WESTERN NEVADA
DEVELOPMENT DISTRICT
STRATEGIC PLANNING
SESSION MATERIAL

Study Conducted by

Thomas R. Harris

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March 1996
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Department of Agricultural Economics
WESTERN NEVADA DEVELOPMENT DISTRICT

STRATEGIC PLANNING SESSION

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March 5, 1996
## STRATEGIC PLANNING OUTLINE

<table>
<thead>
<tr>
<th>TIME</th>
<th>TOPIC</th>
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<tbody>
<tr>
<td>2:00 p.m. - 3:00 p.m.</td>
<td>PLANNING SESSION I</td>
</tr>
<tr>
<td></td>
<td>• Previous Planning Effort</td>
</tr>
<tr>
<td></td>
<td>• Federal and State Changes</td>
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<tr>
<td></td>
<td>• Overview of Data</td>
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<td>• Regional Perspective</td>
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<tr>
<td>3:00 p.m. - 3:15 p.m.</td>
<td>BREAK/REFRESHMENTS</td>
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<tr>
<td>3:15 p.m. - 4:30 p.m.</td>
<td>PLANNING SESSION II</td>
</tr>
<tr>
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<td>• Regional Visioning</td>
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<td>• Action Plans</td>
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<tr>
<td>4:30 p.m. - 5:00 p.m.</td>
<td>DIRECTIONS/CONCLUSIONS</td>
</tr>
<tr>
<td></td>
<td>• Future Planning</td>
</tr>
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<td></td>
<td>• Implementation</td>
</tr>
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</table>
PAST PLANNING EFFORTS
DEVELOPMENT STRATEGIES

WNDD places great emphasis on complementing the local economic development activities of locally-based economic development organizations. The District’s strategies are based upon a cooperative effort between state and local governments and the private sector in addressing the region’s problems, issues and opportunities.

GOAL: EXPAND THE TOURISM INDUSTRY WITHIN THE REGION

Objectives:

1. to develop a regional tourism plan
2. to promote regional events and attractions
3. to assist with the restoration of the historic Virginia & Truckee Railroad
GOAL: EXPAND THE INDUSTRIAL AND MANUFACTURING SECTORS OF THE DISTRICT’S ECONOMY

Objectives:

1. to promote the region as a desirable location for new and expanding businesses/industries
2. to insure adequate, developed industrial lands
4. to examine the potential for development of a business retention program
5. to insure adequate vocational and educational programs and facilities
6. to conduct an industry needs study in conjunction with local economic development organizations to specifically identify business and industry needs for financing, labor force, etc.
GOAL: IMPROVE AND EXPAND ECONOMIC OPPORTUNITIES FOR THE AGRICULTURAL SEGMENT OF THE DISTRICT

Objectives:

1. to support programs and activities which encourage development and use of new technology in agriculture, emphasizing water and energy conservation.
2. to assist the agricultural community in identifying improved management techniques
3. to assist the agricultural community in identifying potentials for new products and value-added industries for existing agricultural products

GOAL: INSURE ADEQUATE PUBLIC AND PRIVATE FINANCING TO ATTRACT NEW AND EXPANDING BUSINESS AND INDUSTRY

1. to work closely with and increase communications with local economic development organizations and financial institutions
2. to assist private business in identifying and obtaining financing to maintain and expand operations
3. to evaluate the potential for development and capitalization of a revolving loan fund
4. to assist communities, counties, and tribes in packaging development projects
GOAL: INSURE ADEQUATE TRANSPORTATION FACILITIES

Objectives:

1. to improve and expand the highways, rail and air service within the region
2. to consider the potential for transit systems linking the areas within the region
3. to insure that Nevada Department of Transportation is aware of District needs and objectives

GOAL: INSURE ADEQUATE PUBLIC AND COMMUNITY FACILITIES TO MAINTAIN AND IMPROVE THE QUALITY OF LIFE IN THE REGION

Objectives:

1. to ensure adequate solid waste management planning and facilities are available
2. to promote waste reduction
3. to ensure adequate wastewater treatment facilities exist
4. to promote adequate health care facilities are available to District residents
5. to promote downtown revitalization and historic preservation throughout the region
6. to encourage consideration of joint facilities and services among and between local governments in the region
GOAL: ENCOURAGE LOCAL PLANNING EFFORTS TO GUIDE THE REGION’S GROWTH AND DEVELOPMENT

Objectives:

1. to encourage and assist in the development and updating of masterplans for all jurisdictions
2. to encourage the development of pro-active plans and strategies
3. to provide assistance to those areas within the District with specific needs and most in need of technical assistance
4. to utilize all available resources, i.e., state and federal government, university, community colleges, etc.
5. to coordinate planning efforts to reduce duplication of efforts, foster intergovernmental communications, and idea exchange
CRITICAL FORCES AT WORK

• Changed World Economy

• Rural Employment, Income and Population

• Natural Resource Industries

• Technology

• Government Policy
CHANGES IN NATIONAL EMPLOYMENT

- Have changed from employment in goods-producing to service-producing sectors.

