Agriculture
- Other (Federal and State Government Offices and Installations)

The Regional Team then identified which of the above clusters were located in their county. A map showing the clusters' location by colored dot was developed by USDA-Rural Development:



\*Please note the above cluster map was created on March 14, 2012. Washoe County was not inducted into the WNDD region until October 2012 and therefore was unable to participate in the self-identified economic sector cluster map discussion with the SET Team.

The WNDD region, along with the rest of Nevada, was severely impacted by the economic down turn beginning in 2008. Employment levels and various economic sectors in the region still have yet to recover. This has been the most severe economic down turn experienced by the region since the 1930's.

However, the SET program implemented in 2012 (and thus resulting CEDS) led to greater regional collaboration. In developing solutions to the region's issues post-recession, the economy is being viewed as a regional economy compared to an economy being focused upon a single jurisdiction.

The previous CEDS based upon the 2006 NorthernNVision planning effort highlighted ten critical issues facing at that time a seven county region. A review of the ten critical issues indicates many of these issues are still relevant to the now nine county WNDD region.

These ten critical issues identified in 2006 were:

1. A regional approach and more collaboration across governmental lines must be developed and encouraged.
  - Regional collaboration has been enhanced through the SET program.
  - Washoe County and the cities of Reno and Sparks are implementing a single business permitting process in Washoe County.
2. The region must place a greater emphasis on the value of education and improve the educational resources and support structures across the region. This should extend from K-12, to community colleges, to developing a stronger four year degree presence in the region.
  - The educational system, K-12 through higher education have experienced overall budget reductions since 2008.
  - The SET regional team recognizes the need for and value of education enabling a more competitive work force.
3. Strong business-to-business relationships are lacking across the seven county region. Rather than view each other as intense competitors, business owners need to communicate and collaborate in order to increase the prosperity of all.
4. The young professional community needs to be maintained and expanded in order to enhance the region's vitality and ensure future economic growth. Involve this key group in decision-making and leadership and empower them to be involved in the community.
5. The region's wage levels are below national averages and are not keeping pace with rising cost of living and housing. The lack of affordable housing and skyrocketing housing costs are exacerbating this issue.
  - Due to the economic downturn of 2008, job losses exacerbated the foreclosure rates throughout the region.
  - The housing market is recovering.
  - The tightening of credit requirements since 2008 has had a negative impact upon people's ability to buy homes.
6. Due to the lack of large local industry clusters, much of the region's future growth will need to be driven by small business creation and entrepreneurship.
  - Data indicates job growth is driven by small business development.
  - WNDD was able to provide Nevada Small Business Development Center NxLevel business training classes throughout the region in 2010 through 2013. 233 participants provide a base for small business development.
7. Many of the counties in the region have a large reliance on sales tax revenues, which makes attracting low wage retail establishments the highest economic development priority.
  - Local government revenues are still largely based upon sales tax revenues.
  - This issue can only be addressed by the State Legislature.
  - While the attraction of retail establishments is a fact, the local economic development agencies continue their efforts regarding business expansion not being based upon the retail sector.
8. The region's limited water availability will affect the types of industries the region can attract and the nature of development that will occur.

- The region's limited water availability is still a fact.
  - The region is a high desert environment.
  - Local leaders and organizations recognize the issue(s) related to limited water availability.
9. Northern Nevada's economy lacks diversity and is highly dependent on new business from California, which creates a vulnerability to economic shocks.
- The economy in the region is diversifying.
  - The proposed Apple project in Washoe County is an indicator of a diversifying economy.
  - Manufacturing is an important economic sector in the western portion of the WNDD region.
  - Advanced light manufacturing is increasing in the region.
10. Need to emphasize the importance of "place" and promote the development of attractive downtown centers, clean communities, clear design standards, beautification projects, and desirable retail and entertainment amenities that are in keeping with the uniqueness of each community.
- Nevada is celebrating its Sesquicentennial beginning with Nevada Day 2013.
  - This is going to be a state wide effort regarding this event and the events will emphasize the importance of place in the region.

Source: Northern Nevada Visioning Document, Page 12, AngelouEconomics, Austin, Texas, August 2006

## SWOT Analysis

### SET Teams Primary Identified Strengths of the WNDD Region:

- Available space for development.
- A friendly, low-regulation, low tax business environment.
- Good regional infrastructure for roads, rail, and airports.
- Abundant natural resources.
- An active, engaged citizenry, elected officials, business people, and government staff that is committed to economic development.

### SET Teams Primary Identified Weaknesses of the WNDD Region:

- Lack of water throughout the region.
- Distance between towns, and transportation to market costs, especially as it relates to agriculture.
- A workforce that does not necessarily have 21<sup>st</sup> Century workforce skills.
- A lack of access to financial capital—especially for smaller businesses.
- An economy that is too heavily reliant on mining and tourism.
- Gaps of broadband access and competitive speeds

### WNDD Regional SWOT Analysis: Strengths

- Abundant recreational opportunities.

- Excellent business cost climate, comparatively lower taxes and operational costs compared to neighboring states
- There is a strong sense of community pride throughout the region that contributes to an excellent quality of life for workers, families and retirees.
- The diversity of the environment of the region provides easy access to mountains, the west coast, large urban areas and three major lakes.
- Outdoor activities are easily available and the region's climate provides a venue for different year round activities.
- The region is becoming known on the national scene.
- A beautiful, scenic environment
- Higher education assets include: University of Nevada, Reno; Desert Research Institute; Truckee Meadows Community College; Sierra Nevada College; Great Basin College; and Western Nevada College. These institutions are proactive and desire to have a ubiquitous educational presence in the entire region.
- A growing population bolstered by constant in-migration of new residents.
- Attractive communities to raise a family with low crime rates.
- Good opportunities to start a business for aggressive entrepreneurs
- Accessibility to government officials and elected leaders.
- There are entrepreneurship and business networks through some of the chambers, Nevada Center for Entrepreneurship and Technology (NCET), Reno; the Business Resource Innovation Center, Carson City; and the Green Chamber, Reno.
- The region is the eastern part of the Sierra Pacific Megapolitan Region with easy links to San Francisco and Bay area with technology.
- Location on the I-80 "fiberway," the primary transcontinental northern route for Tier I fiber optic cable infrastructure connecting San Francisco to New York City.

#### WNDD Regional SWOT Analysis: Weaknesses

- The lack of diverse, high wage primary industry job opportunities.
- A rising cost of living and unaffordable housing in many parts of the region. These are being exacerbated by the lack of privately owned land and in-migration, primarily from neighboring states.
- The lack of a young professional workforce that will serve as the backbone of an expanding economy.
- Lagging educational attainment levels that prevent many in the region's workforce from qualifying for higher wage opportunities.
- Infrastructure and natural resource strain caused by tremendous growth in the region.
- Lack of rail access, rail spurs, etc. for business recruitment purposes
- Somewhat limited cooperation between municipal and county governments and economic development leaders.
- Low educational attainment and perception that the region doesn't value education to the extent it should.
- Low wage levels are making the region increasingly unaffordable, especially for young professionals and new families starting out.
- Low awareness of the positive attributes of the region to outside audiences – i.e. businesses and individuals located out of the state.

- No carrier neutral internet exchange point (IXP) to tap the I-80 fiberway and allow regional businesses and appropriate organizations to access the internet with world class broadband and low latency service (connectivity).
- The region's electric customers pay rates second only to California, when compared to neighboring states and this can be a barrier to future economic development in the region.

#### WNDD Regional SWOT Analysis: Opportunities

- Nevada's recent designation by the FAA as one of six states designated as a center for the development of unmanned autonomous systems (UAS) is a transformative event for the state and region. Nevada has already begun the process of recruiting companies to Nevada to test at our sites. The State's forecast shows that there could be over 10,000 jobs for UAS direct employees with an average wage of approximately \$62,000 and an estimated \$2.5 billion in economic impact by the middle of the next decade.
- Promote the attributes and amenities in each of the nine counties for tourism.
- Encourage development of the V&T Railroad to provide a boost to tourism efforts.
- Leverage the ideas and energy of new transplants moving from other places that can apply their own firsthand experience and ideas to shape sustainable growth.
- The large and growing 50+ age group should be viewed as an untapped asset – this group doesn't necessarily want to simply retire and has a strong work ethic and experience.
- Enhance internal communication between the nine counties and play up each counties unique strengths and attributes in a cohesive marketing message.
- Promote the importance of education at all levels and enhance the education that is provided throughout the nine counties (e.g. world class K-12 programs, enhanced community college presence, increased 4-year degree presence).
- Incentivize the development of a diversified mix of housing, including condos, town homes, and apartments for workers
- Greater regional collaboration, such as these examples: Lyon County and Carson City working together on water projects; Carson City and Douglas County working together on water projects; and Carson City and Douglas County jointing funding the Business Resource Innovation Center (BRIC)
- Interstate-11 and Intermountain West Corridor Project

#### WNDD Regional SWOT Analysis: Threats

- The "aging" of the nine county region could have negative consequences. There is a need to attract and retain young professionals to maintain a spirit of vitality and generate economic opportunities for future generations.
- By not empowering young professionals they have little reason to stay.
- Limited coordination between county governments has caused the lack of a unified direction for the region's economic future.
- There are pockets of citizens throughout the region that are opposed to change.
- There is a sense that infrastructure planning is not proactively keeping pace with growth.
- Lack of region-wide design standards, attractive signage, etc. hurts region's aesthetic appeal.
- Limited water availability: the region is in a high desert environment and dependent upon snowfall and existing aquifers for water resources.
- Lower education attainment levels and opportunities
- Affordable housing as it pertains to attracting a high skilled workforce.

## ***By County SWOT Analysis***

### **CARSON CITY**

Carson City is Nevada's State Capital and only consolidated city/county government. The City is governed by an elected four member Board of Supervisors and an elected Mayor. A City Manager provides the management of day to day operations for Carson City.

Major employers include Chromalloy Nevada, Costco, Harley Davidson Credit Corporation, PCC Structurals, and Mission Industries. Other major employers are the State of Nevada, Carson City, the Carson City School District and Carson-Tahoe Hospital.

Carson City is somewhat unique in its employment, as 7.3% of the City's workers are employed in manufacturing, as compared with the State's 2.8% (Bureau of Economic Analysis, 2011).

#### *Carson City: Strengths*

- An increasing population since 1990, but at a rate below the region and State rates of increase.
- Designation as the State Capital provides the basis for government employment.
- Steady population growth is an attribute many expanding companies are looking for, and if properly managed, can be a positive.
- Participation in the reconstruction of the Virginia and Truckee Railway, along with Storey, Douglas, Lyon and Washoe Counties will result in a premier tourist railroad.
- Planning is underway to develop the downtown core area.
- State government presence provides a stable employment environment.
- Very proactive in land use and comprehensive planning.
- Combined city and county government makes comprehensive planning more efficient.
- The presence of a strong regional hospital.
- Good art and cultural amenities for an area of its size.
- Good educational assets with the home of WNC's main campus.
- Close geographic proximity to Reno/Sparks metro, and Lake Tahoe and regional markets to the west and south, including the Pacific Rim.

#### *Carson City: Weaknesses*

- The population is older than the region.
- There is meager labor force growth.
- Low wage rates compound the un-affordability of housing and cost of living in the region.
- The City's industry clusters (aerospace and defense, industrial machinery) are declining on the national level.
- Lack of diversity in housing options, limited high-density housing.
- Lack of design standards along main arterial roads hurt the look and "curb appeal" of the city.

- Difficult to find skilled, professional workers because much of the capable workforce pool desires to work for state government.

#### *Carson City: Opportunities*

- Strong potential to be regional retail hub because of central location.
- Excellent potential for downtown revitalization to become a central entertainment hub for families and young professionals.
- Potential for increased business growth in white collar, professional, above average wage paying industries.
- Tourism will receive a boost due to V&T Railroad project and completion of the U.S. 395 Freeway projects.

#### *Carson City: Threats*

- Limited land availability, so future growth must be carefully planned.
- Rising cost of housing is making the county unaffordable for working population.
- Long time residents do not necessarily see the tremendous potential that Carson City has to direct its growth and to embrace positive change.

### CHURCHILL COUNTY

Churchill County is located in the east central part of the region. The County is governed by an elected three member County Board of Commissioners. There is a County Manager overseeing the day to day operations of the County.

Fallon, one of seven incorporated cities in the region, is the county seat and has been experiencing population growth in recent years.

Churchill County is noted for its agricultural district. The Newlands Project, the first Bureau of Reclamation irrigation project in the U.S. (1905) provides irrigation water for the agricultural sector in Churchill County. Alfalfa and dairy are the main agricultural activities. The county is also noted for its "Heart of Gold" cantaloupes.

Fallon is also home to Naval Air Station Fallon. This Naval facility provides training for advanced integrated Carrier Air Wing strike training and there are training ranges south and east of Fallon. NAS Fallon is home to the Top Gun fighter school.

Major employers are casinos, SMI Joist, Wal-Mart, Boeing Aerospace Operations and A&K Earthmovers. Other major employers are Churchill County, Banner-Churchill County Community Hospital and Churchill County Communications.

#### *Churchill County: Strengths*

- Somewhat diversified local economy, based upon tourism, agricultural, services and defense related industries.
- Abundant land and good water resources.
- Excellent outdoor recreation opportunities: hunting, fishing, wildlife viewing, etc.

- Home to Naval Air Station Fallon.
- Home to Banner-Churchill Community Hospital.
- Close to Reno/Sparks metro region, yet maintains its rural character.
- Among the lowest unemployment rates in the region.

#### *Churchill County: Weaknesses*

- Perception that some residents are reluctant to embrace change.
- Low educational attainment (those with bachelor's degrees or higher).
- Growing cost of land and housing prices from increased residential development.

#### *Churchill County: Opportunities*

- Good potential to grow clean energy industry, especially geothermal and wind energy.
- To Increase the level of cooperation between city and county governments, as well as with Native American tribes and NAS Fallon.
- Enhance current downtown redevelopment efforts to make downtown attractive for families and young professionals. Look into providing incentives for desirable development.
- Earmark locations on U.S. 50 corridor for targeted industry growth.
- Continue work with UNR and USDA agricultural researchers to shift to higher dollar, higher yield crops.
- Location of the Dairy Farmers of America dry milk plant will provide a basis for expansion of the dairy industry in Churchill County and the region and provide a basis for ancillary business development related to this project.
- Expand the size of the WNC in Fallon.

#### *Churchill County: Threats*

- Need to diversify the economy to combat declining agriculture industry and to provide employment opportunities for young residents.
- City and County governments do not work as closely as they should in planning issues.
- Resistance to change has limited the development of a cohesive and mutually agreed upon vision for economic development and may be hurting proactive planning efforts.

## DOUGLAS COUNTY

Douglas County is bordered on the north by Carson City, on the east by Lyon County and to the west by California and Lake Tahoe. Carson Valley is the major populated area at the base of the Sierra Nevada Mountains.

The County is governed by a five member Board of County Commissioners and has a County Manager overseeing day to day operations.

There are no incorporated cities in Douglas County. Major towns are Minden, Gardnerville (adjacent to each other), Kingsbury and Stateline, both at the south shore of Lake Tahoe. Also in Carson Valley is the Town of Genoa, which is one of two claimants to being the first settlement in Nevada in 1850. Minden, Gardnerville and Genoa are all in the Carson Valley. Indian Hills, General Improvement District (GID) is located adjacent to Carson City. The County's major retail development in recent years has been occurring in Indian Hills and Gardnerville Ranchos GID.

Major employers in Douglas County are the casinos at Stateline, Bently Nevada, Wal-Mart, Travel Systems Limited, Home Depot and Carson Valley Medical Center. Douglas County and the Douglas County School District are major public employers in the county.

Douglas County has 31.6% of its employees working in the hospitality and leisure industries, one of the highest percentages in the State (Bureau of Economic Analysis, 2011).

The Town of Genoa is a designated national historic district.

Douglas County also has the highest Per Capita Personal Income in the region and the State. At the same time, however, Douglas County is one of the most expensive northern Nevada counties to live in and its primary employers (casinos) are low wage employers.

#### *Douglas County: Strengths*

- Good mix of available land.
- Good water resources.
- Close geographic proximity to Reno/Sparks metro region, Lake Tahoe.
- High income levels for residents.
- Highest educational attainment levels in the nine county region.
- Scenic environment with tremendous outdoor recreational activities.

#### *Douglas County: Weaknesses*

- Poor availability of employment opportunities and diversity of job types for local workforce.
- Land and housing prices are the highest in Northern Nevada.
- Need to continue to bolster the local tax base.

#### *Douglas County: Opportunities*

- Strong potential to grow local tourism industry, especially in adventure & outdoor recreation.
- Good potential to grow clean energy industry, especially geothermal and wind energy.
- To attract desirable target industry companies to industrial parks around the airport.
- Tap into the large and growing base of retired executives for mentoring young entrepreneurs and funding new business creation.
- Revitalization of downtown areas (Minden, Gardnerville) to support vibrant mixed-use and to become a destination for entertainment & boutique shopping.

*Douglas County: Threats*

- Very limited diversity in housing options. Only high-end housing development is encouraged, which doesn't give many options for local workforce.
- Need for increased collaboration between local government entities.
- Becoming a retirement community for 2nd homeowners.
- Need to sustain rural character while providing economic opportunities for residents.
- Local government's high reliance on sales tax revenue is leading to an uncooperative relationship with neighboring counties.

**HUMBOLDT COUNTY**

Humboldt County became a member of the WNDD Economic Development District in December 2011.

Humboldt County is the oldest organized county in Nevada, created by the Utah Territorial Legislature in 1856. Humboldt County is also one of the original nine counties created by the Nevada Territorial Legislature in 1861. In 1919, Pershing County was created from Humboldt County.

The county is located in the rugged high desert region of north central Nevada and is bordered on the north by Oregon. The county is 9,629 square miles with a varied topography. Since 1848, the county has been a traveler's corridor (the gold rush into California) and transportation for commerce. The Central Pacific Railroad was the eastward extension of the transcontinental railroad in 1868 and the line remains today. I-80 has replaced the California goldrush trail of yesteryear.

The county's economy is based upon:

- Mining – the county is located in the rich gold mining center of the western U.S.
- Agricultural and agricultural services – there are over 100,000 acres under cultivation
- Tourism – there are a large number of visitors each year where people enjoy the wide open spaces, historical sites and other outdoor recreation opportunities

Winnemucca is the county seat and an incorporated city. Winnemucca provides an array of services for local residents and travelers.

*Humboldt County: Strengths*

- Good mix of available land
- Good water resources
- Access to the I-80 Corridor and Union Pacific RR mainline.
- High income levels for residents.
- Mining activity is present in the county, with gold, silver, molybdenum and lithium.
- Scenic environment with tremendous outdoor recreational activities.
- Willingness to diversify the agricultural economy
- The region's lowest unemployment rates, even during the recent severe economic downturn.
- Coal fire plant
- Manufacturing base

- Relationship between city and county as demonstrated through joint quarterly city council and county commission meetings

*Humboldt County: Weaknesses*

- Dependence and over reliance on mining industry despite its cyclical nature
- Location in the region; distance from urban/major metro areas (Reno and Salt Lake City)
- High desert climate
- The mining surge takes employees away from employment in other economic sectors
- Lack of diversification in local economy overall
- Housing availability and additional housing of all types is needed

*Humboldt County: Opportunities*

- Agricultural food production and processing i.e. Winnemucca Farms
- Projects and initiatives emerging from Winnemucca Futures; scenario- and strategic planning for the city
- Garbage recycling projects

*Humboldt County: Threats*

- Commodity prices fluctuate and can adversely impact the mining sector
- Need to sustain rural character while providing economic opportunities for residents

## LYON COUNTY

Lyon County was recently considered one of the fastest growing counties in the U.S., based upon percentage increases from 1990 to population estimates of July 1, 2012. U.S. Census data reports a 1990 population of 20,001, a 2000 population of 34,501, and a July 1, 2012 population estimate of 51,327.

This tremendous population growth is placing great strains upon the County's transportation facilities, infrastructure, other county services, the school system, natural resources (particularly water) and housing affordability. This population growth has occurred primarily in the northern part of the County, along U.S. Highway 50, from the Carson City boundary to Silver Springs. In addition, the other population growth center is the City of Fernley, incorporated in 2001. Fernley has grown from an estimated 1990 population of 5,164 to an estimated 19,093 in July 2012, a population growth of 191.56%. The county seat, Yerington in the central part of the county has grown from 2,367 in 1990 to 3,048 in 2010, an increase of 27.52%.

Lyon County, much like Churchill County, has a strong agricultural base. Water for irrigation is provided from the Walker River system, originating in the Sierra Nevada Mountains in California. Major agricultural activities include alfalfa production and dairy. In addition, the area around Yerington has become a major Vidalia onion producing area.

Major Lyon County employers include casinos, Amazon.Com, Quebecor World Nevada, MSC Industrial Supply, South Lyon Medical Center and Capital Drywall. Fernley, located along Interstate

80 and 30 miles east of the Reno-Sparks metropolitan area, is the home of Crossroads Industrial Park, where Amazon.Com and Quebecor are located. In addition to these two firms, Sherwin-Williams opened the first paint manufacturing plant in the last 25 years in the U.S.

In addition to the private employers, the public sector major employers are Lyon County and the Lyon County School District.

#### *Lyon County: Strengths*

- Booming population growth along the US 50 corridor - 2nd fastest growing county in Nevada.
- Good access to US 50, Interstate 80, Reno Tahoe International Airport and Union Pacific Railroad.
- Good supply of affordable housing for workforce.
- Strong growth in the labor force.
- County has a diverse mix of rural, suburban, agricultural, and ranch lands

#### *Lyon County Weaknesses:*

- Limited water availability.
- Lyon County was particularly hard hit by the severe economic downturn beginning in 2008.
- Unemployment rate is above national, state, and regional averages.
- Low educational attainment levels.
- Limited services and amenities for residents – no public transportation, limited supermarkets, daycare, etc.
- Limited educational and recreational opportunities for the county's youth.

#### *Lyon County: Opportunities*

- Encourage business growth to counterbalance growing residential development – earmark areas in the Co. to be set aside for business and industrial parks.
- Governmental bodies (Dayton, Fernley, Yerington, Silver Springs, Smith Valley, Lyon County) can collaborate more and come together under a unified vision.
- Enhance the WNCC presence and course offerings.
- Create a mindset of entrepreneurship and resources for small businesses.
- Reach out to the Native American tribes to work together with city/county government to enhance economic development opportunities.
- Place an emphasis on revitalizing city centers to be more attractive for retail, dining, and entertainment development.
- Development of the Pumpkin Hollow copper mine will increase employment in the County and new workers and their families will absorb vacant housing in the County.

#### *Lyon County: Threats*

- Rapid growth is putting a strain on local infrastructure: roads, sewer, water availability
- Economic growth is largely dependent on local housing construction – economy is not as diversified as it should be.

- There is a perception that education is not highly valued by residents in the county.
- Risk of becoming bedroom community to employment centers in bordering counties.

## MINERAL COUNTY

Mineral County was created from Esmeralda County in 1911. Mineral County does not have any incorporated cities. Mineral County is governed by a three member County board of Commissioners. The following towns are located in the county: Hawthorne (the county seat), Luning, Mina, and Walker Lake. The Walker Lake Paiute Tribe reservation is in the northern part of the county and contains the town of Schurz.

Beginning in the 1860's, mining was the driving force of the Mineral County economy. There is still mining activity in Mineral County in the present day, however, mining is no longer the driving economic force it once was.

The driving force in the Mineral County economy is the Hawthorne Army Depot. In 1930, the U.S. Navy located its major ammunition depot near Hawthorne from a site in New Jersey. The depot experienced expansion from 1930 through the end of the Vietnam War period in the early 1970's.

Mineral County and the region received a wake-up call regarding the Depot being the county's economic driver. The Department of Defense Base Re-Alignment and Closure Commission proposed the closure of the Depot in May 2005. The county and its residents immediately rallied together and had the Commission chair and another Commission member tour the depot. Based upon this tour and increased defense requirements, the Commission recommended against closure of the Depot and the Depot remains open.

The proposed closure of the depot has awakened the county to the need to diversity its local economy. The county was awarded an Economic Development Administration grant to install water and sewer lines that will provide the basic infrastructure for the development of an industrial park around the airport in Hawthorne. This project was completed in June 2011. The Mineral County Economic Development Authority, along with others, has been leading the effort to recruit private, non-defense related companies to the county.

Major employers in Mineral County are: Hawthorne Army Depot (Day-Zimmerman, a private contractor operates the depot), Fisher Sand and Gravel, Safeway Stores, and a casino. Mineral County and Mineral County School District are the major public sector employers in the county.

### *Mineral County: Strengths*

- Low cost location – low land, and labor costs.
- Strong sense of community pride, patriotic and friendly people, and a "can do" attitude.
- Good road and rail transportation access to California market.
- Home to Hawthorne Army Ammunition Depot, a strong asset for the community.
- Beautiful natural and scenic environment with Walker Lake and the mountains as backdrop.

- Ample space for industrial development in industrial park or by cooperating with the Army Depot.
- Community leaders are forward thinking with progressive economic development desires.
- Strong telecommunications infrastructure for a rural community driven largely by the Army Depot.

#### *Mineral County: Weaknesses*

- Lowest percentage of population of young professionals (age 25-44) in the region.
- Declining labor force and continued forecasted population declines.
- Among the highest unemployment rates in the region.
- Lowest income levels and wage levels in the region.
- Very low percentage of residents with at least a bachelor's degree and a high percentage of individuals without a high school diploma.
- K-12 schools are perceived as being of poor quality.
- Limited supply of quality housing.
- Visual appeal of the community is lacking – need to enforce ordinances to maintain community "cleanliness".
- The County needs to develop a Base Re-Development Plan for Hawthorne Army Depot.