- In 1920 slightly more than two-thirds of employment was in goods-producing sectors.

- In 1947, there were approximately equal proportions of national employment in goods-producing and service-producing sectors.

- By the 1980’s, approximately two-thirds of national employment was in service-producing sector.

- Reasons for change in proportionate share:

  1. Increased efficiency in Goods-and Service-Producing Sector Industries
  2. Increased Incomes and Changes in Demand
  3. Changes in World Economy
• Future employment growth forecasts in the Service-Producing Sector.

• However, labor is only one input in producing output, therefore, the Manufacturing Sector is still rated first in value of production by 2005.
Table 2. Projected Total Employment by Major Sector in U.S.

<table>
<thead>
<tr>
<th>Sector</th>
<th>1990 (thousands)</th>
<th>2005 (thousands)</th>
<th>Percentage change</th>
</tr>
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<tbody>
<tr>
<td>Goods - Producing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture</td>
<td>3,276</td>
<td>3,080</td>
<td>-5.98</td>
</tr>
<tr>
<td>Mining</td>
<td>711</td>
<td>688</td>
<td>-3.23</td>
</tr>
<tr>
<td>Construction</td>
<td>5,136</td>
<td>6,059</td>
<td>17.97</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>19,111</td>
<td>18,514</td>
<td>-3.12</td>
</tr>
<tr>
<td>Service - Producing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation &amp;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Utilities</td>
<td>5,826</td>
<td>6,689</td>
<td>14.81</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>6,205</td>
<td>7,210</td>
<td>16.20</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>19,683</td>
<td>24,804</td>
<td>26.02</td>
</tr>
<tr>
<td>Finance, Ins. and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real Estate</td>
<td>6,739</td>
<td>8,129</td>
<td>20.63</td>
</tr>
<tr>
<td>Services</td>
<td>27,588</td>
<td>39,058</td>
<td>41.58</td>
</tr>
<tr>
<td>Government</td>
<td>18,322</td>
<td>21,515</td>
<td>17.43</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>112,597</strong></td>
<td><strong>135,746</strong></td>
<td><strong>20.56</strong></td>
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<thead>
<tr>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>157.4</td>
<td>185.7</td>
<td>242.5</td>
</tr>
<tr>
<td>Mining</td>
<td>222.5</td>
<td>220.5</td>
<td>217.9</td>
</tr>
<tr>
<td>Construction</td>
<td>333.8</td>
<td>505.4</td>
<td>656.2</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>1,722.7</td>
<td>2,584.9</td>
<td>3,634.6</td>
</tr>
<tr>
<td>Transportation &amp; Public Utilities</td>
<td>446.1</td>
<td>615.2</td>
<td>857.3</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>266.0</td>
<td>406.5</td>
<td>561.2</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>380.8</td>
<td>634.4</td>
<td>918.5</td>
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<tr>
<td>Finance, Insurance &amp; Real Estate</td>
<td>571.9</td>
<td>878.3</td>
<td>1,191.6</td>
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<tr>
<td>Services</td>
<td>563.0</td>
<td>1,102.7</td>
<td>1,685.6</td>
</tr>
<tr>
<td>Government</td>
<td>376.1</td>
<td>481.3</td>
<td>596.2</td>
</tr>
<tr>
<td>Private Households</td>
<td>8.7</td>
<td>9.2</td>
<td>9.3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>5,049.1</td>
<td>7,624.1</td>
<td>10,571.1</td>
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NATIONAL POLITICAL CHANGES

• Devolution: What is it? and Potential Impacts on Rural Nevada.

• Community Block Grants
DEVELOPMENT ALTERNATIVES

• Existing Business and Industry
• New Business and Industry
• Acquiring Taxed-Away Dollars
• Resource Investments
SOCIO-ECONOMIC DATA

<table>
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<tr>
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<tbody>
<tr>
<td>Carson City</td>
<td>5,019</td>
<td>21,906</td>
<td>23,558</td>
<td>124.02</td>
<td>114.09</td>
<td>113.26</td>
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<tr>
<td>Churchill</td>
<td>3,526</td>
<td>16,132</td>
<td>17,728</td>
<td>87.13</td>
<td>84.02</td>
<td>85.23</td>
</tr>
<tr>
<td>Douglas</td>
<td>6,806</td>
<td>26,616</td>
<td>28,087</td>
<td>168.17</td>
<td>138.62</td>
<td>135.03</td>
</tr>
<tr>
<td>Lyon</td>
<td>4,306</td>
<td>17,319</td>
<td>18,539</td>
<td>106.40</td>
<td>90.20</td>
<td>89.13</td>
</tr>
<tr>
<td>Mineral</td>
<td>3,656</td>
<td>17,806</td>
<td>19,473</td>
<td>90.34</td>
<td>92.73</td>
<td>93.62</td>
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<tr>
<td>Storey</td>
<td>4,889</td>
<td>18,948</td>
<td>20,226</td>
<td>120.81</td>
<td>98.68</td>
<td>97.24</td>
</tr>
<tr>
<td>Nevada</td>
<td>4,872</td>
<td>20,831</td>
<td>22,894</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>U.S.</td>
<td>4,047</td>
<td>19,201</td>
<td>20,800</td>
<td></td>
<td></td>
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## RESIDENT ADJUSTMENT FOR COUNTIES IN WNDD, 1993

<table>
<thead>
<tr>
<th>Counties</th>
<th>Net Resident Adjustment ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carson City</td>
<td>-28,746,000</td>
</tr>
<tr>
<td>Churchill</td>
<td>4,233,000</td>
</tr>
<tr>
<td>Douglas</td>
<td>-45,476,000</td>
</tr>
<tr>
<td>Lyon</td>
<td>78,924,000</td>
</tr>
<tr>
<td>Mineral</td>
<td>3,600,000</td>
</tr>
<tr>
<td>Storey</td>
<td>19,563,000</td>
</tr>
</tbody>
</table>

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<th></th>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Carson City</td>
<td>32,022</td>
<td>40,443</td>
<td>47,955</td>
<td>53,559</td>
<td>58,097</td>
<td>43.7%</td>
</tr>
<tr>
<td>Churchill</td>
<td>13,917</td>
<td>17,938</td>
<td>25,544</td>
<td>37,219</td>
<td>47,209</td>
<td>163.2%</td>
</tr>
<tr>
<td>Douglas</td>
<td>19,421</td>
<td>27,637</td>
<td>38,054</td>
<td>46,015</td>
<td>51,678</td>
<td>87.0%</td>
</tr>
<tr>
<td>Lyon</td>
<td>13,594</td>
<td>20,001</td>
<td>31,837</td>
<td>47,507</td>
<td>59,174</td>
<td>195.9%</td>
</tr>
<tr>
<td>Mineral</td>
<td>6,217</td>
<td>6,475</td>
<td>6,334</td>
<td>5,986</td>
<td>6,071</td>
<td>-6.2%</td>
</tr>
<tr>
<td>Storey</td>
<td>1,503</td>
<td>2,526</td>
<td>3,951</td>
<td>5,684</td>
<td>6,987</td>
<td>176.6%</td>
</tr>
<tr>
<td>WNDD</td>
<td>86,674</td>
<td>115,020</td>
<td>153,675</td>
<td>195,970</td>
<td>229,216</td>
<td>99.3%</td>
</tr>
</tbody>
</table>

**Percent of State Population**
- Carson City: 10.8%
- Churchill: 9.6%
- Douglas: 8.4%
- Lyon: 7.8%
- Mineral: 7.6%

*Forecasted employment by State Demographer*
REGIONAL PERSPECTIVE

AND VISIONING
FUTURE VISIONING AND COMPETITIVE NICHES

• What is the potential for the region and the foreseeable future?

• What does this region do better than any other region?
WHAT IS THE ROLE OF WNDD?

- Leader
- Broker
- Facilitator
- Other
SUGGESTED WNDD STRENGTHS

• Organizational members are broadly represented.

• Capable and experienced staff

• Organizational flexibility

• Organizational ability to adapt to change

• Organizational ability to jointly address problems.

• Cost effective

• Ability to serve as a regional resource

• Regional forum
SUGGESTED WNDD WEAKNESSES

• Lack of public image
• Lack of full use of WNDD
• Narrow purpose
• Reliance on EDA funding
• Lack of cost recovery
ACTION PLANS

AND

IMPLEMENTATION STRATEGIES
ACTIONS PLANS

• Go back to previous development strategies
• Outline development strategies completed.
• Eliminate development strategies
• Add development strategies
• Implementation of Plan
IMPLEMENTATION STRATEGIES

• The best plan in the world is of little good if it is not used.

• Two questions for implementation:
  1. **WHO** will do what?
  2. **WHEN** will it be done?

• Economic development is **not** an event but a process
TABLE 10. SUMMARY COMMENTS ABOUT CHURCHILL COUNTY BY SITE SELECTION

General Impressions of Churchill County:

- county has limited resources such as available work force, water, secondary education facilities, etc.

- industrial prospects are limited by county’s remoteness from metropolitan counties and access to major transportation networks

Differences Between Churchill County and Other Nonmetropolitan Counties in Nevada:

- proximity of Churchill County to Reno Metropolitan Statistical Area (MSA)
- proximity to MSA with attendant infrastructure facilities are important factors to locators.

Major Concerns of Businesses:

- access to their markets
- availability of trained work force and secondary education facilities
- quality of life

Variations of Concerns Among Industries:

- variation based on size of client’s market and sophistication involved in providing products/services
- quality of life is becoming increasingly important