#### *Mineral County: Opportunities*

- Good opportunity to grow logistics industry to serve California market.
- Airport is underutilized and could be a good asset for expanding the logistics industry.
- Potential exists to work more closely with the Army Depot on mutual economic development projects. Under a new "arms" program, the base will be able to lease empty spaces and buildings to commercial entities.
- Develop a beautification committee to continue efforts underway to increase the attractiveness of the community.
- Emphasize a recommitment to high quality K-12 education. Developing a strong school system with an excellent reputation should be a primary goal for the community.
- Good geothermal reserves and capability to grow geothermal energy production.
- Develop increased outdoor and recreational tourism related to Walker Lake

#### *Mineral County: Threats*

- Continued threat of losing the Army Depot in future rounds of BRAC.
- Low percentage of young professionals (age 25-44) and inability to attract and retain this group adversely affects supply and quality of labor force pool and hurts future economic growth.
- The declining quality of the K-12 system has a negative impact on the ability of the community to attract young families with school age children.
- Community needs to diversify its economic base to ensure that it is sheltered from a potential future closure of the Army Depot.

## PERSHING COUNTY

Pershing County was created from Humboldt County in 1919 and is the last County in Nevada to be created. Pershing County is governed by a three member County Board of Commissioners. The county seat is located in Lovelock, the only incorporated city in the county.

Mining and agriculture are the two primary components of the Pershing County economy.

Major employers are casinos, Mill City Truck Stop, Coeur-Rochester, Inc., Eagle-Picher Minerals, and Florida Canyon Mining. The Coeur-Rochester, Inc., mine was slated for closure in the fall of 2007, however the rise of the price for silver occurring in 2008 kept the mine open and the mine has actually expanded since 2008.

Other major employers include Pershing County, Pershing County School District and the State of Nevada Correctional Facility near Lovelock.

The county does have some advantages that could lead to future economic development. There is an industrial park in Lovelock that can provide a basis for economic development. The county has an ample water supply. The county is traversed by Interstate 80. The Union Pacific main rail line traverses the county. The county's location to the Reno-Sparks metro area and the Tahoe Reno Industrial Center in Storey County may lead to future economic development.

### *Pershing County: Strengths*

- Cost of housing still remains comparatively affordable.
- Low business costs – land, labor, and real estate costs are an advantage for attracting new businesses.
- Strong K-12 school system (the school district runs its own TV station).
- Excellent sense of community pride.
- Unique cultural qualities and history with rural country feel.
- Presence of highway (proximity to I-80) and rail transportation access.
- Abundant land provides "room to grow".

### *Pershing County: Weaknesses*

- Lowest percentage of bachelor's degree holders and the highest percentage of individuals without a high school diploma (note: this is adversely affected by the presence of the prison in Pershing County).
- Decline in labor force since 2000, and projected population decline by 5% through 2010.
- Limited telecom infrastructure.
- Limited community college presence.
- Consistent out-migration of young people.

### *Pershing County: Opportunities*

- Experiencing strong industry growth in Health Services and Information Technology Services, which can be leveraged for future growth.

- Revitalization of downtown Lovelock to include entertainment options for families and young people and residential opportunities downtown.
- Encourage entrepreneurs and small business growth – give this as much attention as attracting large employers.
- Expand WNC's presence to enhance continuing education opportunities and workforce training.
- Enhance the telecom infrastructure (high speed Internet, wireless communications).

#### *Pershing County: Threats*

- Highly reliant on natural resource and mining industries, which are declining nationally.
- Perception that presence of the prison gives the community an unjustified negative image.
- Public services (i.e. fire, police, emergency medical) are being stretched too thin.
- Concern that bordering counties are threatening Pershing's water supply availability.

## STOREY COUNTY

Storey County is located adjacent to Washoe County and the Reno-Sparks metropolitan area. Storey County is governed by a three member County Board of Commissioners. In May 2007, the County created a County Manager's position to oversee day to day operations of the county.

Storey County is the site of the 1859 gold and silver rush in Nevada. During the 1870's, Virginia City has been described as the most "cosmopolitan" city in the west. During the 1870's, Virginia City's population was over 30,000. Storey County's estimated July 1, 2006 population is 4,132. Virginia City retains its mining town "feel" with its wooden sidewalks, restored mansion, mine tours, "Old West" saloons and Piper's Opera House (under restoration and having Mark Twain, Maud Adams, Edwin Booth, Buffalo Bill Cody, and Lily Langtry, among others, provide performances).

Virginia City and Gold Hill (Storey County) and Silver City and Dayton (Lyon County) are one contiguous national historic district. The other national historic district is in Genoa, Douglas County.

Major employers include PetSmart, Toys R Us, APL Logistics Warehouse, Mars, Inc., Sierra Pacific Power Company, Eagle-Picher Minerals and Wal-Mart Distribution. These firms are located in the Tahoe Reno Industrial Center along Interstate 80 and the Union Pacific Railroad. The Center comprises 102,000 acres, with approximately 51,000 acres being developable. Phase One of the Center's development was projected at 25 years, but was completed in eight years and Phase Two is now underway. Nevada's favorable tax requirements for business inventories have contributed to the development of warehousing and logistics activities at the Center.

Other major employers include Storey County and Storey County School District.

#### *Storey County: Strengths*

- Tahoe Reno Industrial Center (TRIC) provides ample growth opportunity for business and industry.

- Proximity to Reno/Sparks metro area increases business growth prospects.
- Positive and steady population growth (not uncontrollable pop. expansion).
- Strong cultural and historical identity with Virginia City.
- Well diversified balance of industries including manufacturing, tourism and hospitality, trade, transportation, and utilities.

#### *Storey County: Weaknesses*

- Limited water availability.
- Home to an older population with below average percentage of early stage workforce in the 25-44 age range.
- Below average wages are making it difficult for workers to afford higher costs of living.
- The county lacks a hospital or sufficient health services.
- Infrastructure is not necessarily in place to handle potential future residential growth.

#### *Storey County: Opportunities*

- Focus on high-end niche manufacturing sectors for future economic growth (Storey Co. has seen a 71% increase in mfg. employment in the past year alone).
- Construct a road from Virginia City to TRIC so that workers can live in the same county in which they work.
- Leverage the independent, artistic spirit of the community to develop business growth in arts/culture/tourism.
- V&T railroad project will provide a big boost to the local tourism economy.
- Develop a premier public school system and add new AP curriculum and athletic fields for students.

#### *Storey County: Threats*

- Need to increase communication within communities – there is an “old” vs. “new” friction in the Virginia City Highlands housing area.
- Lack of affordable housing putting a strain on the local workforce; many that work in Storey County have to find affordable housing in bordering counties.
- Inability to attract and retain young professionals threaten to cause a workforce shortage once baby boomers retire.

## WASHOE COUNTY

Washoe County is the newest member of the WNDD Economic Development District, becoming a member in October 2012.

Washoe County was created as one of the original nine counties established by the Nevada Territorial Legislature in 1861. There are two incorporated cities, Reno, the county seat since 1871 and Sparks, a custom made town tailored by the Southern Pacific Railway Company in 1902. Sparks was originally four miles east of Reno. With the passage of time and expansion of both Reno and

Sparks there is no visual boundary between the two cities. Washoe County has the bulk of the region's population and is a significant regional economic driver.

Washoe County is bordered on the west by California and on the north by Oregon.

The Reno and Sparks cities have been transportation hubs going back to the gold rush days of 1849 and with the construction of the transcontinental railroad in 1867 and completion of Interstate 80. The Reno-Tahoe International Airport (Reno) provides air transportation passenger and freight service for the entire region.

The University of Nevada was moved to Reno in 1874 and is the land grant institution in Nevada. The Desert Research Institute is a research institution specializing in desert environments. Truckee Meadows Community College provides another post-secondary source of education.

Washoe County major employers include:

- Washoe County School District
- University of Nevada, Reno
- Washoe County
- The hospitality and entertainment sector
- Medical – Renown and St. Mary's
- International Game Technology
- Truckee Meadows Community College
- Business Services
- Financial Services
- Distribution and Logistics
- Freight transportation
- Telecommunication Services

#### *Washoe County: Strengths*

- A significant population base, 421,407 (2010 Census) and includes 66% of the region's total population. The City of Reno is the largest city in the district and has a population of 222,801
- Location adjacent to several western states and the Pacific Rim
- University of Nevada Reno, one of two state universities and the only land-grant university in the state
- Truckee Meadows Community College
- Sierra Nevada College, a private 4-year nonsectarian liberal arts college
- Desert Research Institute (DRI), a national leader in desert environmental research studies
- University of Nevada Cooperative Extension
- Transportation: I-80, I-580, US-395, Reno Tahoe International Airport, Union Pacific Railroad main line
- Reno and Sparks are located directly on the I-80 fiberway, a physical proximity to this national infrastructure asset
- A significant employment base for the region

- Significant regional and national events such as Hot August Nights, Reno Air Races, Rib Cook Off
- Reno Symphony
- The entertainment hub and convention center for the region
- Broadcast Media hub for the region: Major news stations including ABC, CBS, NBC, PBS
- Newspaper: Reno-Gazette Journal
- Recreational Activities: skiing, fishing, lakes and hiking within metropolitan area
- Diverse economy includes manufacturing, distribution and logistics, service, gaming, entertainment, energy including four geothermal sites
- Intergovernmental cooperation between cities and county
- Cultural amenities including Artown, University of Nevada, Reno Symphony, seasonal activities and attractions
- Climate is mild with low humidity

#### *Washoe County: Weaknesses*

- Traffic congestion when compared to the rest of the region
- Perceptions of downtown Reno
- Availability of employment opportunities and diversity of job types for local workforce
- Housing availability and affordability
- Visible wage disparity
- Limited water availability
- Flood control/remediation issues on the Truckee River
- Aging population
- Coordination of various efforts related to economic development
- Limited land availability for economic development

#### *Washoe County: Opportunities*

- The announced location of the Apple data server farm and related development proposed in Reno
- Leverage the global recognition this announced location has brought to the region by making efforts to attract additional data center development with particular emphasis on establishing a state-of-the-art IXP in downtown Reno
- Build upon the asset of UNR for business development and entrepreneurship and technology transfer to the private sector
- Expansion and further development of the technology sector in the county
- UAS Development, particularly following the FAA state designation as a UAS test site
- Regional Jobs Team to promote collaborative job creation discussion and networking
- The Desert Research Institute desert environmental research and technology transfer and data capabilities for big data and analysis
- The joint one stop business licensing procedure between Washoe County, City of Reno, and City of Sparks removes a barrier for business development
- Mass of economic activity within the region
- Willingness to work together across jurisdictional boundaries
- Reno's involvement with the IBM Smarter Cities Challenge can lead to greater regional collaboration

- Building upon existing cultural amenities
- Expand relationships with Burning Man (and subsidiaries) and other cultural activities in the region

*Washoe County: Threats*

- Limited land availability for development, so future growth must be planned accordingly
- Rising cost of housing
- Reliance upon gaming industry as leading sector
- External economic threats, both nationally and internationally
- Public services are being stretched too thin

***Eight Building Block Issues Crucial to Economic Development***

The SET national curriculum identified eight key features of successful regions. The SET participants reviewed those features (in bold below) and identified and discussed the following issues as challenges to regional development:

1. ***Competitive Advantage*** – the team felt that Nevada and the region have competitive advantages in relation to other states on taxes, business climate, physical climate, and the natural environment.
2. ***Infrastructure Investments*** – was broadly defined to include physical, organizational and human infrastructure; the team felt that infrastructure was lacking, especially in areas related to education, transmission lines, workforce and broadband development.
3. ***Worker Skills*** – the team felt that there was not a solid understanding of the base workforce within the region; they would like to develop a profile of the regional workforce, its skills, and the gaps between the skills and the types of economic development strategies being pursued by local jurisdictions.
4. ***Cross Jurisdictional Collaboration*** – the team felt that there was the basis of a solid Regional Team, and that there were instances of cooperation between jurisdictions for the good of the regional economy; but they also felt that there were still disputes over turf and that there are still entities within the region (not necessarily governmental) that do not cooperate effectively on a regional basis.
5. ***Global View*** – there was a feeling that the region does not have a sufficiently global view or pay enough attention to the mega-trends; that Nevada had been too comfortable with its unique position vis-à-vis legalized casino-style gambling to effectively diversify and understand how the actions of others affect the region.
6. ***Assessment of Current Strengths/Limitations*** – most of the jurisdictions in attendance had conducted local planning exercises, community assessments, futures planning, vitality planning, local cluster analyses, etc. and that if these plans were taken in total that there is a

good snapshot of current regional conditions available to the team; this was the feature with the most positive rating.

7. **Flexibility/Adaptability** – difficult to get people to change the way they do business when constituents have made a living doing something—like farming alfalfa—for so long that the need for change isn't readily apparent; the team also felt it was very difficult to communicate changes to constituents, and regionally, partly because of the vast distances in the region.
8. **Comprehensive Approaches** – the team felt that there was effort to take comprehensive approaches, sometimes with success, but that those efforts came and went and that there isn't yet an overall direction that the entire region is moving in.

These building blocks served as a guiding framework for the Regional Team in evaluating goals to be established and addressing sector needs as part of this plan.

### ***Examining Other Successful Regions, Goal Setting, and Visioning***

The Regional Team was introduced to Valley Vision, a Sacramento-based regional collaborative, which is a decentralized alliance of individuals committed to regional development through the use of workgroups on topics of interest. Valley Vision has addressed broadband issues, agricultural enhancement and is now engaging in comprehensive regional planning. In addition the team was introduced to a goal setting and formulation process known as SMART Goals.

The "SMART" acronym reflects that goals should be specific, measurable, attainable, relevant, and time framed.

Using this process the team wrote broad capacity development goals relating to the challenges and opportunities found in the exploration of the eight building blocks for successful regional economic development. These covered such areas as: information on workforce skills and needs, improved infrastructure, improved communications, availability of workforce housing, workforce development, regional branding and marketing.

The team also formulated a Vision Statement for Nevada SET:

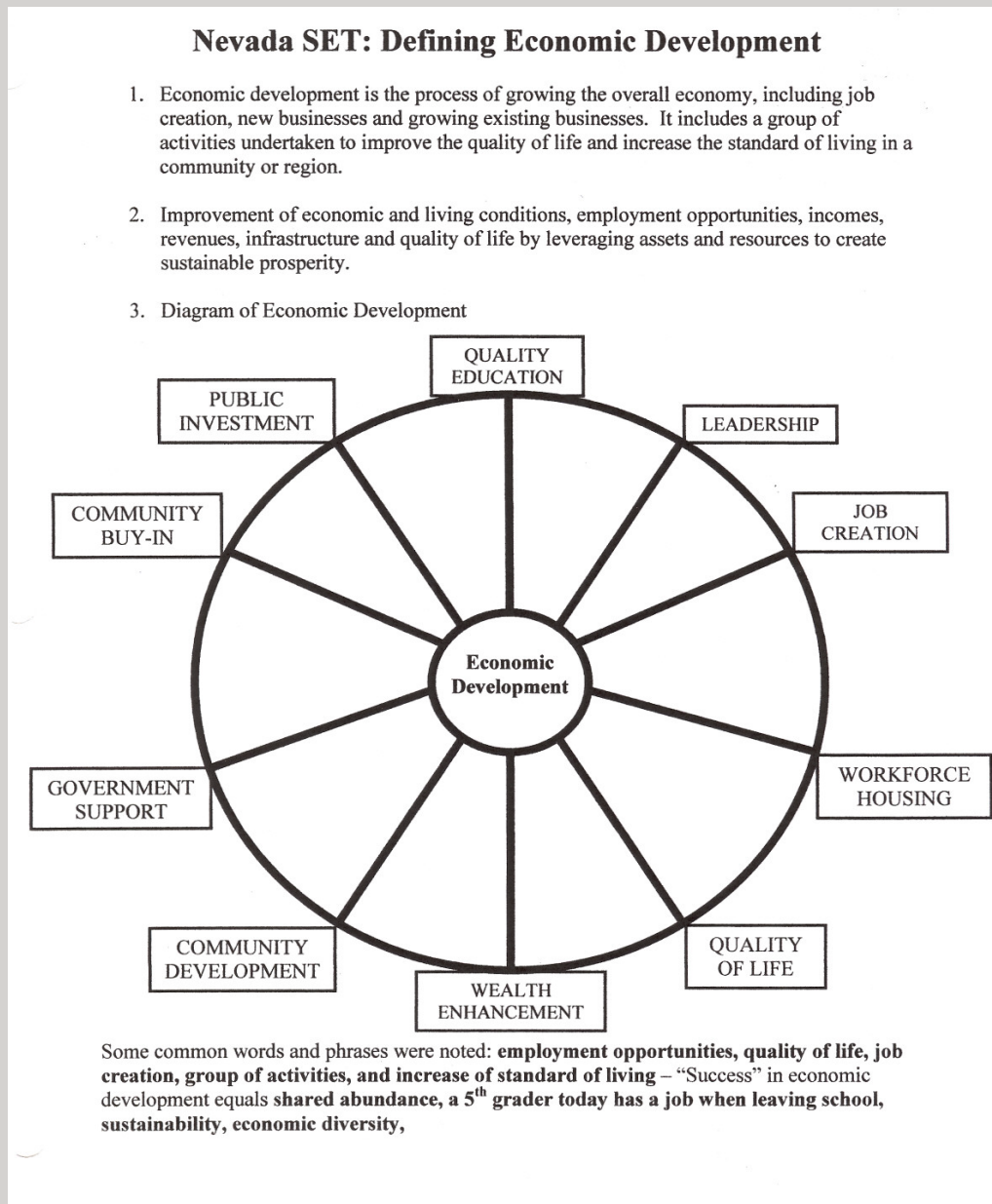
*Western Nevada is an innovative, regional economy, rooted in sustainable development and enriched by the area's abundant natural resources and the collaboration of its independent unique communities. Region-wide these prosperous communities demonstrate a forward-moving commitment to quality of life and to opportunity for all residents.*

A paper on successfully implementing regional visions is included on the UNCE website as Appendix A<sup>4</sup>.

<sup>4</sup> Appendix A can be found in the SET Economic Blueprint section of the SET website [www.unce.unr.edu/programs/sites/set/](http://www.unce.unr.edu/programs/sites/set/).

### SET Economic Development Wheel

Eric Grimes, Executive Director of the Churchill County Economic Development Authority, and the SET Regional Team developed the following economic development wheel for consideration:



Source: Eric Grimes, Churchill County Economic Development Authority, with input from the SET Regional Team, October 2012.

The model above is intended to demonstrate there are multitudes of contributing factors that drive economic development, and each community must respond accordingly depending on existing assets and maturity of those assets.

***Regional Network Mapping***

As part of the SET process, an on-line network map survey was commissioned from Future iQ partners that showed how communication happens (and in some cases does not did happen) within the region.

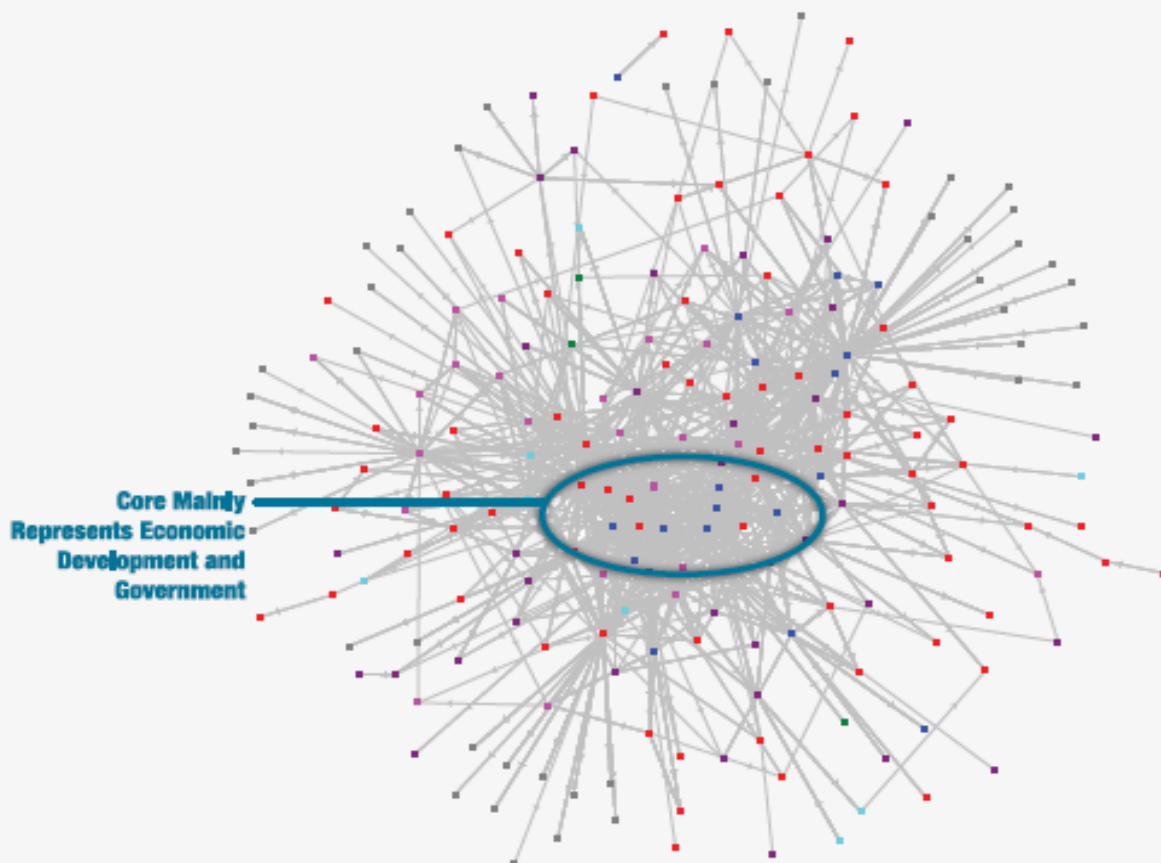
Research has shown that a region needs communication and collaboration networks that contain diverse types of expertise, diverse membership from the private and public sectors across the region and diverse representation of expertise and skill sets. Networks also need not only the 'doers' that accomplish projects, but connectors that communicate new ideas into the network and convey the results of activities to other sectors and networks within the region. The network map resulting from the survey will be used to facilitate the development of more effective implementation workgroups to achieve the vision and goals set by the SET Regional Team. The report prepared by Future iQ Partners is included as part of the SET Regional Blueprint as Appendix D<sup>5</sup>; highlights are below the overall Network Map.

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<sup>5</sup> Appendix D can be found in the SET Economic Blueprint section of the SET website [www.unce.unr.edu/programs/sites/set/](http://www.unce.unr.edu/programs/sites/set/).

## Regional Network Mapping

## WNDD OVERALL NETWORK



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Summary results from the report are noted below:

Response Rate at 67% gives a fairly good indication of the network. In this case, the main focus was on one way connections (Asymmetric where one respondent indicates a connection to another, but it is not reciprocal). The report also included several two-way connections

(Symmetric where both the respondents indicate each other to be connected).

A database of potential respondents was created with representation from across the region and key areas, but was used after the SET program was initiated which may have impacted the results to reflect that the region might already be more connected by the connections created in the SET process. Responses were not equal to each key area. The database was heavy towards government and light in healthcare, human services and workforce development; this may indicate self-selection among a government and economic development group. SET meetings are all open to the public, but government and economic development professionals have attended in a disproportionate share.

“Betweenness” Centrality and Development of the core: There is an overall need to develop an innovative core network. The network core is suggested to contain the key region members and have developed strong ties between themselves. These strong ties are limited at the moment and new ways of partnership are key to bringing together a core network. This may be reflective of the interagency partnerships that have been fostered by the SET Executive Committee’s activities.

In addition, projects bring together various “connectors,” people who connect the otherwise unconnected to the central core of people. Connectors develop the potential for gate-keeping, brokering, controlling the flow, and also of liaising otherwise separate parts of the network. Connectors have the power and access to what information flows and the potential for synthesizing and interpreting messages.

Clustering coefficient indicates that groups are less willing to go outside of their own organizations for connections. In other words, each key area is consistently more likely to connect with others in the same key area. This is a disadvantage for region-wide initiatives, as people need key area cross connections and the experience of working together.

Bonding & Bridging network connections are two very important kinds of community connectivity. Bonding connections are close-knit trusted groups. Bridging network connections are across bonded networks and create the environment to access new resources and an opportunity for innovation and creative thinking. WNDD SET Program’s network maps indicate strong clusters of bonding networks and illuminate a need for bridging networks. This shows a mild tendency towards silos within the region.

In addition to the network mapping exercise, it was proposed that value-added workshops would also be held in conjunction with the SET training workshops. Suggested themes were Workforce Development, Entrepreneurship, Broadband Development, and Economic Sector Development. In the end only two were convened: one on Broadband Development and the other on Economic Sector Development. The Broadband meeting was used to inform and update the SET Regional Team on the Connect Nevada program and advise them on the future development of rural broadband connectivity. The Economic Sector Development workshop brought together the SET Regional and Partner Teams and the GOED Sector Specialists. The Sector Specialists provided updates on their progress to date and their plans, intentions and the opportunities within each of the presented sectors. The sectors presented and discussed included Aerospace and Defense, Clean Energy, Business IT Systems, Health and Medical Services and Logistics.

### ***Regional Assets and Barriers***

Regional assets and barriers to economic development were examined by the Regional Team and strategies to build on the assets and mitigate the barriers were discussed.

For example, as assets the team considered regional voluntary associations which could be useful partners in implementing economic development strategies. These types of organizations can enhance a regional message, provide resources such as political, financial, and human resources, to help implement the regional plan, identify regional challenges, and promote regional assets. A non-exhaustive list of regional organizations identified by the Regional Team is shown below.

#### **Types of Voluntary Associations**

- |  |                                 |
|--|---------------------------------|
| • Healthy Communities Coalition        | • Rotary                        |
| • Great Basin Arts and Entertainment   | • Arts and Culture Commission   |
| • Shooting the West                    | • Northern Nevada Project Linus |
| • Arts Street                          | • Planning Commission           |
| • Arts and Cultural Center (Hawthorne) | • Winnemucca Futures            |
| • Kiwanis Club                         | • American Red Cross            |
| • Douglas County Suicide Prevention    | • Lions Club                    |
| • Tahoe Youth Organization             | • VFW/VVA                       |
| • Chambers of Commerce                 | • Farmers Markets               |

The Regional Team then selected four different voluntary organizations, which provided a good sampling of the assets present in the region, for further examination. The regional team then answered what the selected organization's current focus and future goals were. The organizations selected were Burning Man, LLC/Blackrock Arts Foundation, Western Nevada College Foundation, Shooting West, and the Humboldt County Planning Commission.

#### ***Burning Man, LLC/Blackrock Arts Foundation***

- Current: billboards to capture traffic in urban counties for Fernley, arts project, collaboration with tribe in Wadsworth, branding as the gateway to burning man.
- Future: expansion of current projects (endless possibilities)
- Tri-county Coalition (Lander, Pershing, Humboldt)
- Current: health care for youth, swim nights, grad nights, anti-bullying, anti-drugs and alcohol, training for bartenders/servers, outreach to local schools, fundraising.
- Future: expansion on current project, upcoming goal setting workshop

#### ***Western Nevada College Foundation***

- Current: fundraising for sports and athletics at community colleges, driving average age of students down, always lost (traveling art display for lost service members)
- Future: building endowments and raising more funds

*Shooting the West*

- Current: photo classes, workshops, Winnemucca Works, Chit aqua, outreach to senior center and schools.
- Future: Expansion of current projects

*Planning Commission (Humboldt)*

- Current: Recycling Plant for tires
- Future: evaluating codes, development of a communication strategy to public prior to decision making

The Regional Team examined each identified sector in the region and evaluated assets and barriers for each sector. A strategy to advance each sector was identified, followed by identification of key people in the region, identification of key voluntary associations, and a list of physical resources that are assets and barriers to regional development. This work became the basis of developing strategic goals, strategies and actions; projects, initiatives, and metrics for each economic sector.

***Examination of Regional Assets and Barriers by Economic Sector***

The SET Regional Team developed draft goals that enabled them to analyze the region's assets and barriers to economic development within the eight sectors identified by the SET Blueprint and this CEDS.

The group then examined each identified sector in the region and evaluated assets and barriers for each sector. The draft goal is followed by identification of key people in the region, identification of key voluntary associations, and a list of physical resources that are assets and barriers to regional development.

This work would become the basis of developing goals, strategies; projects, initiatives, and metrics for each economic sector—work that was done in Fernley in September and Reno in October. The work below is presented in alphabetical order because the group did not prioritize sectors while completing this exercise.

### Agricultural Business

**Specific Strategy/Project: Create an aqua farm (aquaponics) within a two year period.**

Assets, People: Ranchers, NNDA Ag Committee members, local government, investors.

Barriers, People: Private ownership of properties, activist organizations, lack of natural resources

Assets, Voluntary Associations: Winnemucca Futures, feasibility studies, NNDA Agriculture Study.

Barriers, Voluntary Associations: Maintaining participation in voluntary associations.

Assets, Formal Institutions: County Governments, United States Agriculture Association, Small Business Development Center.

Barriers, Formal Institutions: Local, State, and Federal Regulations

Assets, Physical Resources: Ranch land, hot springs/geothermal, feed from local indigenous plant life, rail access, I-80 and U.S. 95.

Barriers, Physical Resources: Expansion of operations, which may have to co-exist with Bureau of Land Management Land and federal water rights.

### Arts, Entertainment, and Recreation

**Specific Strategy/Project: Develop a smart phone application to guide people to recreational sites in the WNDD area by August 31, 2014**

Assets, People: Marketing Companies, artists, web and app developers, GIS specialists

Barriers, People: Financial constraints, existing turf, local egos

Assets, Voluntary Associations: Trails Associations, Friends of Nevada Wilderness, OHV Associations, Friends of the Black Rock Desert, Equestrians, Save the Mustangs, Nevada Mountain Bike Association, Sierra Club

Barriers, Voluntary Associations: Time, over commitment of organizations, lack of coordination between organizations.

Assets, Formal Institutions: Bureau of Land Management, Forest Service, State Parks, Visitor's Authorities, Local Government, Nevada Commission on Tourism, Individual Businesses, Nevada Department of Wildlife.

Barriers, Formal Institutions: Time, loyalty, priorities.

Assets, Physical Resources: Space on a data server, List of All Recreational Facilities, Sites/Assets of Individual Sites.

Barriers, Physical Resources: Organization, spotty internet and cell reception in certain areas of the region.

### Biomedical

**Specific Strategy/Project:** Build a Swami Mayo Clinic that supports a holistic approach to medicine for residents in the WNDD region.

Assets, People: UNR Medical school, Nevada medical board, Reno Diagnostic Board, investors, venture capitalists.

Barriers, People: Lack of private sector action, poor public perception, electorate skeptical.

Assets, Voluntary Associations: Rotary, Kiwanis, Chambers of Commerce, Veterans Groups, Professional Associations.

Barriers, Voluntary Associations: Availability of volunteer time.

Assets, Formal Institutions: UNR, UNLV, Legislature, Governor's Office of Economic Development, Congressional Delegation, NV Cancer Institute, City and County Government, Nevada Association of Counties.

Barriers, Formal Institutions: Lack of coordination and communication between institutions, inflexibility of government bureaucracy and regulations.

Assets, Physical Resources: Information ecosystems (planned Apple data center), Reno-Tahoe International Airport, close proximity to urban areas, culturally rich, environmentally beautiful.

Barriers, Physical Resources: Donner summit makes it difficult to travel from Bay Area, water supply is limited, biomedical waste disposal issues need to be thought out.

### Business/Financial Services

**Specific Strategy/Project:** By 2014 Create a regional Financial Co-Op for entrepreneurship and business expansion

Assets People: Professionals with knowledge of small businesses.

Barriers People: Lack of networking between economic development and government professionals and small business.

Assets, Voluntary Associations: Existing Alternative Lenders within the region, RDA Finance Committees

Barriers, Voluntary Associations: Existing Turf

Assets, Formal Institutions: RDAs, Development District, Banks, Nonprofit Lenders

Barriers, Formal Institutions: Existing Turf

Assets, Physical Resources: Developable land that can be used as collateral

Barriers, Physical Resources: Regulations, Competition with Larger Financial Institutions for Nonprofit Lenders when credit recovers to pre-recession levels.

## Defense

**Specific Strategy/Project: Create a Northern Nevada Defense Consortium to Support Manufacturers who Supply DOD in Nevada (and incorporate a training program for workers).**

Assets, People: Governor's Office of Economic Development Defense Sector Specialist, Job Opportunities in Nevada, Job Connect.

Barriers, People: Competition concerns, financial and political perceptions, perception of Nevada workforce.

Assets, Voluntary Associations: Chambers, Existing Defense Support Organizations

Barriers, Voluntary Associations: Existing turf.

Assets, Formal Institutions: Secondary Schools, Community Colleges, UNLV and UNR, Governor's Office of Economic Development.

Barriers, Formal Institutions: Internship issues and logistics with regulations—worker's comp issues, potential for liability for participating firms.

Assets, Physical Resources: Existing military bases in Fallon and Hawthorne, five airports with paved runways, existing defense support firms in Churchill, Mineral, Storey, and Washoe Counties.

Barriers, Physical Resources: Large federal land ownership rate that brings federal regulations into local development decisions in a not-always-positive way.

## Energy

**Specific Strategy/Project: Diversify the regional energy portfolio to meet the regional needs while exporting energy to meet larger geographic demand.**

Assets, People: California residents, qualified operators and installers.

Barriers, People: Lack of specialized drillers for geothermal wells due to competition from Midwest oil and gas boom.

Assets, Voluntary Associations: Local chambers, local steering committees, local economic development authority offices.

Barriers, Voluntary Associations: Nay-Sayers, activist organizations, not-in-my-backyard groups

Assets, Formal Institutions: Governor's Office of Economic Development USDA-RD, USDA-FSA, UNR, DETR, Great Basin Community College, Western Nevada College, Truckee Meadows Community College, University of Nevada Cooperative Extension, WNDD.

Barriers, Formal Institutions: Conflicting regulations on energy development at the federal, state and local levels.

Assets, Physical Resources: Water, sun, wind, geothermal, biomass (pinion/juniper), clean air, bio-fuels, railroads, interstate highways.

Barriers, Physical Resources: Poor secondary roads, remote sites, lack of local land ownership can impede development, lack of transmission lines, lack of motivation for NV Energy to expand because their renewable energy portfolio standard is already met

## Mining

**Specific Strategy/Project:: Establish an educational system to support the growth of mining.**

Assets, People: Educational Leaders, Community Leaders.

Barriers, People: Perception of Nevada's educational system

Assets, Voluntary Associations: Mining Association

Barriers, Voluntary Associations: Environmental Advocacy Groups

Assets, Formal Institutions: Western Nevada College, UNR School of Mining, School Boards, Mining Companies, DETR.

Barriers, Formal Institutions: Federal regulations make obtaining mining permits difficult.

Assets, Physical Resources: Existence of rare earth minerals, good infrastructure in terms of rail, interstate highways and airports.

Barriers, Physical Resources: Large federal land ownership causes federal regulations to impede local mining development.

## Transportation and Logistics

**Specific Strategy/Project: By 2013, Develop a FORT Collaborative Which Creates (or encourages) a business case for a regional transportation initiative that operates as a logistics exchange.**

Assets, People: Farmers, producers, chambers, existing transportation providers (air/ground/rail).

Barriers, People: Back-ups for truck drivers, overwhelming growth, certification for drivers, interstate travel, farming/state/local/federal regulations.

Assets, Voluntary Associations: Co-ops, farmers markets, service organizations, trucking association.

Barriers, Voluntary Associations: Time, growth, unions.

Assets, Physical Resources: Community Buildings, barns, storage facilities.

Barriers, Physical Resources: Alignment or needs and capacity.

### Economic Cluster Analysis

In the September 2012 report, *“Further Delineation of Economic Clusters for the Western Nevada Development District with Washoe County,”* Dr. Thomas R. Harris of the University of Nevada Center for Economic Development and Department of Economics, George “Buddy” Borden of University of Nevada Cooperative Extension, and Jeffery Stroup of the University of Nevada Department of Economics presented a detailed cluster analysis of the Southern Rural Development Center (SRDC) study and provided more directed information for targeted economic development strategies for the WNDD region.

The publication writes that targeting economic clusters provides four principal advantages:

1. The presence of an industrial sector cluster in the area is evidence that the location is attractive to these types of sectors.
2. The multiplier effect associated with attracting new firms to a cluster generally is greater than those resulting from non-cluster firms.
3. Member of cluster have stronger employment growth over time than firms that are not in clusters.
4. Clusters have greater potential for new firm spin-offs than groupings of unrelated firms.

The report includes the following table which shows where proportional shares of workers who work in a given county reside:

WNDD Where Workers in a County Reside									
	Carson City	Churchill	Douglas	Humboldt	Lyon	Mineral	Pershing	Storey	Washoe
Carson City	43.42%	2.22%	10.68%	1.03%	8.40%	2.81%	1.86%	5.99%	2.80%
Churchill	1.64%	71.72%	0.67%	1.34%	5.74%	3.89%	3.79%	1.65%	0.84%
Douglas	12.83%	1.66%	49.78%	0.75%	3.28%	3.83%	1.80%	0.90%	1.70%
Humboldt	0.52%	0.80%	0.23%	67.03%	0.28%	1.08%	8.26%	0.07%	0.33%
Lyon	12.76%	5.82%	3.95%	0.59%	60.00%	5.68%	4.79%	16.67%	3.17%
Mineral	0.21%	0.57%	0.19%	0.11%	0.44%	67.58%	0.13%	0.14%	0.10%
Pershing	0.41%	0.43%	0.08%	4.20%	0.22%	0.36%	61.05%	0.07%	0.13%
Storey	0.82%	0.19%	0.29%	0.05%	0.73%	0.18%	0.27%	19.63%	0.54%
Washoe	18.79%	9.26%	9.62%	5.39%	15.63%	5.80%	8.46%	50.14%	80.98%
Rest of Nevada	4.33%	4.44%	3.77%	15.16%	1.71%	2.81%	6.19%	0.07%	4.99%
RUS or ROW	4.25%	2.89%	20.73%	4.34%	3.56%	5.98%	3.40%	4.41%	4.42%
Total (%)	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

Source: *Further Delineation of Economic Clusters for the Western Nevada Development District with Washoe County*, University of Nevada Economics Development Center. Dr. Thomas Harris, George Borden, Jeffery Stroup. September 2012.

The table above shows that approximately 43% of Carson City's employment resides in Carson City while 12.83%, 12.76%, and 18.79% of Carson City's employment reside in Douglas County, Lyon County, and Washoe County respectively. So, changes in economic activity in Carson City such as layoffs of government workers will impact the economies of Douglas, Lyon and Washoe counties.

Table 2 shows where a county's workforce is employed. For example for Lyon County, 33.78% of the county's workforce is employed in Lyon County while 19.34%, 4.03%, and 33.03% are employed in Carson City, Douglas, and Washoe Counties respectively. So, changes in the economies of Carson City, Douglas and Washoe Counties will impact the economy of Lyon County.

<b>WNDD Where Workers in a Given County Work</b>									
	Carson City	Churchill	Douglas	Humboldt	Lyon	Mineral	Pershing	Storey	Washoe
<b>Carson City</b>	54.17%	4.73%	18.84%	1.96%	19.34%	3.21%	5.89%	12.75%	2.90%
<b>Churchill</b>	0.78%	58.11%	0.69%	0.84%	2.48%	2.43%	1.70%	0.84%	0.40%
<b>Douglas</b>	8.96%	1.30%	49.15%	0.59%	4.03%	1.99%	0.72%	3.03%	1.00%
<b>Humboldt</b>	0.34%	1.02%	0.29%	66.67%	0.24%	0.44%	15.86%	0.22%	0.22%
<b>Lyon</b>	3.89%	6.14%	1.79%	0.39%	33.78%	2.49%	1.19%	4.21%	0.90%
<b>Mineral</b>	0.21%	0.68%	0.34%	0.25%	0.52%	62.47%	0.31%	0.17%	0.05%
<b>Pershing</b>	0.13%	0.60%	0.14%	1.69%	0.40%	0.11%	47.37%	0.22%	0.07%
<b>Storey</b>	0.39%	0.25%	0.007%	0.01%	1.33%	0.11%	0.05%	16.01%	0.41%
<b>Washoe</b>	24.03%	16.59%	17.13%	8.52%	33.03%	9.95%	12.76%	57.36%	85.91%
<b>Rest of Nevada</b>	3.11%	5.94%	2.77%	16.22%	2.46%	4.42%	9.50%	2.64%	4.53%
<b>RUS or ROW</b>	3.98%	4.65%	8.87%	2.86%	2.39%	12.38%	4.65%	2.53%	3.61%
<b>Total (%)</b>	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

Source: *Further Delineation of Economic Clusters for the Western Nevada Development District with Washoe County*, University of Nevada Economics Development Center. Dr. Thomas Harris, George Borden, Jeffrey Stroup. September 2012.

The tables above demonstrate the interconnectedness of the county economics in the WNDD Area. Changes in economic activity in a county will impact other counties within WNDD. This shows that a regional approach to WNDD may be an appropriate economic strategy.

The report discusses that using data and procedures outlined by the SRDC, and Economic Modeling Specialists International (EMSI), twenty two cluster categories were chosen for analysis for WNDD. Table 3 lists the twenty two designated clusters. Additionally, using the twenty two cluster and employment data for these clusters in the WNDD Study Area, specific analysis for these clusters can be derived using 2006 and 2011 employment data.

<b>Table 3. Cluster Choices as Defined by SRDC and EMSI</b>	
Cluster Categories	Cluster Categories
Advanced Materials	Energy, fossil and Renewable
Agribusiness, Food Processing and Technology	Fabricated Metal Products Manufacturing
Apparel and Textiles	Forest and Wood Products
Arts, Entertainment, Recreation and Visitors Industries	Glass and Ceramics
Biomedical/Biotechnical (Life Science)	Information Technology and Telecommunications
Business and Financial Services	Machinery Manufacturing
Chemicals and Chemical Based Products, Manufacturing	Mining
Computers and Electrical Product Manufacturers	Primary Metal Manufacturing
Defense and Security	Printing and Publishing
Education and Knowledge Creation	Transportation and Logistics
Electrical Equipment, Appliance and component Manufacturing	Transportation Equipment Manufacturing
Source: Southern Rural Development Center, <i>Stronger Economics Together: Strategies for Building New Economic Opportunities Model Five: Exploring Opportunities for a Stronger Regional Economy</i> . Starkville, MS: Mississippi State University, 2012.	

Source: *Further Delineation of Economic Clusters for the Western Nevada Development District with Washoe County*, University of Nevada Economics Development Center. Dr. Thomas Harris, George Borden, Jeffrey Stroup. September 2012.

For the analysis done in *Further Delineation of Economic Clusters for the Western Nevada Development District with Washoe County*, clusters were identified as: STARS, MATURE, EMERGING, and TRANSFORMING.

STAR clusters are those whose ratio in WNDD Study Area is larger than in the nation and whose percentage change in employment from 2006 to 2011 is positive. STAR clusters are specialized compared to the nation and from 2006 to 2011 their employment has been increasing.

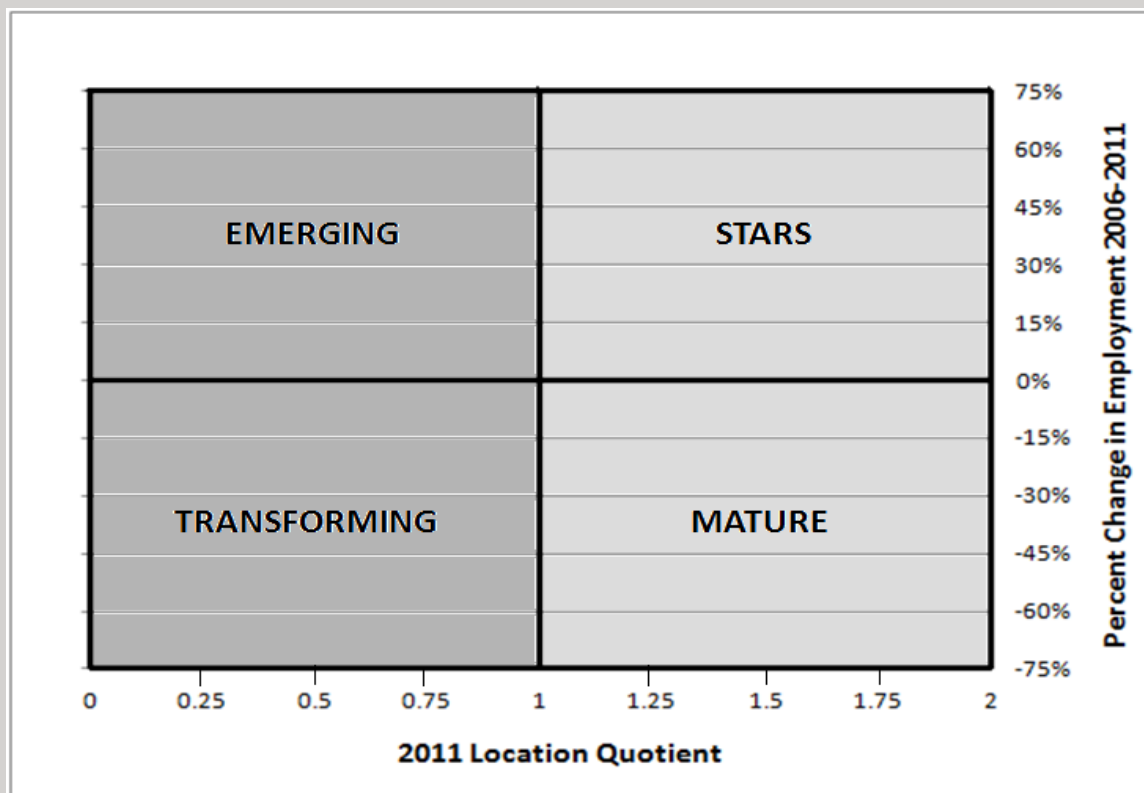
MATURE clusters are those whose ratio of employment in the WNDD Study Area is larger than that of nation and whose percentage change in employment from 2006 to 2011 is negative or decreasing. MATURE clusters are still specialized compared to the nation but during the past five years their employment has been decreasing.

EMERGING clusters are those whose ratio in the WNDD Study Area is less than that in the nation and whose percentage change in employment from 2006 to 2011 is positive or increasing. EMERGING clusters are less specialized compared to the nation and during the past five years their employment has been increasing. Some of the EMERGING clusters may become specialized in the future.

TRANSFORMING clusters are those whose ratio of employment in the region is less than that in the nation and where employment growth from 2006 to 2011 was negative. These clusters are less specialized in the WNDD Study Area and this employment has decreased over the past five years. The TRANSFORMING clusters are unlikely to become specialized in the future.

These categories are depicted in Figure 1. On the X-axis is the 2011 location quotient dividing the STARS/MATURE clusters from EMERGING/TRANSFORMING clusters where the line has a value of 1.0. On the Y-axis, the dividing line between EMERGING/STARS and TRANSFORMING/MATURE is the 0.00% line.

**Category Chart Areas**



Source: *Further Delineation of Economic Clusters for the Western Nevada Development District with Washoe County*, University of Nevada Economics Development Center. Dr. Thomas Harris, George Borden, Jeffrey Stroup. September 2012.

The September 2012 report *Further Delineation of Economic Clusters for the Western Nevada Development District with Washoe County* found that when comparing WNDD Area cluster designations with and without Washoe County, interesting impacts of the inclusion of Washoe County occur. It might be useful to see if any cluster designation differences occur with the inclusion of Washoe County.

Most of the cluster designations did not change but a few did. These changes are listed below:

- With Washoe County the Energy Cluster is a MATURE Cluster, while without Washoe Count it is a STAR Cluster.

- With Washoe County the Agricultural Business Cluster is an EMERGING Cluster, while without Washoe County it is a MATURE Cluster.
- With Washoe County the Defense Cluster is a TRANSFORMING Cluster, while without Washoe County it is a STAR Cluster.
- With Washoe County the Machinery Cluster is a TRANSFORMING Cluster, while without Washoe County it is an EMERGING Cluster.

**Table 4. Rating of the Twenty Two Clusters for WNDD Study Area With Washoe County**

Cluster	Category
Business and Financial	STAR
Energy	MATURE
Biomedical/Biotechnical (Life Science)	STAR
Transportation and Logistics	STAR
Defense	TRANSFORMING
Machinery	TRANSFORMING
Education	EMERGING
Mining	EMERGING
Arts, Entertainment, Recreation and Visitor Industries	MATURE
Agribusiness, Food Processing, and Technology	EMERGING
Advanced Materials	TRANSFORMING
Information Technology and Telecommunications	TRANSFORMING
Printing	TRANSFORMING
Fabricated Metal Products Manufacturing	TRANSFORMING
Chemicals and Chemical Based Products Manufacturing	TRANSFORMING
Forest and Wood Products	TRANSFORMING
Computer and Electronic Products Manufacturing	TRANSFORMING
Transportation Equipment Manufacturing	TRANSFORMING
Primary Metal Manufacturing	TRANSFORMING
Apparel and Textiles	TRANSFORMING
Glass and Ceramics	TRANSFORMING
Electrical Equipment , Appliances and Component Manufacturing	TRANSFORMING

Source: Further Delineation of Economic Clusters for the Western Nevada Development District with Washoe County, University of Nevada Economics Development Center. Dr. Thomas Harris, George Borden, Jeffrey Stroup. September 2012.s

From Table 4 above (originally in *Further Delineation of Economic Clusters for the Western Nevada Development District with Washoe County*, September 2012), the Advanced Material cluster was designated as a TRANSFORMING cluster. There are 42 four digit NAICS sectors within this cluster of which seven sectors were designated as STAR sectors (the Converted Paper Product Manufacturing Sector, the Paint, Coating, and Adhesive Product Manufacturing Sector, the Rubber Product Manufacturing Sector, the Nonferrous Metal (except Aluminum) Production and Processing Sector, the Machine Shops; Turned Product; and Screw Nut, and Bolt Manufacturing Sector, the Other Fabricated Metal Product Manufacturing Sector and the Communications Equipment Manufacturing Sector). While 11 sectors were designated as MATURE, 13 sectors as EMERGING, and 11 sectors as TRANSFORMING.

The Agribusiness, Food Processing, and Technology cluster was designated as an EMERGING cluster. There are 18 four digit NAICS sectors within the cluster of which six sectors were designated as STAR sectors (the Sheep and Goat Farming, the Animal Food Manufacturing Sector, the Sugar and Confectionary Product Manufacturing Sector, the Fruit and Vegetable Preserving and Specialty Food Manufacturing Sector, the Other Food Manufacturing Sector, and the Farm Product Raw Material Merchant Wholesalers Sector) while five sectors were designated as MATURE, six as EMERGING, and eight sectors as TRANSFORMING.

The Apparel and Textiles cluster was designated as a TRANSFORMING cluster. There are 16 four digit NAICS sectors in this cluster of which two sectors were designated as STAR sectors (the Other Textile Product Mills Sector and the Apparel, Piece Goods, and Notions Merchant Wholesalers Sector), while four sectors were designated as MATURE, five as EMERGING, and five sectors as transforming.

The Arts Entertainment, Recreation and Visitors cluster was designated as a MATURE cluster. There are 20 four digit NAICS sectors of which four sectors were designated as STAR sectors (the Scenic and Sightseeing Transportation by Land Sector, the Spectator Sports Sector, the Independent Artist, Writers, and Performers Sector, and the Recreational Vehicle (RV) Parks and Residential Camp Sector) while seven sectors were designated as MATURE, six as EMERGING, and three sectors as TRANSFORMING.

The report *Further Delineation of Economic Clusters for the Western Nevada Development District with Washoe County* also found that of interest as a MATURE sector is the Gambling Industry Sector. This sector has one of the largest location quotient values at 8.55, which means this sector is specialized in the region. This is due to legalized gaming in the state of Nevada. However from 2006 to 2011, employment has declined in this sector by 27.48%. This employment decline is due to expanded legalized gaming especially by Native American casinos in California. This sector must become more competitive if it is to regain its status as a STAR sector.

The Biomedical/Biotechnical (Life Science) cluster was designated as a STAR cluster. There are 18 four digit NAICS sectors in this cluster of which two sectors were designated as a STAR sector (Other Ambulatory Health Care Services Sector and the Specialty [except Psychiatric and Substance Abuse] Hospitals Sector) while four sectors were designated as MATURE, nine sectors as EMERGING and three sectors as TRANSFORMING. With an aging population, the WNDD area may want to determine what assistance is necessary for the EMERGING sectors to become STARS.

The Business and Financial cluster was designated as a STAR cluster. There are 21 four digit NAICS sectors in this cluster of which one sector was designated as a STAR sector (the Other Professional, Scientific and Technical Services Sector) while seven sectors were designated as MATURE, six as EMERGING, and seven sectors as TRANSFORMING. Given the changes in the financial industry and potential new federal regulations, the finance sector may face changes that are beyond the scope of the WNDD region.

The Chemicals and Chemical Based Products Manufacturing cluster was designated as a TRANSFORMING cluster. There are 16 four digit NAICS sectors in this cluster of which two sectors were designated as STAR sectors (the Paint, Coating, and Adhesive Manufacturing Sector and the Rubber Product Manufacturing Sector) while three sectors were designated as MATURE, six as EMERGING, and five sectors as TRANSFORMING. WNDD might want to investigate how it could assist EMERGING sectors such as the Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing Sector which is very close to being a STAR sector.

The Computer and Electronic Products Manufacturing cluster was designated as a TRANSFORMING cluster. There are six four digit NAICS sectors in this cluster of which two sectors were designated as STAR sectors (Communications Equipment Manufacturing Sector, and the Manufacturing and Reproducing Magnetic and Optical Media Sector) while two sectors were designated as MATURE, and two sectors as EMERGING.

The Defense cluster was designated as a TRANSFORMING cluster. There are 16 four digit NAICS sectors in this cluster of which two sectors were designated as STAR sectors (the Other Fabricated Metal Product Manufacturing Sector, and the Communications Equipment Manufacturing Sector) while six sectors were designated as MATURE, three sectors as EMERGING, and five sectors as TRANSFORMING. The Other Fabricated Metal Product Manufacturing Sector is a STAR sector that WNDD could investigate and strengthen.

The Electrical Equipment, Appliance, and Component Manufacturing cluster was designated as a TRANSFORMING cluster. There are three four digit NAICS sectors in this cluster of which two were designated as EMERGING and one as TRANSFORMING.

The Energy cluster was designated as a MATURE cluster. There are 32 four digit NAICS sectors in this cluster of which three sectors were designated as STAR sectors (the Natural Gas Distribution Sector, the Boiler, Tank, and Shipping Container Manufacturing Sector, and the Engine, Turbine, and Power Transmission Equipment Manufacturing Sector) while 10 sectors were designated as MATURE, 10 as EMERGING, and nine sectors as TRANSFORMING. The activity of the Support Activities for Mining Sector have been increasing in the WNDD area. The activities of this sector are a precursor of future activities by the Gold Mining Sector. Therefore WNDD may realize expanded gold mining activities in the area currently and in the future.

The Fabricated Metals Products cluster was designated as a TRANSFORMING cluster. There are nine four digit NAICS sectors in this cluster of which sectors were designated as STAR sectors (Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing Sector, Boiler, Tank, and Shipping Container Manufacturing Sector, and the Other Fabricated Metal Product Manufacturing Sector) while one sector was designated as MATURE, one as EMERGING, and four sectors as TRANSFORMING.

The Forest and Wood Products cluster was designated as a TRANSFORMING cluster. There are 20 four digit NAICS sectors in this cluster shown in Table 17 of which two sectors were designated as STAR sectors (the Converted Paper Product Manufacturing Sector and, the Paint, Coating, and Adhesive Manufacturing Sector) while 10 sectors were designated as MATURE, two as EMERGING, and six sectors as TRANSFORMING.

The Glass and Ceramics cluster was designated as a TRANSFORMING cluster. There are five four digit NAICS sectors in this cluster of which two were designated as MATURE, one as EMERGING and, two as TRANSFORMING.

The Information Technology and Telecommunications cluster was designated as a TRANSFORMING cluster. There are 22 four digit NAICS sectors in this cluster of which three sectors were designated as STAR sectors (the Engine, Turbine, and Power Transmission Equipment Manufacturing Sector, the Communications Equipment Manufacturing Sector, and the Manufacturing and Reproducing Magnetic and Optical Media Sector) while four sectors were designated as MATURE, 10 as EMERGING, and five sectors as TRANSFORMING. This cluster has many of the sectors in the new communication cluster. Given Apple Computer will move to Reno, the sectors in this cluster may realize new and larger economic linkages. WNDD may want to monitor this cluster for future endeavors as they occur.

The Machinery Manufacturing cluster was designated as a TRANSFORMING cluster. There are seven four digit NAICS sectors in this cluster of which one sector was designated as STAR sectors (Engine, Turbine, and Power Transmission Equipment Manufacturing Sector) while one sector was designated as MATURE, four as EMERGING, and one sector as TRANSFORMING. When the state and national economies turn around from the impacts of the recent recession, this cluster may expand. Also this cluster will expand with increased economic linkages from an economic turnaround.

The Mining cluster was designated as an EMERGING cluster. There are four four digit NAICS sectors in this cluster of which two sectors were designated as MATURE, one as EMERGING, and one as TRANSFORMING.

The report writes that given the increase in gold prices, the mines of northern Nevada have seen expansion. For the WNDD Region, this gold mine expansion has occurred in Humboldt and Pershing counties. The support activities for the Mining Sector, and those activities are primarily investigating new potential mine sites and resources. WNDD Area may want to initiate activities that enhanced gold production in Humboldt and Pershing counties, and linkages to other economic sectors in the WNDD Region.

The Primary Metal Manufacturing cluster was designated as a TRANSFORMING cluster. There are four digit NAICS sectors in this cluster of which one sector was designated as a STAR sector (Nonferrous Metal (except Aluminum) Production and Processing Sector) while one sector was designated as MATURE, and two sectors were designated as TRANSFORMING.

The Metal Manufacturing Cluster is impacted by regional and national economic activity. WNDD may want to find the businesses in the one STAR industry to determine activities to enhance the economic activity and linkages of these sectors.

The Printing and Publishing cluster was designated as a TRANSFORMING cluster. There are 11 four digit NAICS sectors in this cluster of which one sector was designated as a STAR sector (Other Professional, Scientific, and Technical Services) while three sectors were designated as MATURE, three as EMERGING, and four sectors as TRANSFORMING.

The Transportation and Logistics cluster was designated as a STAR cluster. There are 19 four digit NAICS sectors in this cluster of which six sectors were designated as STAR sectors (the General Freight Trucking Sector, the Other Transit and Ground Passenger Transportation Sector, the Support Activities for Air Transportation Sector, the Local Messengers and Local Delivery Sector, the Warehousing and Storage Sector, and the Other Professional, Scientific, and Technical Services Sector) while six sectors were designated as MATURE, three as EMERGING, and four sectors as TRANSFORMING.

Sectors in the Transportation and Logistics Cluster may be of interest to the WNDD Area. Nonscheduled Air Transportation had become an expanded sector given the difficulty of obtaining commercial flights to gold mining areas. Also the Tahoe-Reno Industrial Center in Storey County greatly impacts this cluster and WNDD Area.

The Transportation Equipment Manufacturing cluster was designated as a TRANSFORMING cluster. There are six four digit NAICS sectors in this cluster of which three were designated as MATURE, two as EMERGING, and two as TRANSFORMING.

All the data above found and written in the University of Nevada Center for Economic Development study *"Further Delineation of Economic Clusters for the Western Nevada Development District with Washoe County"* (2012) provides critical insight regarding the WNDD region's economic and industrial sector clusters and competitive advantages.

### ***Moving Nevada Forward: A Plan for Excellence in Economic Development 2012-2014***

In February 2012, the Nevada Board of Economic Development released the state's updated plan through the Nevada Governor's Office of Economic Development (GOED). With a vision of building a vibrant, innovative, and sustainable economy and mission of creating high-quality jobs for Nevadans, Governor Brian Sandoval's state plan objectives are aligned with many of those emerging from the SET process and ultimately the goals outlined in this 2013 CEDS. The GOED plan goals, like the SET goals, seek to capitalize on existing assets and are accompanied in the plan by specific roles and responsibilities. The economic development objectives and action steps outlined in the GOED plan are to:

- Establish a cohesive economic development operating system by:
  - Unifying economic development efforts
  - Launching regional development authorities
  - Developing meaningful data and metrics
- Advance targeted sectors and opportunities in the regions by:
  - Developing strong working knowledge about targeted opportunities
  - Growing sectors through recruitment, retention, and expansion

- Supporting sector enhancement in the region
- Expand global engagement by:
  - Facilitating export growth
  - Increasing foreign direct investment in targeted sectors
  - Enhancing global networks
- Catalyze innovation in core and emerging industries by:
  - Developing a statewide innovation and commercialization structure
  - Increasing industry collaboration with Universities and Desert Research Institute (DRI)
  - Building a complete entrepreneur support structure
- Increase opportunity through education and workforce development by:
  - Aligning education, career training, and workforce development to targeted opportunities
  - Reorganizing the workforce investment system to align with targeted sectors
  - Improving educational achievement

The GOED plan emphasizes that the future economic vitality of Nevada must come through innovation in core industries and emerging opportunities, and by unifying our efforts, focusing our energy and resources, and growing a new economy collaboratively, the vision for the state can properly be realized.

The GOED plan's 2012 *Checklist of Action* consists of the following tasks:

- Advance effective regional economic development
- Capitalize on near-term opportunities
- Build a business case for expansion
- Focus marketing on targeted sectors
- Grow new and existing businesses
- Advance knowledge-based industries through partnerships with higher education
- Improve business environment

### ***Food Security in Nevada***

Through the SET process, agribusiness was identified as one of the primary economic sectors in the region. The SET participants decided that the overarching goal for the agribusiness sector is to increase the production, processing, local consumption, and export of food products such as produce, fish, and milk and dairy products from farming and value-added activities within the region. Food security was established as an important area of focus in the region.

In March 2012, the Nevada Department of Health and Human Services (DHHS) Grants Management Unit (GMU) implemented a strategic planning process intended to address food security in Nevada. The purpose was to bring together stakeholders across the state to achieve the overarching mission of the *Food Security in Nevada* plan: to improve the quality of life and health of Nevadans by increasing food security throughout the state. Leaders from government entities and the private sector joined forces to better understand the root causes and negative impacts of hunger and to explore potential strategies to reduce it. The plan notes that communities in Nevada possess an unrealized potential to strengthen sustenance and nutrition programs and ensure a robust and

affordable food system for the entire state. The community food security movement encourages all members to invest and be active in the wellbeing of the community at multiple levels. Through a network of local and corporate supermarkets, farmer's markets, community gardens, and anti-hunger initiatives, Nevada can create a distinct food web that minimizes barriers to food access. The recent recession has led to an increase in the number of homes that are food insecure, or they do not "have access at all times to enough food for an active, healthy life for all household members." From 2007 to 2010, Nevada experienced a 50% increase from 10% to 15% in households that were food insecure, compared to the number of households prior to the recession (U.S. Department of Agriculture, Economic Research Service).

The core principles of the Food Security in Nevada plan are to:

1. Incorporate economic development opportunities into food security solutions
2. Use a comprehensive, coordinated approach to ending hunger and promoting health and nutrition, rather than just providing emergency short-term assistance
3. Focus on strategic partnerships between all levels of government, communities, and nonprofit organizations including foundations, private industries, universities, and research institutions.
4. Use available resources in a more effective and efficient way.
5. Implement research-based strategies to achieve measurable results.

The desired food security system, as determined through the *Food Security in Nevada* planning process, is one that improves and expands existing programs; provides education and experiences that improve the health and decision making of children and their family around food; encourages donations and incentivizes businesses to improve food use and food recovery; gets people to work; changes policies; provides financial education; enhances collaboration; and supports small businesses. The *Food Security in Nevada* workgroups' vision of a future food security system in Nevada included the following key attributes:

- Access
- Availability
- Collaboration
- Education and Outreach
- Sustainability

In the development of the 2012 *Food Security in Nevada* plan, a Food Security Steering Committee was created to oversee the strategic planning process. Four workgroups were created to address specific core areas of food security in Nevada. The four workgroups established the following overarching goals of the plan:

1. Establish the systems and positions necessary to implement a permanent, sustainable, accountable state leadership structure for food security to increase all Nevadans' understanding, value and support of food security solutions.
2. Promote a policy agenda to increase food security in Nevada.
3. Maximize participation in each federal nutrition program available to the state.
4. Establish and integrate an actual or virtual "one-stop-shop" system to increase access to food and other services for food insecure Nevadans.

5. Increase the number of servings of nutritious foods consumed by Nevadans – with emphasis on foods that are produced in Nevada.
6. Change the current models of purchase (commodities) and distribution of nutritious foods to increase economies of scale, and link frequency of deliveries, and availability of local food to the specific needs of communities throughout the state (rural, urban, and food deserts).
7. Develop the technology to connect and share data among multiple state agencies, regional food banks, community agencies, and faith-based organizations for efficient and effective targeting of services and populations.

### ***Shared Federal Framework***

#### ***Executive Summary***

In an era of unprecedented economic and political change, leaders of the local, regional, state, and not-for-profit agencies in Northwestern Nevada are collaborating with urgency, and a common vision to improve the quality of life and economic prosperity of the region. The combined infrastructure, program, and policy recommendations outlined in this report are critical to building a stronger community. The Shared Federal Framework (SFF) is designed to articulate the federal regulatory, policy, and funding needs and priorities of Northwestern Nevada.

The initial objectives of the SFF were focused on economic development and infrastructure investments that support short- and long-term job growth. The early champions of the SFF were members of the City of Reno, City of Sparks, and Washoe County.

Current SFF participants are predominantly associated with the Washoe County region and the Lake Tahoe Basin but also include the Consolidated Municipality of Carson City and Douglas County. The SFF is a dynamic group and the number of participating entities is expected to grow over time. It is anticipated that additional county and city governments in Northwestern Nevada will join the SFF discussions as well as members of the private sector. Participation in the SFF is voluntary and no costs will be incurred by participants unless they desire to do so. The document reflects the federal priorities that have been provided by the following entities:

- City of Reno
- City of Sparks
- Washoe County
- Desert Research Institute
- Douglas County
- Flood Management Authority
- Regional Transportation Commission of Washoe County
- Reno-Tahoe Airport Authority
- Tahoe Regional Planning Agency
- Consolidated Municipality of Carson City

Additional participants in the SFF to date, supporting our efforts who may be providing their federal priorities for future editions of this report, include the following:

- Economic Development Authority of Western Nevada

- Nevada Association of Counties
- Nevada League of Cities
- Office of Nevada Governor Brian Sandoval
- Reno Sparks Convention and Visitors Authority
- Tahoe Transportation District
- Truckee Meadows Community College
- Truckee Meadows Regional Planning Agency
- Truckee Meadows Water Authority
- University of Nevada, Reno
- Western Nevada Development District

The SFF integrates and builds on the efforts of other regional collaborations, including the following:

- Trans-Sierra Coalition – The Trans-Sierra Coalition recognizes that transportation and mobility improvements have the capacity to positively impact public safety and the local economy. The Coalition supports working with regional partners to pursue a well-funded investment program for transportation infrastructure. Members of the Coalition include the Tahoe Transportation District, Douglas County, Washoe County, and the Regional Transportation Commission of Washoe County.
- Stronger Economies Together (SET) Program through the Western Nevada Development District (WNDD) Comprehensive Economic Development Strategy (CEDS) includes the following nine jurisdictions: Consolidated Municipality of Carson City, Churchill County, Douglas County, Humboldt County, Lyon County, Mineral County, Pershing County, Storey County, and Washoe County. Their vision:

*Western Nevada is an innovative, regional economy, rooted in sustainable development and enriched by the area's abundant natural resources and the collaboration of its independent unique communities. Region-wide, these prosperous communities demonstrate a forward-moving commitment to quality of life and to opportunity for all residents.*

They work to provide opportunities for individuals in rural communities to work collaboratively toward a regional economic development plan. SET has worked to establish targets for multiple sectors in the region including: business services, energy, mining, agriculture, defense, manufacturing, biomedical, transportation and logistics, arts, entertainment, and recreation.

The key priority areas for the SFF are:

- Economic Development and Community Services
- Federal Lands
- Energy & the Environment
- Health & Human Services
- Public Safety
- Transportation

While there are many project priorities in each of these policy areas, some initiatives are expected to be the subject of legislative action within the next year. These most pressing issues are summarized below.

- Economic Development & Community Services

Economic Development and Community Services issues are centered on restoring funding of programs to prior levels. The Medicaid issue pertains to inmate care not being allowed in the Affordable Care Act. The Marketplace Fairness Act Allows for competitiveness with local businesses that must collect taxes.

ECONOMIC DEVELOPMENT & COMMUNITY SERVICES	
Entities	City of Sparks City of Reno Washoe County State of Nevada Consolidated Municipality of Carson City
Priorities	Marketplace Fairness Act Community Assistance Center Community Development Block Grant Housing Rehabilitation Deferred Loan Program Homeless Housing Assistance Grants Medicaid Eligibility for Incarcerated individuals (\$20 Million) Child Welfare Mental Health Funding
Federal Entities	HUD Department Budget Center for Medicaid Services Marketplace Fairness Act HUD Program Funding HOME Consortium Federal Title IV-E Funding Marketplace Fairness Act Social Security Act – Title XIX

- Energy and Environment Priorities

WRDA is funding that will be governed by the USACE and impacts critical flood control projects in the Truckee Meadows.

The Lake Tahoe Restoration Act (LTRA) will address many of the critical issues surrounding water issues in the Lake Tahoe Basin and Truckee River Watershed.

The Farm Bill allows for certain water and waste water projects as well as funding for rural development.

ENERGY AND ENVIRONMENT PRIORITIES	
Entities	Douglas County Tahoe Regional Planning Agency Desert Research Institute City of Reno City of Sparks Truckee River Flood Control Washoe County Consolidated Municipality of Carson City
Priorities	Water Resources Development Act (WRDA)/Water Resources Reform Development Act (WRRDA) Lake Tahoe Restoration Act (\$415 Million) Carson City Wastewater Reclamation Facility – Secondary System Upgrades
Federal Entities	US Army Corps of Engineers US Bureau of Reclamation USDA Rural Development US Department of Energy

- Federal Lands

The Douglas County Lands Bill will facilitate land exchange and conservation easement funding along with tribal land and land usage options in the Tahoe Basin.

FEDERAL LANDS	
Entities	Douglas County Washoe County
Priorities	Douglas County Lands Bill Other land bills as needed by other counties Sage grouse listing Cemetery Project
Federal Entities	Bureau of Land Management US Forest Service

- Public Safety

Utilizing government funding for local EMS needs.

Funding for more community officers in the Reno, Sparks and Washoe areas.

Healthy forest initiatives for both health and wildfire risk.

Restoration of funding for Emergency Management and Homeland Security.

JAG grant program funding.

SAFER Grant Funding for firefighters – (\$13.5 Million in 2012)

Replacement SCUBA Funding – (\$480K)

PUBLIC SAFETY	
Entities	City of Reno City of Sparks Consolidated Municipality of Carson City Washoe County
Priorities	Assistance to Firefighter Grant Program Community Oriented Policing Strategies Emergency Management Performance Grant Program Identification of insect damage, drought, deteriorating forest health conditions along with wildfire risk assessment Justice Assistance Grant Program SAFER Program Sparks Fire Department Self-Contained Breathing Apparatus – Replacement Wildfire Management and Mitigation Community Paramedic and Mobile Integrated Healthcare
Federal Entities	FEMA Department of Homeland Security Budget & Consolidated Appropriations Act US Department of Justice H.R. 818, the "Healthy Forest Management and Wildfire Prevention Act," Emergency Management and Homeland Security programs

▪ Transportation Priorities

Many transportation issues are focused on CRs and impacts due to sequestration as well as a return to prior year funding levels.

TRANSPORTATION PRIORITIES	
Entities	Regional Transportation Commission of Washoe County Reno-Tahoe Airport Authority Consolidated Municipality of Carson City Tahoe Regional Planning Agency
Priorities	Transportation Security Administration – Security Exit Lane Staffing (10 TSA staff - \$600K per year) Sequestration and Continuing Resolutions

	Airport Improvement Program (AIP) Funding Program (\$3.5 Million) Passenger Facility Charge Cap Increase MAP 21 Reauthorization Carson Street Downtown Corridor Revitalization North Carson Street, South Carson Street, and William Street Corridor Improvements Carson City Freeway Multi-Use Path Connection
Federal Entities	Federal Highway Administration Federal Transit Administration Federal Aviation Administration Transportation Security Administration Department of Transportation Department of Homeland Security

The federal priorities that have been identified by SFF participants to date are summarized in the list below. The priorities are organized by issue and presented in alphabetical order. The issue categories are aligned with the Congressional committees that address the various topics. A project sheet providing more information about each priority can be found in the Shared Federal Framework: Index of Federal Priorities section of this Comprehensive Economic Development Strategy.

## Comprehensive Economic Development Strategy

2014

### Goals and Strategies

The following goals and strategies are derived from the WNDD Stronger Economies Together project conducted in 2012. Public and private sector input and discussion over a series of ten meetings conducted throughout the WNDD region resulted in a total of nine goals being deemed very necessary for economic development within the region.

Although there are four Regional Capacity Building Goals and five Regional Economic Sector Goals, it must be noted there are projects/initiatives and challenges that may affect more than one Goal. An example would be agri-tourism. Agri-tourism could be an initiative under the Agribusiness and Tourism Goals. Another example could be an initiative under Energy (extension of transmission lines) affecting Infrastructure Improvement, Manufacturing, and Transportation and Logistics.

The nine goals cannot be viewed as “islands” but must be viewed as being inter-connected. The overall objective is the diversification of the region’s tax base through implementation of these identified goals and the ability to understand goals, which at this time, are not known and may result from changing circumstances.

The nine goals consisting of five economic sectors and four capacity development issues selected for implementation are:

<i><b>Regional Capacity Building Goals</b></i>	<i><b>Regional Economic Sector Goals</b></i>
<ol style="list-style-type: none"> <li>1. Access to Capital</li> <li>2. Communication and Networking</li> <li>3. Infrastructure Improvement</li> <li>4. Workforce Development</li> </ol>	<ol style="list-style-type: none"> <li>1. Agribusiness</li> <li>2. Energy</li> <li>3. Manufacturing</li> <li>4. Tourism</li> <li>5. Transportation and Logistics</li> </ol>

#### ***Regional Capacity Building Goals***

##### ○ **Access To Capital**

**Goal:** Increase the access to financial capital that is available for the development and expansion of business throughout the region

**Strategies:**

- Match available sources of capital with needs for capital through connecting existing alternative loan funds and other sources of capital with businesses throughout the region
- Develop and expand alternative loan funds throughout the region
- Develop a web-based matrix of available business funding/capital opportunities
- Examine capital access with community matching model

### ○ **Communication & Networking**

**Goal:**            **Improve communication between government, business, and the general community on what is needed to implement sustainable growth**

Strategies:

- Share information between and among jurisdictions on development actions occurring (what, when, where, who), at least quarterly
- Understand differences between urban and rural needs
- Simplify development process
  - Regulatory flexibility
  - Cooperation and collaboration on planning and permitting processes between jurisdictions
  - Transparency in communication
  - Communication between management and front-line permitting staff to understand the impact of positive customer relations on overall economic development
- Create one-stop business resource centers
- Make development information readily available to businesses and stakeholders, e.g. through the internet
- Demonstrate commitment to regional sustainability by governments, businesses and individuals buying local and regional

### ○ **Infrastructure Improvement**

**Goal:**            **Increase improvements and investments in infrastructure, transportation, water, wastewater systems and broadband to make the region more business-ready and to attract, retain, and expand business**

Strategies:

- Encourage local and regional collaboration in providing water and wastewater systems to meet community needs and enable business growth
- Create common infrastructure funding application to ease access to best cost funding packages for infrastructure
- Explore construction and financing options regarding extension of natural gas lines to those communities currently without natural gas service
- Establish Trans-Sierra Coalition to regionalize transportation assets to create interconnectivity for western Nevada to Northern California for rail, water borne, airports, public transit and trails for the safety and commerce (Streamline permitting and regulatory processes for improvements to all public use related infrastructure (including but not limited to water, transportation and broadband))
- Increase direct flights into Reno-Tahoe International Airport
- Increase access to public transit to create more community (hubs, walk-able, bike-able areas to increase interaction)

- Increase access for connectivity of rail, road, air and public transit for commerce to maximize safety, efficiency and environment
- Improve road safety
- Integrate broadband planning into infrastructure and development planning
- Increase access to broadband for residents and businesses
- Increase speed in broadband for residents and businesses
- Ensure adequate broadband speeds for current use and for projected economic growth (10 years) around current and potential industrial/commercial centers
- In collaboration with local providers, map middle mile access of current and potential industrial/commercial areas
- Conduct a survey of local businesses to ensure access to broadband speeds, identify gaps in service, and work with providers to develop strategies for increased band-width
- Enable all “downtown” businesses with hot spot capabilities for increased residential and visitor access to high speed broadband
- Host a business town hall to determine reasoning for secure networks Additionally, address security concerns and create incentives for participation
- Increase mobile footprint to cover all major roads and tourism locations, along with increased economic presence through mobile devices
- Identify gaps in service areas, create business plans, collaborate with local providers, and build towers
- Host workshops for local businesses and tourism entities on ways to effectively use mobile platforms for marketing and engagement of clients. Also, connect regional app developers with potential clients
- Create opportunities for a technology “think tank” to attract and retain tech entrepreneurs and professionals
- Create a technology based certification program with local educational entities, which aides in creating a technology niche (i.e. more than just how to use software or create a website)
- Encourage technology businesses to collaborate with each other via sponsored events and other initiatives (see the INEVation Center)

○ **Workforce Development**

**Goal:** Increase knowledge and understanding of existing worker skills, knowledge and experience, and present and future business workforce needs across the WNDD region. Develop a workforce that is well educated and with the appropriate skills to meet the demands of businesses today and in the future, per the sectors identified as important to the region

**Strategies:**

- Assure workforce development agencies and units throughout the region are collaborating on needs identification and services delivery
- Assure workforce development and economic development networks are integrated throughout the region and that they collaborate effectively in creating workforce

development solutions that meet the needs of business within the region and of the targeted economic sectors

- Assemble as needed and maintain current knowledge of occupations and associated skill sets within target economic sectors
- Conduct analysis of gap between available skills within the region and desired skills to support workforce needs of targeted sectors
- Optimize use of technical training centers and technical training capability
- Support linking workforce development and certification programs directly with internship placements in local firms
- Implement the Career and Technical Education (CTE) 21 Job (Readiness) Skills throughout the K-12 curriculum for all students and create expectation that all students will sit for and pass the National Career Readiness Certification Exam
- Reinstate Career Pathways program K-12 in a regionally integrated fashion
- Create a regional Young Professionals Development Network
- Accurately and positively depict K-12 data to aid in business attraction
- Focus on early identification of students at risk of requiring remediation upon entry to higher education; provide tutoring and other services to assure readiness for advanced education as well as employability upon high school graduation

### ***Regional Economic Sector Goals***

#### **➤ Agribusiness**

**Goal:** Increase the production, processing, local consumption, and export of food products such as produce, fish, and milk and dairy products, from farming and value-added activities within the region as a way of increasing income for agricultural producers and related businesses and as a way of increasing food security for residents of the SET region.

#### **Strategies:**

- Celebrate success of agriculture in Nevada; through education and support bring about culture change that values Nevada growers and Nevada grown food, while establishing a "Buy Nevada Grown" initiative to increase demand for locally and regionally grown products.
- Encourage producers to engage in collaborative networks and cooperatives.
- Accomplish more detailed mapping of production and agribusiness assets and gaps to enable partnerships and efficiencies that lead to import substitution and export enhancement.
- Assess where food consumed in Nevada comes from and gauge demand for agricultural produces grown in Nevada (import substitution).
- Map marketing and distribution networks; create collaboration to increase efficiencies and lower costs.
- Support, using legislation (local, state, and federal), technology, and new processes, the streamlining of food sales, processing, and health regulations to lower cost of transactions for producers within the region and increase their potential markets.
- Increase markets for locally grown foods by linking Nevada institutions (e.g. schools, senior centers, hospitals) to local producers.

- Educate producers on the availability of various support programs, the availability of capital, and provide access to information and resources related to improved/alternative growing methods, short season crops, and low water use crops.
- Increase use of technology and alternative growing techniques to produce a reliable supply of agricultural products year round, and assist with diversification of higher value crops and value-added processing.
- In order to recruit businesses from California, given proper environmental protection, be open to providing locations for agribusiness being regulated out of California.

## ➤ Energy

**Goal:** Expand the production and use of alternative / clean energy use within the region and increase the export of such energy outside the immediate region and across state lines in the form of products and services that create jobs.

### Strategies:

- Create broad-based communication among NIREC, UNR, DRI, and SET to determine value-chain opportunities in the energy sector and within other business sectors for clean energy resource development, clean energy production, and clean energy specialized services
- Improve regulatory processes that affect both producers and users
- Educate and demonstrate the viability of clean energy through programs for residents and businesses
- Investigate production component manufacturers (e.g. solar thermal water heater manufacturers) and their potential for Nevada (linkage to manufacturing); in addition, identify associated occupations and workforce skill needs, communicate them to workforce training providers
- Promote / educate use of clean energy resources developed in the region to be used in the region, thus reducing the need for additional transmission lines
- Infrastructure enhancement for transmission of our clean energy resources to the marketplace (linkage to infrastructure investment)
- Research innovative practices for development of region's clean energy resources through incentives
- Leverage UNR and the region as geothermal hot bed

## ➤ Manufacturing

**Goal:** Increase manufacturing capacity and output across the Region

### Strategies:

- Support creation of an agile and collaborative linkage between K-12, higher education, workforce development professionals and services and manufacturers that produces a readily accessible, skilled, certificated workforce

- Provide information on capital availability to manufacturers throughout the region, emphasizing the Catalyst Fund
- Support manufacturing networks, replacing fear of competition with culture of collaboration
  - Manufacturing peer group
  - Training and educational opportunities for professionals
  - Workforce skill development and training collaborative such as Western Nevada College work with manufacturers
  - Information sharing on new markets – local to global
- Accomplish an infrastructure capacity analysis to determine locations within the region having adequate water, wastewater, transit, and broadband capacity for manufacturing growth
- Continue to identify the manufacturing capabilities of the region and match them with demand for those products within the supply chains of manufacturers and other economic sectors within the region; create supplier databases and distribute to manufacturers' networks
- Increase production of current manufacturers through developing new customers for firms' products
- Diversify product lines of current manufacturers through connecting their manufacturing capacity with new customers and markets
- Attract new manufacturers to this high-functioning region
- Grow new manufacturing entrepreneurs through providing access to incubation, technology, and capital
- Create access to advancements in technology
- Continue Nevada manufacturing support resources

## ➤ Tourism

**Goal:** Create a world-class destination for state, national, and international visitors that highlights the cultural, recreational, and entertainment amenities of the region

Strategies:

- Integrate SET implementation work group with rural and urban tourism and visitor authority leaders throughout the region
- Create and maintain an effective regional brand for tourism that integrates rural and urban tourism strategies
- Enhance existing and create new regional special events
- Promote cultural, recreational, and entertainment options within the region to lessen leakage of region's residents leisure dollars
- Develop additional recreation amenities including wildlife related activities, and trails of multiple forms (hiking, mountain bike, equestrian)
- Develop regional itineraries and packages
- Create a mobile device app that is comprehensive of the cultural, recreation, and entertainment amenities of the region

- Apply for state, local, federal tourism grants
- Provide adequate transportation into and out of the region

### ➤ **Transportation and Logistics**

**Goal:** Increase the reputation and knowledge of the region as a location for logistical efficiency and as an effective transportation hub

Strategies:

- Recognize the region as a centralized transportation hub
- Advertise and promote the region as a logistics and transportation leader
- Make companies aware of the benefits of using this district as a transportation hub of the region, given assets such as capacity to host warehouses, traffic flow, time to destination efficiencies, access to rail
- Increase the knowledge of elected officials at all levels on transportation and logistics issues and the importance of retaining competitive advantage in this sector
- Address challenges logistics and transportation sector face
- Examine price of fuel opportunities and challenges
- Improve internet presence of resources (e.g. Google location searches of addresses)
- Examine California port fees issue
- Collaborate more with Nevada Department of Transportation
- Participate in stakeholder meetings
- Use [www.connectingnevada.org](http://www.connectingnevada.org) website to drill into transportation support for economic development
- Improve, improve access to, and develop more rail resources
- Continuously access new technology
- Bring back UNR logistics program
- Continue to work with FAA and other entities responsible for airports and make sure airport potential is protected
- Plan for how can to serve people and their transportation needs (in consideration of access to jobs)

### ➤ **Additional Goals and Strategies for Consideration**

#### ○ **Mining**

**Goal:** To help mining-intensive counties (i.e Churchill, Humboldt, Mineral, Pershing) to cope with increased demands on infrastructure that come with new mines opening.

Strategies:

- Restoration of the Western Nevada Home Consortium to meet workforce housing demands.

- Continued work with the Nevada Rural Housing Authority to meet workforce housing demands.
- Assessment of the infrastructure in mining-intensive counties and upgrades of water, sewer, roads, rail where needed.

## **Comprehensive Economic Development Strategy**

**2014**

### **Community and Private Sector Involvement**

Western Nevada Development District (WNDD) staff did a comparison of the CEDS component requirements and the SET training modules. WNDD staff and David Foster, USDA RD, Las Vegas, Nevada further refined the comparison between the two programs and developed a matrix.

Based upon this review and matrix, WNDD determined the SET program was a good vehicle to develop the WNDD CEDS 2013. USDA RD, Nevada, called a meeting in November 2011 for the purpose of determining which region(s) in Nevada wanted to complete a SET program. WNDD volunteered to be the SET region and use the SET process to develop the WNDD CEDS.

Why do the SET process to develop the WNDD CEDS? The following were considerations:

- Partnerships with other agencies and individuals were enhanced
- SET offered a nine module training program to develop and economic development plan
- The modules included the following sessions that enhanced regional collaboration regarding an economic development plan:
  - Regional Economic Development 101
  - Building a strong regional team
  - Developing vision and goals
  - Examining the region's current economic and demographic data
  - Opportunities for a stronger regional economy
  - Exploring regional assets and barriers
  - Planning for success
  - Measuring for success
- In addition to the formal SET program, additional value added sessions were added, such as: defining clusters and clusters within the region; in-depth analysis of regional economic data; network mapping; the Valley Vision effort in California as an example of regional collaboration; and presentation regarding the economic impact(s) of supply chain
- Over 200 public and private representatives in one or more sessions
- A 13 member executive team conducted the operation of the SET process
- Completion of "Stronger Economies Together: An Economic Development Blueprint For Western Nevada"
- Final adoption of goals and strategies
- Creation of work groups to implement goals and strategies

The Nevada SET Executive Committee included:

- Ronald J. Radil and Michael Guss, Western Nevada Development District
- Dr. Tom Harris, EDA University Center, UNR Center for Economic Development
- Carl Dahlen, University of Nevada Cooperative Extension (UNCE) and Nevada Rural Development Council Director

- Buddy Borden, Steve Lewis, and Marlene Rebori, UNCE
- Des Craig, Governor's Office of Economic Development, Rural Community Development Division
- Sarah Adler, David Foster, and Kelly Clark, USDA Rural Development
- Lindsey Niedzielski, Connect Nevada
- Winnie Dowling, the UNR Nevada Small Business Development Center

Public participation in the development of this CEDS was evidenced by the over 200 individuals who participated in the SET workshops as members of the SET Regional and Partner Teams. Their participation and commitment to this process was invaluable for developing regional goals and strategies for this CEDS.

Attendance at the SET meetings varied from 25 to 70 people per session. The Regional Team consisted of a good mix of private business owners and chamber organizations, private citizens, elected officials, government staff, workforce development and education professionals, and economic development professionals.

The WNDD Board of Directors were active participants in this process, either through their direct participation as Regional Team members or through their discussions at WNDD Board of Directors Meetings discussing regional issues and implementation of regional projects for economic development.

The format, structure, and training provided through the SET process enabled a grass roots effort in development of the goals and strategies incorporated into this CEDS. Another valuable outcome was the enhanced regional collaboration resulting from this process. The enhanced regional collaboration is summed up in the following statement:

*"I was at a training in Illinois and all of the economic development professionals from the Midwest had blinders on and were only thinking about their town or county, but because of the SET we're thinking regionally in Northern Nevada and I am already seeing that frame of mind lead to economic development projects that are good for Pershing County—and the region."*

*- Heidi Lusby-Angvik, Executive Director, Pershing County Economic Diversification Authority*

The formal SET program was concluded in Fallon, Nevada, in November 2012. This was a meeting where the "Stronger Economies Together: An Economic Development Blueprint for Western Nevada" was formally presented to the regional team members.

The final part of this meeting was having regional team members volunteer to be on work groups to implement each of the capacity building and economic sector goals. These groups continue to meet under the auspices of WNDD. The work groups have re-evaluated the goals and strategies in some cases. Projects and initiatives have been implemented in some of the work groups. The work groups have continued to expand their networking connections with people and organizations that may not have been previously actively involved in the SET program.

## Comprehensive Economic Development Strategy

2014

### Plan of Action: Projects, Initiatives, and Performance Measures

John Donne, 17<sup>th</sup> Century English metaphysical poet, satirist, lawyer and cleric, published *Devotions Upon Emergent Occasions, and severall steps in my Sicknes* in 1624. This published poem includes the phrase "No man is an *Iland*" (often modernized as "No man is an island").

Donne's "No man is an island" phrase is most appropriate for any individual or organization wanting to implement economic development projects. One cannot act alone. We must have partners and be willing to partner with others in order to implement successful economic development within a community or a region.

WNDD will partner with those organizations and individuals from both the public and private sectors to diversify and expand the region's economic base.

Diversification and expansion of the region's economy can be implemented through WNDD and its partners working together, either on a regional basis or a jurisdiction basis to achieve this over arching goal for the region.

The region's Goals and Strategies can be achieved through the following actions:

#### **Regional Capacity Building Goals**

##### ○ **Access To Capital**

Specific projects/initiatives:

- Match available sources of capital with needs for capital through connecting existing alternative loan
- funds and other sources of capital with businesses throughout the region
- Develop and expand alternative loan funds within WNDD by accessing SBA, USDA, HUD, CDBG, EDA and others to capitalize a WNDD controlled revolving loan fund
- Continue the Access To Capital Work Group (public and private participants) to address issues and implement projects/initiatives regarding the Access to Capital goal
- Develop a matrix of lending sources and their programs to be part of the WNDD community resource guide as part of the WNDD web site
- Conduct in partnership with others, information gathering meetings with traditional lenders to ascertain, and then publicize, their criteria for business lending within the region (e.g. collateral requirements, pricing and terms offered)
- Secure funding resources to conduct NxLevel training classes for small businesses in the region

Performance Measures:

- The number of businesses that have gone through business counseling or training programs and have developed a business plan being funded after five years

- The amount of capital available to rural and urban areas for alternative lending through WNDD— by 2018 the percentage should be close to equal between urban and rural
- The number of institutions, businesses, and individuals attending Access to Capital meetings in the first year
- The documented financing gaps that remain in five years

○ **Communication & Networking**

Specific projects/initiatives:

- Continued use of the WNDD Board of Directors meeting as a forum for the discussion of inter-jurisdictional issues
- Share information between and among jurisdictions on development actions occurring (what, when, where, who)
- Understand there are differences between urban needs and rural needs
- Demonstrate commitment to regional economic sustainability through the promotion of governments, businesses and individuals buying goods and services on a local and regional basis
- Develop data base/matrix/list to know who is doing specific activities and projects within the region related to the goals and strategies and plan of action of this CEDS

Performance Measures:

- The time it takes, on average, to go through the permitting and licensing process in the region in two years
- The number of locally owned businesses that expand as a result of buy local/regional initiatives

○ **Infrastructure Improvement**

Specific projects/initiatives:

- Encourage local and regional collaboration in providing water and wastewater systems to meet community needs and enable business growth
- Create common infrastructure funding application to ease access to best cost funding packages for infrastructure

***Transportation***

- Establish Trans-Sierra Coalition to regionalize transportation assets to create interconnectivity for western Nevada to Northern California for rail, water borne, airports, public transit and trails for the safety and commerce (Streamline permitting and regulatory processes for improvements to all public use related infrastructure (including but not limited to water, transportation and broadband)
- Completion of the Infrastructure for Nevada Communities (INC) common project proposal for

infrastructure funding

- Completion of USA Parkway between the Tahoe-Reno Industrial Center (TRI) (I-80) and Silver Springs, Nevada (US 50)
- Completion of Patrick Exchange (Exit 28) to provide better access to the Washoe County Technology Park and Tahoe Reno Industrial Park (Storey County)
- Change US 395 to I-580 designation from Washoe County, Carson City and Douglas County
- Muller Parkway extension to relieve truck traffic on the streets of Minden and Gardnerville (Douglas County) to enhance transportation for commerce
- Re-routing of traffic at Stateline (Douglas County) to South Lake Tahoe, south of existing entertainment and retail district, in conjunction with South Lake Tahoe (California)
- Intermodal transportation center – Fernley (Lyon County) and Hazen area (Churchill County)
- Feasibility study on a Rural Regional Transportation Planning Organization being established within the region
- Working with the Washoe County-based Regional Transit Commission to institute Rural-Urban bus service on a scheduled basis, enabling people who, for example, want to live in Sparks and work in Fernley to commute at a lower cost and reduce the impact on the region's roads and air quality
- Continued development of airports in Hawthorne, Minden, Reno, Silver Springs, and Stead to support the Transportation and Logistics and Defense sectors
- Increase direct flights into Reno-Tahoe International Airport
- Increase access to public transit to create more community (hubs, walk-able, bike-able areas to increase interaction)
- Increase access for connectivity of rail, road, air and public transit for commerce to maximize safety, efficiency and environment
- Improve road safety

**Broadband**

- Integrate broadband planning into infrastructure and development planning
  - Increase access to broadband for residents and businesses
  - Increase speed in broadband for residents and businesses
  - Ensure adequate broadband speeds for current use and for projected economic growth (10 years) around current and potential industrial/commercial centers
  - In collaboration with local providers, map middle mile access of current and potential industrial/commercial areas
  - Conduct a survey of local businesses to ensure access to broadband speeds, identify gaps in service, and work with providers to develop strategies for increased bandwidth
- Enable all "downtown" businesses with hot spot capabilities for increased residential and visitor access to high speed broadband
- Host a business town hall to determine reasoning for secure networks In addition, address security concerns and create incentives for participation
- Increase mobile footprint to cover all major roads and tourism locations, along with increased economic presence through mobile devices

- Identify gaps in service areas, create business plans, collaborate with local providers, and build towers
- Host workshops for local businesses and tourism entities on ways to effectively use mobile platforms for marketing and engagement of clients. Also, connect regional app developers with potential clients
- Continued development of broadband connections to rural areas—including both wireless and fiber optic technologies per individual community's discretion.
- Pursuing of federal grants to pay for high profile enforcement of Nevada's 'no handheld cell phones while driving law' to improve regional road safety
- Create opportunities for a technology "think tank" to attract and retain tech entrepreneurs and professionals
- Create a technology based certification program with local educational entities, which aides in creating a technology niche (i.e. more than just how to use software or create a website)
- Encourage technology businesses to collaborate with each other via sponsored events and other initiatives (see the INEVation Center)

Performance Measures:

- The number of water and wastewater projects receiving funding through the INC common application over a period of five years
- The amount of time it takes from application to start of construction in infrastructure projects
- The amount of competitive grant dollars attracted to infrastructure investments of all kinds
- The number of direct flights into Reno-Tahoe International Airport over a year period in five years
- The amount of freight flown out of the region in five years
- The percentage of regional citizens and businesses that have access to broadband in five years
- Ridership numbers for mass transit in five years
- The number of fatalities and minutes lost in traffic jams in five years

○ **Workforce Development**

Specific Projects/Initiatives:

- An asset map of the region's workforce
- Coordinate community college training techniques with major employer entry tests
- Use existing DETR, JOIN, JobConnect and NevadaWorks offices to collaboratively plan for and deliver workforce development services in rural and urban locations
- Work to create career entry points and pathways through Career Pathways, Dream It Do It, Nevada Manufacturer's Association, and other career pathway programs
- Continue support for computer literacy training for existing and re-entering workforce members
- Coordinate with UNR and UNLV to assure that Bachelor's degree curriculum and recipients align with skills identified by target sectors as necessary for career success

**Performance Measures:**

- The number of community college graduates passing entry level exams at major employers within the
- economic sectors identified in this plan
- The number of individuals who are placed in jobs through workforce development and support programs
- The number of career pathway programs that exist at the K-12 and Community College level
- The number of individuals in the region who pass the National Career Readiness Certificate Exam
- The number of four year degree recipients staying in the state of Nevada
- The number of high school graduates that enter college and do not need remediation

***Regional Economic Sector Goals*****➤ Agribusiness**

**Goal:**            **Increase the production, processing, local consumption, and export of food products such as produce, fish, and milk and dairy products, from farming and value-added activities within the region**

**Specific Projects/Initiatives**

- Strengthen and grow large and small agriculture related cooperatives throughout the region, including
- Great Basin Food Cooperative, Fallon Cooperative, and Silver Stage Co-op
- Support the development of the dry milk plant to be located in Fallon, Nevada; build out the value chain in the region
- Continue to support projects aimed at reducing transport-to-market costs and insulate farmers from rising fuel prices
- Continue to increase the number of stores and restaurants that sell locally grown food in urban centers in the region
- Support the diversification of the Nevada agriculture industry through research conducted by the Specialty Crop Institute in Fallon, the University of Nevada, Reno College of Agriculture, and the University of Nevada Cooperative Extension (UNCE)
- Coordinate activities with the regional Agriculture Committee started by Northern Nevada Development Authority
- Coordinate activities with the local plans of the Economic Development Authority of Western Nevada, the Highway 95 Regional Development Authority, the Pershing County Economic Diversification Authority, the Mineral County Economic Development Authority, and the Churchill Economic Development Authority, Humboldt County Authority and Northern Nevada Development Authority
- Support activities identified in the Agriculture Cluster Study produced by NNDA that focus on building a sustainable regional food system and /or have the most positive impact on jobs and incomes in the region
- Engage collaboratively in pursuit of the GROW Nevada strategies in the Nevada Food Security Plan when finalized

- Support infrastructure development for food processing plants, contingent upon water availability
- Continue to support expansion of the growing season through hoop house installations in partnership with the USDA Natural Resources Conservation Service and UNCE
- Value added process of agricultural products
- Encourage specialty (Alternative) crops (low water use crops)

#### Performance Measures

- The value of the crops produced in the region
- The percentage of the crop that is consumed locally
- The number of months that farmers can grow consumable products
- The number of food processing facilities in the region
- The number of respondents to Demand Surveys on the demand for locally grown products

### ➤ Energy

**Goal:** Expand the production and use of alternative / clean energy use within the region and increase the export of such energy outside the immediate region and across state lines in the form of products and services that create jobs

#### Specific Projects/Initiatives:

- Create broad-based communication among NIREC, UNR, DRI, and SET to determine value-chain opportunities in the energy sector and within other business sectors for clean energy resource development, clean energy production, and clean energy specialized services
- Improve regulatory processes that affect both producers and users
- Educate and demonstrate the viability of clean energy through programs for residents and businesses
- Investigate production component manufacturers (e.g. solar thermal water heater manufacturers) and their potential for Nevada (linkage to manufacturing); in addition, identify associated occupations and workforce skill needs, communicate them to workforce training providers
- Infrastructure enhancement for transmission of our clean energy resources to the marketplace (linkage to infrastructure investment)

#### Performance Measures:

- The number of new patents with commercial application in Nevada
- The number of regulations which can be streamlined to facilitate energy development projects in Nevada
- The number of miles of transmission lines in Nevada
- The number of geothermal plants in operation in five years

### ➤ Manufacturing

**Goal:** Increase manufacturing capacity and output across the Region

**Specific Projects/Initiatives:**

- The Business Science Park Feasibility Study Regional adaptation of the Douglas County Business Park database funded by WNDD
- Coordination with and among the Nevada Manufacturers Initiative, Dream It Do It, Western Nevada College, Great Basin College, and Truckee Meadows Community College to ensure the workforce has competitive skills
- Use Regional Development Authorities—such as EDAWN, Highway 95 RDA, Humboldt Development Authority and NNDA Work to create business to business relationships that reduce leakages of purchases of goods and services (import substitution)
- Target Catalyst funding to expand the sector
- To encourage Nevada business, industry, and consumers to “buy local”, conduct a public outreach campaign to create awareness of the wide range of products made by Nevada manufacturers and of manufacturers’ abilities to grow and diversify their product lines
- Work with manufacturers on alternative financing to facilitate expansion to meet the demand of large customers within the region

**Performance Measures:**

- The percentage of manufactured goods that are imported from out of the region
- The number of individuals leaving the educational system with workplace certificates empowering them to work within the manufacturing sector
- The number of manufacturers that supply other manufacturers or businesses within the region
- The number of manufacturers expanding within the region

**➤ Tourism**

**Goal:**            **Create a world-class destination for state, national, and international visitors that highlights the cultural, recreational, and entertainment amenities of the region**

**Specific Projects/Initiatives**

- Support the continued expansion of the Reno-Sparks Convention and Visitors Authority special events programs
- Work with rural and urban visitors authorities to create travel brochures that focus on the region, and sites that can be seen within a day’s drive of Reno
- Develop an iPhone-type app to deliver content about the region’s tourist sites to a broader audience
- Build upon the success of the SET process in obtaining a National Endowments for the Arts grant for “Big Art in Small Towns,” by continuing to apply for federal, state, local, and private grants that will support the development of the tourism sector within the region
- Work to continue to expand the number of flights into Reno-Tahoe International Airport
- Promote cultural, recreational, and entertainment options within the region to lessen leakage of region’s residents leisure dollars

**Performance Measures:**

- The number of room nights in the region

- Number of tickets sold for cultural and entertainment (sports) events from inside and from outside the region
- The percentage of sales tax being generated by tourists
- Casino winnings in the region
- Number of visitors at region's parks and campsites

➤ **Transportation & Logistics**

**Goal:**            **Increase the reputation and knowledge of the region as a location for logistical efficiency and as an effective transportation hub**

**Specific Projects/Initiatives**

- WNDD convene a half-day meeting with all stakeholders to enhance understanding of benefits and competitive advantages of the WNDD region as a centralized transportation hub, and to further
- collaboration among stakeholders
- Hold an information session for elected officials during the 2013 Legislative Session on transportation and logistics issues
- Completion of the USA Parkway between the Tahoe-Reno Industrial Center and Silver Springs
- Work with the Reno-Tahoe Airport Authority to continue expansion of freight flights in and out of the Reno-Tahoe International Airport and Stead Airport
- Feasibility study on establishing a Rural Transportation Planning Organization within the region
- Work with the Governor's Office of Economic Development to support the testing and expansion of the drone industry within the state of Nevada
- Work with Regional Development Authorities—including EDAWN, Highway 95 RDA, Humboldt Development Authority, and NNDA—to recruit new transportation and logistics businesses and expand existing businesses within the region
- Work with the FAA on regulatory issues related to airports in region (Reno-Tahoe International Airport and Stead Airport, Hawthorne, Minden, and Silver Springs)
- Protect and expand the region's five airports with paved runways
- Develop rural airports through locally identified projects in Hawthorne, Minden and Silver Springs

**Performance Measures:**

- Number of transportation and logistics firm that locate or expand in the region
- Number of road miles built in five years related to sector
- Number of rail miles built or improved in five years
- Number of yards of paved runway improved or added in five years
- Number of flights or amount (lbs.) of air freight transported into or out of region

***Additional Projects/Initiatives for Consideration***

- **Mining**

**Specific Projects/Initiatives:**

- Improvements of the Winnemucca sewer system in Humboldt County.
- Apartment construction projects in Lovelock in Pershing County and Winnemucca in Humboldt County.
- Encourage the use of housing in Empire for mine employees in the area.

Performance Measures:

- The average rent for a two bedroom apartment in the four mining intensive counties in five years.
- The average rent for a three bedroom house in the four mining counties in five years.

**WNDD Organizational Plan of Action**

**Goal:** To develop the economic tax base and enhance the physical and human infrastructure of the nine-county region through regional collaboration

Specific Projects/Initiatives

- Prepare application for USDA / HUD Promise Zone program, if eligible, to submit an application
- Follow-up with Truckee Meadows Regional Planning Agency (TMPRA) regarding on-going maintenance of the Regional Economic Asset Mapping project
- Implement WNDD Revolving Loan Fund (RLF) program with existing USDA RBEG and CDBG funds
- Continue to implement WNDD RLF program
- Evaluate other funding sources and submit application for additional capitalization of the WNDD RLF
- Continue to work with the SET Work Groups, i.e., continuation of Work Group meetings, evaluation of goals/strategies, and implementation of SET Work Group projects/initiatives
- Convene annual meeting of all SET Work Groups with the purpose of updating, evaluation, and implementation, with the goal of one well developed project to emerge from each SET Work Group
- Convene meetings of the region's Economic Development Authorities/Regional Development Authorities, to discuss economic/community development issues and project identification and updating of WNDD CEDS
- Continue to develop other sources of funding for the District to provide long term financial sustainability
- Work with Members to enhance diversity of the WNDD Board of Directors
- Research grant funding opportunities both of a regional nature and local jurisdiction nature to implement the overall goal of diversifying the region and local economy
- Work with a local jurisdictions to create a community foundation under the umbrella of the Western Nevada Community Foundation
- Establish a social media identity/presence
- Continue to work with others for WNDD to be a data resource center for the region and data to become a part of the WNDD web site
- Establish a stronger relationship, with various partners, in the manufacturing sector

- Explore transportation planning/implementation projects with the regions' regional transportation commissions
- Work with WNDD Members to develop identified multi-jurisdictional projects
- Update CEDS annually, with input from SET Work Groups
- Update EDA eligibility for the region and its Members on a bi-monthly basis
- Attend training programs that will enhance WNDD staff capacities
- Evaluate progress regarding elements of the WNDD Strategic Plan on a quarterly basis

### ***Project List***

#### CARSON CITY

- Landfill
  - Equipment Replacement Program
  - Maintenance Facility
  - Permanent Fencing
  - Portable Litter Fencing
  - Scalehouse-Transfer Station/Roll-Off Station-Design Only
- Transit
  - Replacement Buses
  - Bus Stop Improvements
  - Downtown Transit Center
  - Maintenance Facility Expansion
  - JAC Office Renovation
- Fleet
  - Existing Maintenance Facility Bathroom Renovation
  - Duck Hill Repeater Improvements
- RTC
  - William St-Saliman to Freeway-Pathway -Grant
  - Sidewalk Improvements-CDBG/FTA
- Streets
  - Equipment Replacement Program
- Storm
  - Citywide Minor Improvement Projects
  - Lower Kings Canyon Channel Restoration

- Lower Goni Wash Water Quality Improvements
- King Street Drainage Improvements
- Timberline Sediment Control Project
- WNC Storm Improvements & Vicee Basin Landscaping
- Kings Canyon Channel Maintenance Project
- Lakeview Storm Drain Upgrades
- W. Washington Pipe Improvements
- Carson Street System Improvements-Downtown Project
- Carson Street System Improvements-Rhodes St to Stewart St
- Carson Street System Improvements-Stewart St to Governors Field
- Equipment Replacement Program
- Water
  - Regional Water Project
    - Costco Intertie
    - East/West Phase 2A-1 and Small Booster Station @ Winnie/Roop
    - East/West Phase 2A-2
    - East/West Phase 2B
    - East/West Phase 2C
  - Maintenance Capital
    - Waterline Replacement/Rehabilitation
    - Pumps/Motors Replacement Program
    - Equipment Replacement Program
    - Facility Maintenance Program
    - Tank Maintenance Program
    - Well Rehabilitation Program
    - SCADA Antenna
- Wastewater
  - Wastewater Treatment Plant Improvements
  - Pumps/Motors Replacement Program
  - Facility Maintenance Program
  - WWTP Specialized Equipment Replacement

- SCADA Antenna
- Sewer
  - Sewer Line Replacement/Rehabilitation
  - Slip Lining Manholes/Mains Citywide Maintenance Program
  - Equipment Replacement Program-Sewer/Wastewater
  - Empire Lift Station Rehabilitation
  - Riverview Lift Station-Reconstruction
  - Morgan Mill Lift Station-Reconstruction
  - South Lift Station Rehabilitation
  - North Lift Station Rehabilitation
- Reclaimed System
  - Replace air compressors and rehab diffuser system at Brunswick
- Other Carson City capital projects of interest:
  - Downtown streetscape improvements
  - North Carson Street streetscape improvements
  - South Carson Street streetscape improvements
  - William Street/Hwy. 50 East streetscape improvements
  - Hwy 50 East water and sewer line extensions to serve the commercial properties near the Lyon County border.
  - New animal shelter
  - New Multi-Purpose Athletic Center (MAC)

#### CHURCHILL COUNTY

- Water Supply Plant-New- Phase 2 at Moody Lane
- MH "Oasis"- Sewer Connection-New main Construction
- Water Supply Main at RNOHWY from Jetway to Soda Lake
- Sewer Construction at RNOHWY from Soda Lake to Rice Road
- Moody Lift Station Modification/Improvement-Elimination more LS in the are
- MH "West Star" Connection to the Sewer
- Wild Goose Water Source, Treatment Plant, Main Construction
- Juvenile Detention Facility-New-15,000sft
- Reconstruction of Paved County Roads, 15 miles approximately
- Removal and Construction of County Bridges-Aged or unsafe for traffic demand
- Asphalt overlay to approximately 25 miles of County Roads-Unsafe and damaged
- District Attorney Offices-New Building Construction
- Jail/Justice Center-New Building to meet regulatory requirements
- County's Road Department Relocation- New Construction

- Community Multi-Use Facility-New Building, to meet community needs
  - Churchill County Library-Expansion to meet residents needs
  - Senior Center-New Construction-To meet Community needs
  - Water System Upgrades at County Fairgrounds to meet water demands
  - Covered Arena-New Construction
  - Tennis Court,- New Construction
  - Cemetery - Admin. Building, Columbarium
  - Cemetery-Expansion of Veterans area and general expansion
  - Irrigation System modification and efficiency increasing at County's lawns
- Fallon Paiute Tribe
- 615 East Williams Avenue - Trust Land for Fallon Tribe: Fox Peak Center- 33 acre retail, commercial, light industrial park - Road and Utility Infrastructure, and Creation of Pad-Ready Sites, for 33+ Acre Retail, Commercial, and Light Industrial Park (located on US Highway 50 in the City of Fallon, NV)
  - Fallon Indian Reservation: Demonstration Energy Park, 20 to 30 acre site for alternative energy project-solar - Road Widening and Extension, Extension of Utilities and Connections, and Clearing, Grading, and Preparation of 20-30 Acre Site for Alternative Energy Project(s) (i.e. solar) - the entire park will be several thousands of acres located at the north end of the Fallon Tribe's Reservation
  - Corner of US Highway 50 and Bottom Road - Trust Land for Fallon Tribe: Fallon West Center-2+ acre retail and commercial center, E US 50 - Drive Aisile and Utility Infrastructure, and Creation of Pad-Ready Sites, for 2+ Acre Retail and Commercial Center (located on US Highway 50 on the border with the City of Fallon, NV)

#### DOUGLAS COUNTY

- |                                    |  |
|------------------------------------|--|
| ▪ Fairgrounds/Ruhenstroth          | Fund 314 Fairgrounds/Ruhenstroth Arsenic Compliance            |
| ▪ Zephyr Cove                      | Fund 316 Zephyr LT2 Rule Water Treatment Compliance            |
| ▪ Zephyr Cove                      | Fund 316 ZWUD Water System Improvements                        |
| ▪ Genoa                            | Fund 317 Production Well                                       |
| ▪ Cave Rock                        | Fund 319 Water System Improvements                             |
| ▪ Uppaway Estates                  | Fund 319 Uppaway Water Tank                                    |
| ▪ Job's Peak                       | Fund 321 Job's Peak Water Treatment Plant                      |
| ▪ Job's Peak                       | Funds 321 Job's Peak Well No. 2                                |
| ▪ East Valley                      | Johnson Lane Water Tank (Douglas County)                       |
| ▪ East Valley                      | Johnson Lane Wash Drainage Improvements                        |
| ▪ Buckeye-Pinenut<br>Martin Slough | Buckeye-Pinenut Martin Slough Storm Drainage<br>Infrastructure |
| ▪ Minnehaha Canyon                 | Minnehaha Canyon Storm Drainage Improvements                   |

- |                                       |   |
|---------------------------------------|---|
| ▪ Virginia Ditch                      | Virginia Ditch Dam & Diversion Structure Improvements                               |
| ▪ Irrigation Ditches Headworks        | Irrigation Ditches Headworks Control Structure                                      |
| ▪ Muller Parkway                      | Muller Parkway (2.7 miles)  |
| ▪ Ironwood Drive Extension            | Ironwood Drive Extension (0.4 miles)  |
| ▪ East Valley Road Extension          | East Valley Road Extension (2.5 miles)  |
| ▪ Carson River                        | Carson River Restoration (4 miles)  |
| ▪ Irrigation Ditches Efficiency       | Irrigation Ditches Efficiency - improve conveyance efficiency of irrigation ditches |
| ▪ Demonstration Stock Watering System | Design and construct winter stock watering system                                   |
| ▪ Demonstration River Friendly Dam    | Design and construct a river-friendly dam and diversion structure                   |
| ▪ Old Kingsbury Grade Trail System    | Design and construct a multi-use trail and path system                              |
| ▪ East Valley                         | Design and construct the East Valley trunk line major collectors                    |
| ▪ Carson Valley                       | Extend drinking water lines to areas of excessive wells and septic systems          |
| ▪ East Valley                         | Expand capacity of North Valley Treatment Plant to accommodate abandoned septs      |
| ▪ Lake Tahoe                          | Interconnect potable water systems for greater reliability, fire capacity, upgrades |
- Capital Improvement Projects
    - Waterloo Lane Reconstruction
    - Vista Grande Extension
    - Muller Parkway Extension
    - North Valley Wastewater Treatment Plant Expansion
    - South County Water Line
    - Williams Ridge Wastewater Feasibility Study
    - Sports Aviation Museum
    - N. Benjamin Trailhead
    - Pony Express Trail - West slope Phase 1 improvements
    - Rocky Bend River Access Park
    - River Bend River Access Park
    - Willow Bend River Access Park
  - Workforce Development Projects
    - Job Readiness, Job Search & Job Sustainability Training:*
      - Individual case management

- Seminars and workshops
- Outreach - Local and Regional Economic & Development and job creation efforts, local businesses
- Computer Training - Basic Microsoft Word
- Financial sustainability and management training

*Certified Nursing Assistant (CNA) Training Courses*

*K-12 STEM/CTE Initiative - Implementation of Project Lead the Way (Engineering Strand)*

- Teacher salary & benefits
- Project Lead the Way continuing training for Teachers in Summer
- Professional Development/Task Force Support
- Project Lead the Way District Membership/Licensing/Software
- Materials for Principles of Engineering Course
- Materials for Introduction to Engineering Design Course
- 3-D Laser Printer

○ Town of Gardnerville

- Hellwinkle Flood Channel improvements to reduce the existing floodway area from Highway 395 at Mission Street to Martin Slough ponds.
- Pedestrian Trail - Toler to the existing sidewalk at Raley's parking lot direct connect to Highway 395.
- Highway 395 sidewalk and drainage improvement from Kingslane to Waterloo Center.
- Martin Slough Ponds - Trail Amenities Grant from State Lands for new trail from Martin Slough ponds to town wetland path.
- ADA Sidewalk upgrades, Storm drain improvements at Highway 395 and Mill, and Douglas High School. Crosswalk improvements at Mission Street & Highway 395 and at Kingslane & Highway 395 crossing as part of Safe Route to Schools Project.
- Hellwinkle Barn Rehabilitation and structural upgrade.
- ADA sidewalk improvements within the town of Gardnerville.
- Eagle Gas Station Environmental cleanup - re development as downtown gateway & parking area.
- Douglas Ave & Highway 395 intersection pedestrian safety removal of the existing "K" Rail, driveway and street entrance, and pedestrian access improvements.
- Pedestrian Trail Chichester Ponds to Toler Avenue.
- Town Landscaping - Water use reduction effort along Gilman Ave, Toler Islands, Waterloo islands, Town Parks and Town maintained regional detention ponds.
- Douglas Ave Street Lighting - Install decorative street lights.
- Street lighting extension down Highway 395 to Industrial Way.
- Underground of power lines and communication utilities at Toler/Douglas to Industrial Way.
- Existing storm drain improvements along Highway 395 and Eddy Street to Bell Street.
- ADA sidewalk upgrades, curb & gutter improvements along Highway 395.
- Land acquisition for Basque Cultural Center

- Design and construction of a Basque Cultural Center
- Town of Minden
  - Gateway Center Landscaping Improvements
  - Trailhead at Jake's Wetlands
  - Underground of Power lines and communication utilities along 395 - and street Lighting along Hwy 395 within the Town Boundaries
  - Minden's Portion of Martin Slough Trail
  - ADA Sidewalk Improvements within the town of Minden
  - East Valley Water System Intertie between Minden, Douglas County, Ruhenstroth, and Gardnerville Ranchos GID for water quality
  - East Valley Water System Intertie between Minden and Douglas County East Valley System for enhanced development of area
  - Urban Fishing Pond

#### HUMBOLDT COUNTY

- Continue implementation of Winnemucca Works ([winnemuccaworks.com](http://winnemuccaworks.com)) web site as an employee recruiting tool.
- Work with the public and private sectors to provide additional housing options to employees and potential employees in the county.
- Develop planning maps for Phase II of the Airport Industrial Park.
- Expand broadband access across the county.
- Engineering design for new higher capacity wastewater treatment plant(s) for Winnemucca and Grass Valley (Pershing County)
- Develop a community and cultural event center at the site of the burned down Nixon Opera House in Winnemucca.
- Determine new and emerging industries that will fit well within the County.
- Develop and continue the relationship with the Union Pacific Railroad Company Economic Development officials.
- Create a local foundation to provide a long term source of funding for community needs and projects.

#### LYON COUNTY

- City of Fernley
  - Nevada Pacific Parkway Extension      1.7 miles 4 lane I-80 Exit 50 to US 50A
  - Railroad Underpass      Off I-80 Exit 46, east Fernley
  - City wide fiber optic      Installation/operation of City owned fiber optic network
  - Fernley Railroad Depot      Sewer, water lines, restrooms, roof repair, ADA access, and

- Mainstreet Revitalization      landscaping  
US 95A downtown, energy efficient lighting, sidewalks, landscaping
- Out of Town Park      New ball fields, lights, parking, paving, rodeo grandstand canopy, skate park, solar lights
- Water Management      Develop acquired federal property for municipal water storage and aquifer recharge; to ensure a consistent supply of water for businesses looking to expand or locate their operations to this area as well as supporting existing residents and businesses
- BOR Park #1 Development      Develop federal surplus property into 160 acre urban recreation complex
- Street Reconstruction      Pavement resurfacing/sealing City streets
- Water Conveyance      Transmission lines from wells to water treatment plant to provide drinking water
- Energy Efficiency Natural Resources      Install solar power in public facilities to offset high energy costs: city hall, water treatment plant, sewer plant, street light improvements
- Fernley City Hall      Covered parking area as platform for solar panels to power City Hall
- Silverland Park Ball Fields      Joint use fields w/ School District, purchase surplus federal lands, tech/incubator campus
- Citywide Tree Planting      Planting 5,000 trees, for soil conservation, aesthetics
  
- Community Multi-Use Facility-Convention Center New Building, to meet community needs- new construction
- Upgrades to city water delivery system. This system will be completed in several phases in the future. Phase I of the program is updating a portion of its existing water meter radio read units with the necessary compatible units. Phase II of the program will be updating the remaining portion of the water meter radio read units and installing the necessary receiving antennas, to be located at city hall. Phase III of the program will consist of installing the necessary servers, purchasing the required software, training for City of Fernley staff, and public information sessions. These upgraded units will also allow the city to detect water leaks, increase water meter reading efficiency, reduce overhead costs, and enhance customer service. During the years 2001-2007 it is estimated that the city installed approximately 3,000 of their 7,200 radio read units in the city. During this time the City of Fernley was the fastest growing city in the nation. The city has selected the meters installed during this time period as the first Phase I of the system implementation
- Street design and construction improvements for at –grade and pedestrian crossing at Silver Lace and Fremont Streets.
- Planning maps for development of drone industrial facilities and other business development plans for Fernley Lands Conveyance properties, 9000 plus acres.
- Water distribution improvements to south of the canal (airport area/racetrack) for drone development along Highway 95A and Highway 50 A for future commercial and housing development.
  
- Dayton Utilities
  - Replacement Rose Peak Lift Station
  - New Cardelli Road Lift Station
  - Rehabilitate 30 manholes
  - Lining secondary ponds South Dayton Wastewater Treatment Plan

- PER septic tank to sewer collection Mark Twain / Rose Peak areas
- Replace old, failing meter pits, Flowery, Grosh and Old Dayton
- Install 15 mainline isolation valves Flower and Grosh
- Relocate existing storage tanks Dayton, Moundhouse + 40,000 Lower Booster
- Storage tank, Dayton

#### MINERAL COUNTY

- Roads - Babbit Area - light industrial, 12" Base and 4" base asphalt, 978,600 SF

#### Hawthorne Utilities

- Upgrade existing water lines, looping, prevent 20,000 GPD leakage PER
- Upgrade existing water lines, looping, prevent 20,000 GPD leakage
- Upgrade three wastewater treatment ponds
- Upgrade/replace existing wastewater collection system

#### PERSHING COUNTY

- Old Immigrant Road, Lovelock NV      Pavement overlay, compacted to the depth of 3" AC 20 hot mix or equivalent.  
2 miles long by 24' wide.
- Old victory Hwy 1.5 miles north of Rye Patch Reservoir Rd.      Grind Existing pavement in place, add 6" Type II gravel base. Overlay AC 20 hot mix or equivalent compacted to the depth of 3" 1.5 miles long by 24' wide.
- Imlay      Pavement overlay in the town of Imlay approx. 3.5 miles of road by 24' wide  
AC 20 hot mix or equivalent, compacted to the depth 3"
- Grass Valley, 15 miles south of Winnemucca      Pavement overlay, Grass Valley Road 2 miles long by 24' wide. AC 20 hot mix or equivalent compacted to the depth of 3"
- Muddy Road 11 miles south of Winnemucca      Pavement overlay 1.5 miles long by 24' wide. AC 20 hot mix of equivalent compacted to the depth of 3"
- City of Lovelock
  - City of Lovelock Wastewater Treatment and Capacity Expansion Project
  - Includes 17th Street lift station, 18" gravity line, third SBR tank at ww treatment plant

#### STOREY COUNTY

- Water and Wastewater Projects
  - Replacement of 175,000 gal. Clean Water Storage Tank
  - Water Transmission Line Replacement to Silver City Storage Tank

- Re-coating of Raw Water Storage<sup>3</sup> Tank at Five Mile Reservoir
  - Water System Telemetry Upgrades for Water System Storage Tanks
  - Replacement of 1 Mile of 4" Distribution Main with 6" - B Street
  - Replacement of 12" Transite Pipe from Storage Tanks to Main Line
  - Replacement of 1870's Vintage Transmission Main - Lakeview to top of Shipon
  - Virginia City / Divide Sewer Line Replacement
  - Gold Hill Sewer Line Replacement
  - Virginia City / Divide Sewer Treatment Plant Replacement - Upgrades
  - Replacement / Upgrades of Silver City Water Transmission Lines
  - Install additional Raw Water Storage at Five Mile Reservoir
  - Install Video Surveillance Equipment for Water Treatment Plant
  - Install Video Surveillance Equipment for Wastewater Treatment Plant
  - Retrofit Storm Drain System on South C Street
- Roads and Streets
- Resurface Six Mile Canyon Road
  - Resurface Cartwright Rd. - Virginia City Highlands
  - Resurface Lousetown Rd. - Virginia City Highlands
  - Grind and Re-Surface 3 Miles of Canyon Way - Lockwood
  - Micro Seal 4.7 Miles of Waltham Way - TRI
  - Micro Seal 3.8 Miles of USA Parkway - TRI
  - Resurfacing of Raved Roadways in Mark Twain Estates
  - Re-stripping of Paved Roadways
  - Remove and Replace Curb and Gutter - C Street (NDOT project jurisdiction)
  - Reconstruction / Improvements to 11.6 Miles of Lousetown Rd. - VCH to Lockwood
  - Completion Of USA Parkway Extension through Storey/Lyon Counties to Hwy. 50
  - Purchase and Installation of (20) Solar Powered Traffic Warning Signs
  - New Bridge / Off-On Ramp - Painted Rock
  - Resurface streets in Virginia City and Gold Hill after replacement of sewer systems
  - Addition of solar operated overhead street lights at all road intersections and at-grade railroad crossings at the Tahoe-Reno Industrial Center
  - Improve existing roadside and other open drainage systems in Gold Hill and Virginia City
  - Pave Tunnel Road with hard surface and widen the road at the rock outcropping pinch point near its north terminus
  - Pave Carson Street from public swimming pool to "G" Street, then pave "G" Street from that point to Mill Street
  - New bridge/freeway off/on ramp – Orchard
- Buildings and Facilities
- Seismic Retrofit of Historic Storey County Courthouse Building
  - Seismic Retrofit of Historic Storey County 1930's Fire Station (Museum)
  - Seismic Retrofit of (3) Storey County Fire Stations

- Seismic Retrofit of Historic Storey County Hospital Building (Art Center)
  - Replacement of Public Restroom Facilities - Virginia City
  - Retrofit of Swimming Pool - Virginia City
  - Remove and Replace Deteriorated Sidewalks and Boardwalks
  - County Detention Facility Expansion
- Communications / Internet Technology
    - Purchase and Install Countywide Wireless Mesh Network Linking County and Schools
    - Purchase / Install Security Monitoring - Communications for County and School Facilities
    - Establish Radio Communications Tower and Provide Power to Clark Mtn. Site
  - Other
    - Virginia and Truckee Railroad Project - Re-Construction of Tunnel # 6
    - Virginia and Truckee Railroad Project - V&T and Railroad Commission Consolidation
    - Protection / Preservation of Historic Petroglyphs in Long Valley as Regional Park
    - Construction of Community Center Facility - Virginia City

#### WASHOE COUNTY

- Regional Implementation of Business Licensing and Permitting Software
  - Washoe County, in collaboration with the cities of Reno and Sparks and the Washoe County Health District has been working to replace its current business licensing and permitting software, Permits Plus, with new software with substantially expanded capabilities. Included in these expanded capabilities would be an ability for business license and permit applicants to apply and pay for their license or permit online, submit plans for review online, schedule and retrieve documentation of inspections online, as well as more effectively and expeditiously manage the plan check process among the multiple agencies that are typically involved in reviewing plan sets. For the business licensing process, one goal is to expand and improve a businesses' ability to have access to a "one stop shop" for all of its business licensing needs.
  - The project's Executive Committee (see Attachment A) and Major Stakeholder List (see Attachment B) include representatives of all these jurisdictions and, in addition, representatives of other jurisdictions outside the Truckee Meadows have been following this process and some, including Carson City, Fernley, and Lyon, Storey and Douglas counties have indicated a possible interest in being part of a regional implementation of a new business licensing and permitting system if they can afford to do so.
  - Grant funding would be used to help defray the up-front cost of acquiring the software and, if additional funds are available, some part of the implementation costs of this new software. At this point in the bidding process (selection of vendor anticipated in Q1 of 2013), upfront and one-time cost estimates are in the range of \$200K - \$5.9M.

- The goal would be to enable as many regional partners as possible to participate in using the new software platform. A consistent and regional approach to business licensing and permitting would support and facilitate economic development in Northern Nevada by making it easier and less confusing for businesses to navigate the business licensing and permitting processes in each jurisdiction.

*Source: Washoe County*

○ Development of Business, Manufacturing and Industrial Facilities on the West Side of Stead Airport

- There is a substantial opportunity for business, manufacturing or industrial development on lands to the west of the Stead Airport, which is located in the North Valley's area. Road and wastewater utility infrastructure serving the area, however, is lacking, although basic water infrastructure is in place (see map at Attachment C). The Stead Airport area has been identified as a Regional Center in the City of Reno's Master Plan. According to the 2003 Regional Center Plan, the development concept is "categorized into 2 districts: the Mixed-Use District and the Residential Buffer District. The Development Concept anticipates the Stead Airport becoming an increasingly important regional employment center in the next 20 years. The planned increase in employment capacity will provide additional opportunities for Stead residents to work near their home. Over time, new employment opportunities in Stead should help address traffic congestion during the rush hour commute to and from central Reno.
- The goal of the grant would be to provide resources to add necessary and appropriate utility and transportation infrastructure to open up the opportunity for potential business, manufacturing or industrial development to occur. If such a project were to be pursued, it may be feasible to develop a public – private partnership approach to funding the necessary investments.

*Source: Washoe County*

○ Electrical Transmission Capacity to Support Development and Use of Renewable Energy Resources

- In support of the Nevada State Office of Energy, substantial work has been done by the Nevada Energy Assistance Corporation on State's electrical transmission infrastructure and projects that may be needed to fully develop both the internal use and export of Nevada's renewable energy resources. Attachment D shows a current map of concepts and possible projects. Of particular interest to Northern Nevada are the two recommended projects to intertie with Lassen Municipal Utility District and/or a project to renovate and upgrade the aging transmission system that parallels Interstate 80.
- The goal of this proposal would be to provide seed money to be used to develop a funding and implementation strategy, the necessary planning, design and construction program for one of these projects.

*Source: Washoe County*

○ Formation of a Consortium to Develop a Regional Energy Master Plan

- The nine-county area comprising the Western Nevada Development District is a diverse region with rural, suburban and urban areas. The regional economy is very diverse as it includes Carson City, the state's capitol, a large agricultural base, a diverse manufacturing sector, the tourism centers of the Lake Tahoe Basin and Reno/Sparks and a significant mining industry.
- The impacts of the Great Recession have greatly affected the regional economy with the continuing decline in tourism, the collapse of the real estate market and persistently high unemployment, particularly in the local construction industry.
- The state and region have aggressively begun to refocus their collective efforts to expand certain industry clusters based on natural and inherent competitive advantages. One such cluster identified at both the state and regional levels is the expansion of the production and use of alternative/clean energy domestically and throughout the western U.S. region capitalizing on the state's vast natural resources of geothermal, wind, solar and biofuels.
- To continue the development of clean energy research, innovation and consulting services, this proposal is to form a regional consortium to partner, build consensus and leverage the many current efforts underway.

*Source: Washoe County*

- Increase water resources to the Patrick area/or Tahoe Reno Industrial Center (TRIC)
  - There are approximately 4,000 acre feet of effluent water available annually for use in industrial, landscaping, or cooling applications from the Truckee Meadows Water Reclamation Facility (TMWRF). This water could be used by the Tahoe Reno Industrial Center (TRIC), the Reno Technology Park and/or NV Energy's Tracy Clark Generating Station located approximately 14 miles east of Sparks, Nevada. The benefit of extending a pipeline and constructing a reservoir for storage will be a consistent supply of water for businesses looking to expand or locate their operations to this area as well as supporting existing businesses. Currently the excess effluent water is returned to the Truckee River via Steamboat Creek at TMWRF.
  - An example of resources that could be leveraged with this project includes the NV Energy Tracy Clark Generating Station. This electric power generation station currently uses potable water from the Truckee River for cooling purposes. An industrial water supply would enable NV Energy to use their potable water supply as a resource for new development at TRIC which most likely would increase demand for electrical power and provide additional customers that they supply.
  - The goal of this proposal is to provide seed money for the development of a funding and implementation strategy with the necessary planning, design, and construction of the pipe line and reservoir.

*Source: City of Reno*

- North Virginia Interceptor – Phase 2

- The City of Reno has a need to increase the capacity of its sewer interceptor on North Virginia Street that carries the sewage flow from Golden Valley and University of Nevada – Reno general area. This project will fulfill this need by increasing the size of the interceptor from Evans Avenue to Wells Avenue to support new development bounded by Wells Avenue to the east, I-80 to the south, Ralston Street to the west and Golden Valley to the north. The project is currently under design and construction is planned for 2013/14. The current interceptor is at capacity and no further significant development may occur in this area until this project is completed. This capacity limitation will constrain future economic development around the University.
- The goal of this proposal is to provide funding for construction to be completed in fiscal year 2013-14.

*Source: City of Reno*

○ The Nevada Center for Applied Science & Technology

- An advanced manufacturing resource providing professionally staffed, state-of-the-art equipment to prepare, fabricate and test a wide range of materials for scientific research, engineering and industrial applications. This Center will be useful to small- and medium-sized companies and startups in Nevada and the greater Western region that cannot afford to own the equipment and trained expertise in-house. Services will be provided on a contract or membership basis so that enterprises can develop or expand their production, offerings, etc. without making significant capital investments. The Center will have the structure and processes necessary to make access to its resources easy for industry and entrepreneurs; effectively giving businesses one-stop-shopping access to NSHE equipment, laboratory expertise and researchers.
- NVCAST will also help provide a highly trained workforce by partnering with community colleges to provide students access to train on and operate NVCAST equipment with the guidance of academic researchers and NVCAST staff.
- Based on a preliminary assessment of the industrial enterprise community and previous experience establishing similar industrial technology centers elsewhere, NVCAST facilities will potentially support photonics, electronics, photolithography, prototype packaging and materials processing, Infra-red, UV & X-Ray optics development, optical polishing and prototyping, telecommunications and a significant range of design, testing, and manufacturing needs of Nevada's economic development target industries and their supply chain partners including aerospace, defense, advanced manufacturing, clean energy, mining and water technology.
- The single-location Center's equipment will potentially include class 1000 and general clean rooms, wet and dry development labs, a machine shop, high-power lasers and optics, spectrometers, electronic and high voltage test equipment, coordinate measuring machines, vacuum ovens, thin film coaters, electron and measuring microscopes, rentable lab and office space. The ultimate equipment list will be dependent on more detailed industry needs and quantitative data to be compiled in 2013.

*Source: UNR, NVGOED*

- Right Skills Now CNC Operator Program

- Job growth for machinists and other types of manufacturing employees is estimated at between fourteen and twenty-seven percent in northern Nevada over the next ten years, with annual wages between thirty-nine and sixty-six thousand. Training the workforce to fill these in-demand positions will help contribute to the economic stability of our region.
- TMCC's Right Skills Now (RSN) program provides fast-track, skill-based training so that individuals can immediately gain employment as a CNC Operator upon completion of the 16-week program. The intensive program followed by an internship qualifies participants to obtain nationally-portable credentials from the National Institute for Metalworking Skills.
- During the pilot program of summer 2012, 87% of participants obtained all 4 NIMS credentials and 73% of participants gained employment immediately upon completion of the program.
- TMCC will need funding to hire faculty, purchase additional equipment and cover participant costs in order to replicate this program on a large scale. The estimated cost for one 16-week program for fifteen participants is approximately \$60,000.

*Source: Truckee Meadows Community College & Dream It! Do It!*

- IGT Applied Technology Center Expansion

- TMCC is currently training the workforce at the TMCC Applied Technology Center in three industries identified as priorities by the Governor's Office of Economic Development: Clean Energy; Mining, Materials and Manufacturing; Logistics and Operations. Expansion of the Applied Technology Center will ensure a ready-skilled workforce to meet employer needs and fulfill the expectations of this region's economic development goals.
- Proposed improvements and expansion of instructional space will allow the Applied Technology Center to provide real-world, job acquisition-gear skills training to more students seeking employment in the state's target industries. The total estimated renovations, expansion, equipment upgrade costs are \$5M; TMCC has applied to the EDA for a \$2.3M grant, which is pending.

*Source: Truckee Meadows Community College*

- Expansion of Nursing and Healthcare Support Programs

- The Reno-Sparks MSA and Carson City have approximately 150 openings per year for registered nurses and another 150 for certified nursing assistants (CNAs) and over 600 healthcare support positions each year. The need for qualified healthcare providers is expected to grow by more than twenty percent over the next 10 years. TMCC graduates approximately 50 individuals from its Nursing program each year with another 270 individuals participating in the CNA program.
- Expansion of both the RN and CNA programs and the purchase of up-to-date instructional equipment that is found in local hospitals and healthcare facilities are necessary to ensure that TMCC produces enough nurses and CNAs to meet current and projected employer

demand and that these graduates have adequate training to seamlessly transition to the work environment.

- TMCC plans to construct a new, dedicated building that will house the Nursing program, and provide a dedicated CNA lab (currently shared with the RN lab) and additional staff. The cost for the Nursing program expansion / construction is \$10M. To double the CNA program's instructors is approximately \$250K.

*Source: Truckee Meadows Community College*

○ Research Development Enterprise Center

- The concept of the RDEC is to create a collaboration campus and evolutionary business model between the private sector and higher education research. Using the research base, physical assets at both DRI and the Nevada System of Higher Education, RDEC would focus on the following development areas: Defense Industry Support; Remote Sensing; Climate/Weather; Environmental Sciences; UAV Systems; Clean Energy; Computational Analytics Applications; Advanced Prototyping.
- The project will provide 12 acres of land containing 5 building sites with 220,000 square feet of building space. With the completion of the Master Plan (including entitlements), current development of \$3M in infrastructure improvements is scheduled for completion in the summer of 2013. Along with its projected private sector tenants, the RDEC concept is anticipated to bring approximately 835 new jobs and over \$1.5B in economic impact over 20 years (see Attachment for greater detail on economic impact).
- EDA grant funding would be sought to supplement private and public investment in the anticipated \$6.5M in total improvement costs.

*Source: DRI*

○ NEVADAN Project: Downtown Reno Innovation & Entrepreneurial Center

The Nevadan project is a unique opportunity for the entrepreneurial community of Northern Nevada to create a focal point of innovation and new venture creation in the heart of downtown Reno. The owners of the NEVADAN hotel have agreed to donate the building along with some of the capital to convert the building into an Entrepreneurial Innovation Center. The first 3 floors would be converted into special use commercial space supporting entrepreneurial activities. The 11 floors of hotel rooms would be converted into affordable housing for upper class (and graduate) students associated with entrepreneurship as well as for the founders of startup companies housed in the building.

This commercial space would include, but is not limited to, the following:

- Modern co-working space to house early-stage companies and a venture accelerator;
- State of the art theater for lectures and learning events (such as TEDx, IGNITE);
- Traditional commercial space housing the NVSBDC and other entrepreneurial support organizations (ESO's);
- Restaurants & coffee shop.

- The key benefits for this project are:
- Density. "A high density environment is a key catalyst for new venture creation." – 2012 Kauffman City Age.
- Programming. Entrepreneurial education (provided through UNR/TMCC), community entrepreneurship events (Startup Weekend, Maker Faire, Launch Pad, etc).
- Support. NV Small Business Development Center & Mentoring services would be located here, providing support to business community and startups.
- Downtown Revitalization. Renovation and use of existing infrastructure brings more activity, professionals and interest to the downtown core.

The total project cost is estimated to be \$30M, of which \$15M (the building) has been pledged as a donation. EDA grant funds would be sought to supplement private investment in the redevelopment of the Nevada.

*Source: EDAWN*

#### ○ Venture Mentoring Service

- All thriving entrepreneurial ecosystems have at least one thing in common: active and engaged mentors. Having a quality mentor is often cited by entrepreneurs as one of the most important factors contributing to their success. Northern Nevada currently lacks a formal mentoring service which puts the local entrepreneurial community at a competitive disadvantage. There are a number of existing mentorship activities taking place in Northern Nevada which are beneficial (SCORE, EO Megamind, etc), but they aren't chartered to provide a full range of mentorship needs necessary community-wide. Fortunately, Northern Nevada has a wealth of talented, would-be mentors living in our community that if effectively engaged could have a direct impact on the success of local entrepreneurs. These people generally include business executives, successful entrepreneurs, domain experts and retired professionals.
- The proposed Venture Mentoring Service program would create a mentoring service based on the Kauffman Foundation's MIT Venture mentoring program. This program has a 10-year track record of success in different communities and can be easily implemented in Northern Nevada. The key benefits of this service include:
  - Vetting Mentors/Mentees: A formal process of evaluating skills, personality and needs.
  - Common Expectations: Establish ground rules between mentors and mentees – a success key.
  - Mentor Matching: Utilize a Match.com style matching service as well as "Mentor dating" events.
  - Event support: The pool of mentors would support other entrepreneurial programs (like business plan competitions, Startup weekend, etc.).
  - EDA grant funds would be sought to support / supplement the estimated \$50K program startup costs and / or the annual sustaining financial support of \$50-\$75K.

*Source: EDAWN*

○ Downtown Reno Visioning & Planning

- Every economic developer will agree that a vibrant, diverse, multi-use downtown is critical to attract businesses to relocate, start up and expand to a region. While much has been done to revitalize Reno's downtown core and many exciting developments have crystallized in the past few years (Aces Ballpark and surrounding development, MidTown development), there is renewed focus on expanding target industries' and entrepreneurial presence downtown as well as enhancing downtown Reno's connection to the University of Nevada, Reno campus. This enhanced connection will support efforts to more closely connect businesses with the resources available at the University as well as leverage the fact that the region has a nationally-recognized land-grant university—an important benefit to business decision-makers considering the region as a place to do business.
- A vision and plans need to be developed to continue downtown's revitalization and mixed-use development and to create a closer connection between downtown, companies doing business in the region and the University of Nevada, Reno.

*Source: EDAWN*

○ Expansion of Career / Technical High Schools

- Washoe County School District sees tremendous opportunity in expanding the capacity of its only career and technical high school as well as replicating that model in regionally strategic locations. AACT School has programs geared at preparing students for high demand jobs including business/finance, energy, medical, natural resources, culinary, education and communications. AACT is both a full-time accredited high school and a part-time school. Students can take advanced career and technical education (CTE) courses and required academic courses to earn a high school diploma and graduate from AACT. Students may also choose to take only the advanced CTE courses at AACT and graduate from their home high school. Students may simultaneously earn high school credit and free community college credit.
- The high school offers job-specific courses that prepare students to continue their technical education after high school or obtain a job related to that career field upon graduation from high school. These courses meet business and industry requirements wherever possible. However, this high school has a very limited capacity and serves fewer than 500 kids, but has very successful outcomes with low remediation and high job placement rates.
- WCSD would like to expand the capacity of this successful program and perhaps even replicate it in other areas of town. WCSD would work with the other local governments and economic development professionals to develop career and technical training in the areas most needed to attract and retain a diverse economy in Washoe County.

*Source: Washoe County School District*

- Reduce Barriers to Access of Signature Academies

- Signature Academies focus on specific programs, topics, and distinguishing themes to prepare students for the workforce of tomorrow. By participating in these career- and industry-based programs, students gain early access to the information and skills essential for potential careers. Within their traditional high school setting, students can specialize in the field that interests them most while gaining hands-on experience. With programs focused on technology, science, health science, performing arts, career and technical education, global studies, and more, students have a wide variety of programs to explore.
- WCSD is currently collaborating with Nevada's higher education institutions to align Signature Academies with programs at the collegiate level, giving youth a natural pathway toward receiving degrees in these fields. For example, The Red House Project at Reno High School provides students introductory training in web design, 3D animation, graphic design, CADD and digital game development within a traditional high school setting. These areas of expertise are in high demand and critical in building the technology base desired in the business community. At the Microsoft IT Academy at Sparks High School, students begin working toward certifications in Microsoft Office Suite applications and then study for certification as a Microsoft Technology Associate (MTA). Students choose their MTA career certification path: they may choose to go into the fastest growing certification path of Developer, where they can design Windows software, web applications, game applications and mobile applications. Students may follow the Database certification path or the IT professional path, which includes networking, security and operating systems.
- By 2015, every comprehensive high school will have at least one themed Signature Academy. The ultimate goal is to reduce barriers to access. One of those barriers is transportation so the goal is to increase access to free, district transportation for any student wishing to participate as well as replicate the programs regionally in order to reduce the need for excessive transportation.

*Source: Washoe County School District*

- Internship Programs for High School Students

- Washoe County School District offers internship programs, primarily to our students enrolled in the gifted and talented program. However, internships are needed for all qualified students to provide realistic opportunity for students to explore potential career aspirations in an applied setting.
- The School District would like to expand this internship program district-wide and allow all students the opportunity to work in a career setting they wish to explore further. This will take a coordinated and systematic effort to identify students' interests, employers' needs, as well as partnerships with the private sector to match students in the field of their choice.

*Source: Washoe County School District*

- Expand Certification to Accelerated Learning Programs
  - Washoe County School District is working with higher education to provide students access to the post-secondary education to provide high school students with access to skills-based certification programs that can lead to immediate employment as well as providing the District's most gifted students with an accelerated program that may allow them to enroll in dual credit programs to earn college credits while still in high school.
  - Washoe County School District has many students who may be ready for college level course work as early as 9<sup>th</sup> or 10<sup>th</sup> grade. We need to expand dual-credit options for those children. Means to fulfill this goal include partnering with NSHE to create a high school campus within the campus of UNR. This would allow students in high school better logistical access to college courses as well as the faculty and laboratories the university has to offer.
  - There are students who may choose to enter the workforce directly after high school. Washoe Innovations High School (WIHS) is an alternative high school for students that may not thrive in a traditional comprehensive high school. Some students at WIHS face significant barriers to graduation so providing these students clear pathways to relevant career skills is critically important. WIHS has been exploring creative options in partnership with Truckee Meadows Community College to offer certification programs in welding, logistics, health care (CNS, transcription, etc.), auto mechanic and food processing. These skills-based programs will help fill workforce needs in the community while giving these students better earnings opportunity for the future.

*Source: Washoe County School District*

- Business Climate Priority: Maintain and enhance the region's attractive business climate to encourage target industry development and to foster an environment in which entrepreneurship thrives.
  - Strategy One: Foster a strong local entrepreneurial environment.
  - Strategy Two: Advocate for the creation of incentives specifically geared to target industry companies in Northern Nevada.
  - Strategy Three: Provide discounts on building permit fees, tap fees, inspection fees, and any other fees related to the development process for target industries, depending on the number of jobs created and the amount of capital investment involved.
  - Strategy Four: Streamline the development and permitting process.
- Workforce and Education Priority: Ensure that a quality, well-trained local workforce exists to meet the needs of all local employers, especially companies in the region's target industries.
  - Strategy One: Form a Business and Education Council to connect the private sector with the local education system

- Strategy Two: Conduct an annual Workforce Preparedness Survey to gauge local workforce skills and performance in targeted industries and existing industries.
  - Strategy Three: Make the region's high schools cutting edge by developing a program that links the education system with target industry companies.
  - Strategy Four: Consider skilled workers as an active recruitment target for relocation to Northern Nevada.
- Quality of Life Priority: Improve the region's aesthetic appeal and create a desirable environment that will draw young professionals and other workers who can fill jobs in target industries.
    - Strategy One: Launch a campaign to retain and attract more young professionals – establish a Northern Nevada Young Professionals Network.
    - Strategy Two: Support efforts to revitalize downtown Reno and encourage revitalization of downtown areas throughout the region.
    - Strategy Three: Provide diverse housing options that are affordable and attractive for existing residents and those relocating to the area.
    - Strategy Four: EDAWN should continue to actively communicate the importance that local Quality of Life has on future economic development.
  - Sites and Infrastructure Priority: Focus on developing a local infrastructure that will spur technology development and suit the needs of the region's future target industry companies.
    - Strategy One: Support the development of a technology incubator in Northern Nevada.
    - Strategy Two: Support an innovation-based economy through advanced technology development
    - Strategy Three: Ensure that regional land use planning efforts recognize the need for suitable sites and infrastructure to match the needs of target industry companies.
  - Economic Development Priority: Ensure that economic development efforts are broad-based, addressing the needs of the citizens of the county through targeted business development and community improvement efforts, all resulting in long-term economic prosperity.
    - Strategy One: Broaden the vision and scope of economic development to include a role in shaping product improvement needs.
    - Strategy Two: Form Target Industry teams for each respective industry
    - Strategy Three: Adopt a model for regional E.D. cooperation
  - City of Reno
    - Infrastructure
 

Like many communities across the country, the City of Reno has found it difficult to maintain its existing infrastructure, let alone improve and expand its capabilities in order to create and attract jobs in the region. It is imperative that Congress address this shortfall through serious discussions about how to best fund federal programs in areas such as transportation and water resources. Some of the local initiatives that would benefit from an infusion of federal resources include:

- Improvements to the Truckee Meadows Water Reclamation Facility (TMWRF) in order to extend the plant's useful life and allow this vital water-quality infrastructure to operate more energy-efficiently.
- Transportation projects sponsored by the Washoe County Regional Transportation Commission (RTC) that offer area residents multi-modal alternatives to traffic congestion, create jobs in the community, and increase our region's economic competitiveness.
- The replacement of aging sewer lines, particularly in low and moderate-income neighborhoods, is a serious public health and quality-of-life matter. The City estimates that it could spend \$33 million over the next five years on these projects.
- Federal participation in the Truckee Meadows Flood Control Project is vital to preventing the loss of property and life that will result from the next major flood event in Northern Nevada.

- Public Safety

The City believes that it is in the best interest of the federal government to recognize and assist all aspects of the criminal justice system, including: prevention programs, prosecution, social services, victim services, and technology upgrades. The City supports the creation of flexible block grants that would allow local governments to focus resources in areas they feel are of the greatest need. In addition, with incidences of wildland fires continuing to grow in the region, the City remains committed to maintaining levels of fire protection that best meet the needs of our residents. Other specific items of interest to the City include:

- Full funding for the Assistance to Firefighters Grant program and SAFER Firefighter Hiring Program at the Department of Homeland Security (DHS), and Justice Assistance Grants program at the Department of Justice.
- Continuation of the practice of providing waivers from certain regulations in communities with acute economic hardships.
- Regulations that encourage an equitable distribution of DHS funds within each state would ensure that all regions are prepared to prevent and respond to critical events.
- Assistance with the replacement or renovation of the aging and inadequate Reno Police department headquarters.
- Assistance with the replacement of obsolete radios that are used for incident response and emergency management is imperative in light of recent disasters that required immediate, cross-agency communication, such as the Air Races crash in September 2011, the Caughlin wildfire in November 2011, and the Washoe Drive wildfire in January 2012.

- Economic Development

The City continues to seek opportunities to create jobs in the area while also supporting existing businesses. The City has been successful in promoting and taking advantage of opportunities to enhance business development in the environmental sector, advanced manufacturing, and technology-based start-ups. The gaming and tourism industry continues to provide important benefits to the Reno economy. In addition, the City itself can serve as a catalyst for economic development, through investments that protect and enhance taxpayers' investments in local infrastructure and business development. Federal actions that can further these goals include:

- Opposing any efforts to eliminate or cap the tax-exempt status of municipal bonds. With declining federal and state resources, municipal bonds are now the only way that communities such as Reno can finance large-scale capital projects. Any degradation of their tax-exempt status would be devastating.
- The passage and enactment of the Marketplace Fairness Act, which would allow states and local governments to collect sales taxes on online purchases. The current system creates an unfair advantage for online retailers over our “brick and mortar” Main Street businesses. It is estimated that the State of Nevada alone loses almost approximately \$350 million annually in uncollected sales taxes on these remote sales.
- Support ways to increase the ability of small businesses to have access to capital and provide relief from administrative burdens associated with Small Business Administration loans.
- Support federal training opportunities for technology-focused jobs, tax credits for investment in industries that lower greenhouse gas emissions, and legislation that would streamline the federal environmental review process for exploration on federal lands.
- Protect Nevada’s gaming industry from unfair trade practices such as online gambling and Native American gaming operations on trust lands that have no nexus to a tribe’s reservation.
- Support implementation of projects delineated in the Northern Nevada Comprehensive Economic Development Strategy (CEDS) that is being completed in 2014 for the federal Economic Development Administration. Investments such as a new effluent pipeline to Storey County’s Reno-Tahoe Industrial Center or infrastructure improvements at the Stead Airport will provide benefits region-wide.

○ Housing and Community Development

The economic recovery in Northern Nevada is moving slowly, and as a result, there has never been a more important need for federal assistance for programs that assist our low and low-moderate income residents. Deep cuts in recent years – combined with significant budget shortfalls on the City level – have severely strained the City’s ability to offer community development and affordable housing services.

In recent years, the City has used federal formula funds on services for low- and very-low income persons through the Community Assistance Center (a campus that provides “one-stop” social services to the region’s homeless population) and an array of human-service providers; to revitalize eligible neighborhoods through infrastructure improvements; and to assist the creation and expansion of small-business jobs through a revolving loan fund program. The City could benefit from the following federal actions in this area:

- Support increases for the Community Development Block Grant and HOME programs at HUD. Each is facing reductions in funding levels that will make it difficult to administer effective services to those most in need.
- Oppose efforts to reduce administrative caps along with funding levels for housing and community development programs at HUD.
- Support McKinney-Vento Act programs, Continuum of Care, and Emergency Solutions, as they are a crucial backbone of our efforts to provide services to the homeless in Northern Nevada.

- Parks and Recreation

Maintaining and enhancing the City's parks and recreational system is a high priority for Reno residents, and the City Council has committed significant resources to offering safe and accessible recreational opportunities. In particular, the City sees the restoration of recreational opportunities along the Truckee River as a natural utilization of a unique environmental resource. Federal assistance in these areas is declining sharply, but the City believes there is a federal role for assisting in local recreation, conservation, and preservation programs. In particular, the City is supportive of increased funding for the following programs:

- Land and Water Conservation Fund
- Rivers, Trails, and Conservation Assistance Program at the National Park Service
- Federal nutrition programs
- Recreational program grants for activities for individuals with disabilities.
- Initiatives to provide rehabilitation services to veterans
- Programs for seniors at the Administration on Aging
- Job training and employment programs for at-risk youth

- Medical Marijuana

Since the Nevada Legislature legalized medical marijuana dispensaries in 2013, the City has been working to understand the impact of such businesses on the community in a number of areas, including public health, zoning, financial regulation and law enforcement. Chief among the concerns of the City is the conflict which now exists between the state legalization law and federal law, which continues to classify marijuana as a Schedule I drug. The City would urge the federal government to address this conflict in a manner that does not result in a community breaking a federal law while implementing a state law, particularly a state law enacted as a result of a vote of the people.

- Federal Court of Appeals

The federal Court of Appeals for the Ninth Circuit is by far the largest circuit court in the country, encompassing nine Western states and almost 20 percent of the U.S. population. As a result, smaller communities such as Reno face judges who have heavy caseloads and rigorous travel schedules which can affect the timely handling of our cases. The City supports proposals that would divide the Ninth Circuit Court into more manageable circuits while also providing adequate resources to handle the increasing caseloads.

- CITY OF SPARKS

- Public safety - The City's top priority is to promote the safety of our residents, businesses, and visitors. The Sparks Police Department has 1.14 officers per 1,000 residents. This equates to about one officer per 1,000 residents. The desired ratio is about 2 officers per 1,000 residents. Sparks officers are routinely responding to an increasing number of community-generated calls for service and have little time for routine patrol and other proactive policing strategies. 56 more police officers are required to meet the national average.

- Community Assets - The City of Sparks' industrial area has suffered damage over the years due to flooding from the Truckee River. For this reason, the City strongly supports the work of the flood control district as they work through the federal process for improving coverage for our businesses and residents.
- In addition, the City of Sparks jointly owns the water reclamation facility with Reno, which is subject to increasing federal regulatory standards and decreasing federal funding
- The City of Sparks supports the continuation of the several federal housing programs critical to the community including Community Development Block Grants and HOME Programs. CDBG and HOME are the workhorses at the local level, providing vital funding and control to communities to address local needs in the areas of economic development, housing, and vital public services.
- Sustainable Energy- Sparks has made tremendous strides in building renewable energy projects at several locations around the City. The City is committed to continuing efforts to reduce energy costs through renewable energy projects, and supports federal policy to meet this end.
- Transportation Infrastructure - The City of Sparks supports maintaining or increasing federal transportation funds to support the Washoe County Regional Transportation Commission and Nevada DOT in order to continue to fund priority projects for Sparks.
- Federal Regulation of Cities – The City of Sparks continues to monitor federally unfunded mandates, municipal financing legislation and regulation, federal tax reform relating to Sparks and residents, changes to the census, environmental policy, American with Disabilities Act, Davis-Bacon, and federal laws and regulations relating to information technology and communications.

***Shared Federal Framework: Index of Federal Priorities***

**PRIORITY**

**REQUESTING ENTITY**

Economic Development & Community Services

Community Development Block Grant	Cities of Reno & Sparks, Washoe County, Consolidated Municipality of Carson City
HOME	Cities of Reno & Sparks, Washoe County
HUD Program Funding (Homeless Housing Assistance grants, Shelter Plus Care, Section 8 housing assistance, Section 108 Loan Guarantee)	Washoe County
Federal Title IV-E Funding	Washoe County
Larry D. Johnson Community Center	City of Sparks
Marketplace Fairness Act	Cities of Reno & Sparks, Washoe County

Medicaid Eligibility for Incarcerated Individuals	Washoe County
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### Energy & Environment

Carson Valley – Douglas County Water Project	Douglas County, Consolidated Municipality of Carson City
Lake Tahoe Restoration Act (LTRA)	Tahoe Regional Planning Agency
Quagga Mussel Research	Desert Research Institute
Lake Tahoe Water Projects – Regional Inter-tie System (LTRA)	Douglas County
Lake Tahoe Water Projects - Upgrade Fire Flow Capacity (LTRA)	Douglas County
Truckee Basin Study Results Implementation	Tahoe Regional Planning Agency
Truckee Meadows Water Reclamation Facility (TMWRF) Environment and Energy Enhancements	City of Reno, City of Sparks, Truckee River Flood Control
Truckee River Flood Project	City of Reno, City of Sparks, Truckee River Flood Project
Urban Flood Demonstration Program	Desert Research Institute
Water Resources Development Act (WRDA)/Water Resources Reform Development Act (WRRDA)	Tahoe Regional Planning Agency, City of Reno
Carson City Wastewater Reclamation Facility – Secondary System Upgrades	Consolidated Municipality of Carson City

### Federal Lands

Cemetery Project	City of Sparks
Sage Grouse Habitat Conservation	Washoe County

### Public Safety

Assistance to Firefighters Grant Program	City of Reno
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Community Oriented Policing Strategies	Cities of Reno & Sparks
Emergency Hazardous Fuels Reduction Projects	Washoe County
Emergency Management Performance Grant program	Washoe County
Justice Assistance Grant Program (JAG)	City of Reno
SAFER Program	City of Reno
Sparks Fire Department Self-Contained Breathing Apparatus (SCBA) Replacement	City of Sparks
Wildfire Management and Mitigation	Washoe County
Community Paramedic and Mobile Integrated Healthcare	Consolidated Municipality of Carson City

#### Transportation

4 <sup>th</sup> Street/Prater Way BRT & Complete Street Project	Regional Transportation Commission of Washoe County
Airport Improvement Program (AIP) Funding Protection	Reno-Tahoe Airport Authority
Bus Maintenance Facility & Alternative Fuels Program	Regional Transportation Commission of Washoe County
Carson City Freeway	Consolidated Municipality of Carson City
I-11	Regional Transportation Commission of Washoe County
I-80 Corridor Investment Plan Improvements	Regional Transportation Commission of Washoe County
Moving Ahead for Progress in the 21 <sup>st</sup> Century (MAP-21) Reauthorization	Consolidated Municipality of Carson City, Nevada Department of Transportation, Regional Transportation Commission of Washoe County, Tahoe Regional Planning Agency, Tahoe Transportation District
National Bus and Bus Facilities Program	Regional Transportation Commission of Washoe County
Passenger Facility Charge (PFC) Cap Increase	Reno-Tahoe Airport Authority
Pyramid Highway/US 395 Connector	City of Sparks, Regional Transportation Commission of Washoe County
RAPID Extension to UNR	Regional Transportation Commission of Washoe County

Sequestration and Continuing Resolutions	Reno-Tahoe Airport Authority
Transportation Security Administration (TSA) Security Exit Lane Staffing	Reno-Tahoe Airport Authority
US 395 Widening north of I-80	Regional Transportation Commission of Washoe County
Carson Street Downtown Corridor Revitalization including Curry Street Improvements	Consolidated Municipality of Carson City
North Carson Street, South Carson Street, and William Street Corridor Improvements	Consolidated Municipality of Carson City
Carson City Freeway Multi-Use Path Connection	Consolidated Municipality of Carson City

## Comprehensive Economic Development Strategy

2014

## APPENDIX

Figure 1. CA30 Regional Economic Profiles - Bureau of Economic Analysis - Per Capital Personal Income

Area	2005	2006	2007	2008	2009	2010	2011	% Δ 2005 - 2011
United States	35,452	37,725	39,506	40,947	38,637	39,791	41,560	+17.3
Nevada	37,760	38,786	39,872	39,879	35,919	35,777	36,964	-2.1
Carson City	38,718	40,438	42,386	42,746	39,071	38,948	39,833	+2.8
Churchill	35,990	36,802	37,915	40,430	37,946	40,222	42,281	+17.5
Douglas	50,743	53,200	55,518	55,856	49,940	50,356	52,266	+3.0
Humboldt	32,169	34,000	35,191	37,752	37,098	39,684	43,022	+33.7
Lyon	26,637	26,362	27,616	28,360	27,364	26,805	27,835	+4.5
Mineral	27,794	26,999	29,235	33,320	32,226	33,225	35,226	+2.7
Pershing	19,928	20,193	22,154	23,879	22,483	23,134	25,772	+29.3
Storey	35,920	37,498	37,132	37,484	34,735	32,856	33,924	-5.5
Washoe	42,862	43,865	45,293	45,687	40,449	40,322	41,790	-2.5
<b>WNDD</b>	<b>34,529</b>	<b>35,484</b>	<b>36,938</b>	<b>38,390</b>	<b>35,701</b>	<b>36,172</b>	<b>37,994</b>	

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013

Figure 2. CA30 Regional Economic Profiles - Bureau of Economic Analysis - Personal Per Capita Income Percentage of US

Area	2005	2006	2007	2008	2009	2010
United States	1.00	1.00	1.00	1.00	1.00	1.00
Nevada	1.07	1.03	1.01	0.97	0.94	0.92
Carson City	1.09	1.07	1.07	1.04	1.02	1.01
Churchill	1.02	0.98	0.96	0.99	0.99	1.02
Douglas	1.43	1.41	1.41	1.36	1.33	1.30
Humboldt	0.91	0.90	0.89	0.92	0.97	1.02
Lyon	0.75	0.70	0.70	0.69	0.71	0.69
Mineral	0.78	0.72	0.74	0.81	0.84	0.85
Pershing	0.56	0.54	0.56	0.58	0.61	0.59
Storey	1.01	0.99	0.94	0.92	0.91	0.87
Washoe	1.21	1.16	1.15	1.12	1.07	1.06
<b>WNDD</b>	<b>0.97</b>	<b>0.94</b>	<b>0.93</b>	<b>0.94</b>	<b>0.94</b>	<b>0.93</b>

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013

**Figure 3. CA 30 Regional Economic Profiles - Bureau of Economic Analysis - Per Capita Net Earnings**

Area	2005	2006	2007	2008	2009	2010	2011	% Δ 2005 - 2011
United States	24,531	25,727	26,501	26,888	25,417	26,113	27,399	+11.7
Nevada	25,244	26,069	26,709	25,920	23,391	23,016	23,758	-5.8
Carson City	24,470	26,078	26,631	25,884	23,568	23,270	23,659	-3.3
Churchill	25,534	26,244	26,486	27,634	25,702	27,665	29,093	+14.0
Douglas	26,967	28,473	29,211	28,171	26,660	26,741	27,350	+1.5
Humboldt	22,754	24,890	25,048	27,116	27,024	29,432	32,551	+43.0
Lyon	17,029	17,294	17,493	17,131	16,174	15,533	16,170	-5.0
Mineral	16,226	15,310	16,448	18,814	17,406	17,835	18,973	+16.9
Pershing	13,055	13,419	14,579	15,659	14,026	14,438	16,777	+28.5
Storey	23,939	24,495	23,845	23,535	21,302	20,548	20,916	-12.6
Washoe	26,328	27,524	28,093	26,937	24,368	24,145	24,910	+5.4
<b>WNDD</b>	<b>21,811</b>	<b>22,636</b>	<b>23,093</b>	<b>23,431</b>	<b>21,803</b>	<b>22,179</b>	<b>23,378</b>	<b>+7.2</b>

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013**Figure 4. CA30 Regional Economic Profiles - Bureau of Economic Analysis - Per Capita Personal Current Transfer Receipts**

Area	2005	2006	2007	2008	2009	2010	2011	% Δ 2005 - 2011
United States	5,105	5,378	5,703	6,180	6,976	7,385	7,443	+45.8
Nevada	3,912	4,097	4,340	4,789	5,628	6,057	6,078	+55.3
Carson City	5,013	5,359	5,764	6,254	7,251	7,776	7,838	+56.3
Churchill	4,892	5,238	5,613	6,242	7,183	7,744	7,944	+62.4
Douglas	4,348	4,757	5,169	5,745	6,795	7,252	7,366	+69.4
Humboldt	3,668	3,941	4,186	4,507	5,106	5,273	5,228	+4.2
Lyon	4,477	4,641	4,878	5,479	6,587	7,028	7,154	+59.8
Mineral	7,180	7,683	8,226	9,094	9,843	10,192	10,555	+47.0
Pershing	3,484	3,721	4,147	4,669	5,328	5,568	5,672	+62.8
Storey	3,040	3,550	3,799	4,366	5,950	5,957	6,107	+100.1
Washoe	3,862	4,093	4,383	4,861	5,770	6,169	6,225	+61.2
<b>WNDD</b>	<b>4,440</b>	<b>4,776</b>	<b>5,129</b>	<b>5,691</b>	<b>6,646</b>	<b>6,995</b>	<b>7,121</b>	<b>+60.3</b>

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013

**Figure 5. CA30 Regional Economic Profiles - Bureau of Economic Analysis - Per Capita Income Maintenance**

Area	2005	2006	2007	2008	2009	2010	2011	% Δ 2005 - 2011
United States	540	548	572	712	730	862	892	+65.2
Nevada	313	311	340	458	488	630	692	+121.1
Carson City	283	288	322	441	480	646	722	+155.1
Churchill	348	335	369	512	545	733	779	+123.8
Douglas	184	181	199	269	280	370	436	+136.9
Humboldt	310	304	330	428	461	503	593	+91.2
Lyon	281	269	295	388	421	545	628	+123.5
Mineral	549	553	644	828	917	920	922	+67.9
Pershing	255	245	270	395	404	473	510	+100.0
Storey	160	169	188	290	295	388	437	+173.1
Washoe	259	262	290	390	414	533	607	+134.3
<b>WNDD</b>	<b>292</b>	<b>290</b>	<b>323</b>	<b>438</b>	<b>469</b>	<b>568</b>	<b>626</b>	<b>+114.3</b>

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013**Figure 6. CA30 Regional Economic Profiles - Bureau of Economic Analysis - Insurance Benefits**

Area	2005	2006	2007	2008	2009	2010	2011	% Δ 2005 - 2011
United States	109	104	111	170	430	452	348	+219.3
Nevada	98	101	131	252	670	732	542	+453.0
Carson City	115	122	141	269	683	723	538	+367.8
Churchill	107	120	135	243	568	628	492	+359.8
Douglas	83	88	132	258	651	736	541	+551.8
Humboldt	80	83	107	188	461	514	347	+333.7
Lyon	155	163	156	309	802	846	610	+293.5
Mineral	133	159	169	283	527	800	597	+348.9
Pershing	65	70	104	193	450	461	378	+481.5
Storey	155	159	168	302	837	874	631	+307.1
Washoe	97	99	132	268	693	728	540	+456.7
<b>WNDD</b>	<b>110</b>	<b>118</b>	<b>138</b>	<b>257</b>	<b>630</b>	<b>701</b>	<b>519</b>	<b>+372.1</b>

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013

**Figure 7. CA30 Regional Economic Profiles - Bureau of Economic Analysis - Per Capita Retirement and Other**

Area	2005	2006	2007	2008	2009	2010	2011	% Δ 2005 - 2011
United States	4,455	4,727	5,020	5,297	5,815	6,071	6,202	+39.2
Nevada	3,501	3,684	3,868	4,079	4,470	4,696	4,844	+38.3
Carson City	4,615	4,949	5,300	5,544	6,088	6,407	6,579	+42.5
Churchill	4,437	4,783	5,109	5,488	6,070	6,383	6,674	+50.4
Douglas	4,082	4,488	4,839	5,218	5,864	6,147	6,389	+56.5
Humboldt	3,279	3,554	3,750	3,890	4,184	4,255	4,288	+30.7
Lyon	4,041	4,208	4,427	4,781	5,364	5,637	5,916	+46.4
Mineral	6,498	6,971	7,414	7,982	8,399	8,472	9,036	+39.0
Pershing	3,164	3,406	3,773	4,080	4,474	4,635	4,783	+51.2
Storey	2,726	3,222	3,443	3,774	4,819	4,695	5,039	+84.8
Washoe	3,506	3,733	3,960	4,203	4,663	4,909	5,079	+44.8
<b>WNDD</b>	<b>4,039</b>	<b>4,368</b>	<b>4,668</b>	<b>4,996</b>	<b>5,547</b>	<b>5,727</b>	<b>5,976</b>	<b>+48.0</b>

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013**Figure 8. CA30 Regional Economic Profiles - Bureau of Economic Analysis - Per Capita Dividends, Interest and Rent**

Area	2005	2006	2007	2008	2009	2010	2011	% Δ 2005 - 2011
United States	5,817	6,620	7,302	7,879	6,244	6,293	6,719	+15.5
Nevada	8,604	8,620	8,823	9,169	6,900	6,704	7,129	-17.1
Carson City	9,236	9,000	9,991	10,607	8,253	7,903	8,335	-9.7
Churchill	5,563	5,321	5,816	6,554	5,061	4,813	5,244	-5.7
Douglas	19,428	19,970	21,138	21,940	16,485	16,363	17,551	-9.6
Humboldt	5,747	5,169	5,957	6,129	4,968	4,980	5,243	-8.8
Lyon	5,131	4,427	5,245	5,750	4,603	4,243	4,511	-12.1
Mineral	4,388	4,006	4,561	5,412	4,977	5,198	5,697	+29.8
Pershing	3,388	3,054	3,427	3,552	3,129	3,128	3,323	-1.9
Storey	8,941	9,452	9,488	9,583	7,482	6,351	6,901	-22.8
Washoe	12,672	12,248	12,816	13,889	10,311	10,008	10,654	-15.9
<b>WNDD</b>	<b>8,277</b>	<b>8,072</b>	<b>8,715</b>	<b>9,268</b>	<b>7,252</b>	<b>6,999</b>	<b>7,495</b>	<b>-9.4</b>

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013

Figure 9. CA34 – Wage and Salary Summary – Wage and Salary Disbursements (Thousands of Dollars)

Area	2007	2008	2009	2010	2011	% Δ 2007- 2011
United States	6414505000	6546600000	6261910000	6394612000	6651787000	+3.6
Nevada	58324055	57452338	51825614	50569799	51749461	-11.3
Carson City	1393363	1369841	1291992	1256703	1261031	-9.5
Churchill	379684	401907	382635	375895	380098	+0.1
Douglas	880612	830051	730787	705789	725510	-17.6
Humboldt	318963	339125	346285	395952	430660	+35.0
Lyon	482889	461433	419470	409829	423301	-12.4
Mineral	59677	74813	68143	69534	68963	+15.5
Pershing	81403	78286	71061	71634	80094	-1.6
Storey	124813	117663	121660	132240	139423	+11.7
Washoe	9540234	9241185	8360668	8178304	8340730	-12.6

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013

Figure 10. CA34 - Wage and Salary Summary – Wage and Salary Disbursements (Thousands of Dollars)

Area	2007	2008	2009	2010	2011	% Δ 2007- 2011
United States	6,414,505,000	6,546,600,000	6,261,910,000	6,394,612,000	6,651,787,000	+3.6
Nevada	58,324,055	57,452,338	51,825,614	50,569,799	51,749,461	-11.3
Carson City	1,393,363	1,369,841	1,291,992	1,256,703	1,261,031	-9.5
Churchill	379,684	401,907	382,635	375,895	380,098	+0.1
Douglas	880,612	830,051	730,787	705,789	725,510	-17.6
Humboldt	318,963	339,125	346,285	395,952	430,660	+35.0
Lyon	482,889	461,433	419,470	409,829	423,301	-12.4
Mineral	59,677	74,813	68,143	69,534	68,963	+15.5
Pershing	81,403	78,286	71,061	71,634	80,094	-1.6
Storey	124,813	117,663	121,660	132,240	139,423	+11.7
Washoe	9,540,234	9,241,185	8,360,668	8,178,304	8,340,730	-12.6
<b>WNDD</b>	<b>1,473,515</b>	<b>1,434,923</b>	<b>1,310,300</b>	<b>1,288,431</b>	<b>1,316,646</b>	<b>-10.6</b>

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013

**Figure 11. CA34 - Wage and Salary Summary - Wage and Salary Disbursements (Number of Jobs)**

Area	2007	2008	2009	2010	2011	% Δ 2007- 2011
United States	143,526,000	143,009,000	136,821,000	136,108,000	137,715,000	+4.0
Nevada	1,332,830	1,305,162	1,188,773	1,158,863	1,166,183	-12.5
Carson City	32,986	31,479	29,346	28,719	28,484	-13.6
Churchill	10,196	10,223	9,515	9,214	9,048	-11.2
Douglas	22,416	21,384	19,017	18,025	18,117	-19.2
Humboldt	7,857	7,956	7,730	8,136	8,403	+6.9
Lyon	13,735	13,306	11,820	11,587	11,617	-15.4
Mineral	1,732	1,990	1,858	1,747	1,739	0.0
Pershing	1,914	1,913	1,727	1,715	1,812	-5.3
Storey	2,780	2,833	2,974	2,982	3,164	+13.8
Washoe	226,508	217,162	197,261	191,989	192,231	-15.1
<b>WNDD</b>	<b>35,569</b>	<b>34,250</b>	<b>31,250</b>	<b>30,457</b>	<b>30,513</b>	<b>-14.2</b>

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013**Figure 12. CA34 - Wage and Salary Summary - Average Wage Per Job (Dollars)**

Area	2007	2008	2009	2010	2011	% Δ 2007- 2011
United States	44,692	45,778	45,767	46,982	48,301	+8.1
Nevada	43,760	44,019	43,596	43,637	44,375	+1.4
Carson City	42,241	43,516	44,026	43,759	44,272	+4.8
Churchill	37,239	39,314	40,214	40,796	42,009	+12.8
Douglas	39,285	38,816	38,428	39,156	40,046	+1.9
Humboldt	40,596	42,625	44,798	48,667	51,251	+26.2
Lyon	35,158	34,679	35,488	35,370	36,438	+3.6
Mineral	34,456	37,594	36,675	39,802	39,657	+15.1
Pershing	42,530	40,923	41,147	41,769	44,202	+3.9
Storey	44,897	41,533	40,908	44,346	44,065	+1.9
Washoe	42,119	42,554	42,384	42,598	43,389	+3.0
<b>WNDD</b>	<b>39,836</b>	<b>40,173</b>	<b>40,452</b>	<b>41,807</b>	<b>42,814</b>	<b>+7.5</b>

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013

**Figure 13. CA34 - Wage and Salary Summary - Wage and Salary Disbursements (Number of Jobs)**

Area	2007	2008	2009	2010	2011	% Δ 2007- 2011
United States	143,526,000	143,009,000	136,821,000	136,108,000	137,715,000	+4.0
Nevada	1,332,830	1,305,162	1,188,773	1,158,863	1,166,183	-12.5
Carson City	32,986	31,479	29,346	28,719	28,484	-13.6
Churchill	10,196	10,223	9,515	9,214	9,048	-11.2
Douglas	22,416	21,384	19,017	18,025	18,117	-19.2
Humboldt	7,857	7,956	7,730	8,136	8,403	+6.9
Lyon	13,735	13,306	11,820	11,587	11,617	-15.4
Mineral	1,732	1,990	1,858	1,747	1,739	0.0
Pershing	1,914	1,913	1,727	1,715	1,812	-5.3
Storey	2,780	2,833	2,974	2,982	3,164	+13.8
Washoe	226,508	217,162	197,261	191,989	192,231	-15.1
<b>WNDD</b>	<b>35,569</b>	<b>34,250</b>	<b>31,250</b>	<b>30,457</b>	<b>30,513</b>	<b>-14.2</b>

Source: Bureau of Economic Analysis, [www.bea.gov](http://www.bea.gov), January 2 2013