

**A COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY FOR THE CITY OF CARLIN, PART OF ELKO
COUNTY, NEVADA, 2020 THROUGH 2025**



A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR THE CITY OF CARLIN, PART OF ELKO COUNTY, NEVADA, 2020 THROUGH 2025

Frederick A. Steinmann

Frederick Steinmann is an Assistant Research Professor with the University Center for Economic Development, College of Business at the University of Nevada, Reno.

The University Center for Economic Development would also like to recognize the contributions made by other faculty and staff from the University Center for Economic Development, the Ozmen Center for Entrepreneurship at the College of Business at the University of Nevada, Reno, the Northeastern Nevada Regional Development Authority, and the Governor's Office of Economic Development for the contributions made to the writing of this University Center for Economic Development Report.

July 2020

This publication, *A Comprehensive Economic Development Strategy for the City of Carlin, part of Elko County, Nevada, 2020 through 2025*, was published by the University Center for Economic Development in the College of Business at the University of Nevada, Reno. This publication's statements, findings, conclusions, recommendations, and/or data represent solely the findings and views of the authors and do not necessarily represent the views of the City of Carlin, Elko County, the Northeastern Nevada Regional Development Authority, the University of Nevada, Reno, or any reference sources used or quoted by this study. Reference to research projects, programs, books, magazines, or newspaper articles does not imply an endorsement or recommendation by the authors unless otherwise stated. Correspondence regarding this document should be sent to:

Frederick A. Steinmann, DPPD
University Center for Economic Development
University of Nevada, Reno
The College of Business
Mail Stop 204
Reno, Nevada 89557
Phone: 775.784.1655



UCED
University of Nevada, Reno
University Center for Economic Development
The College of Business

TABLE OF CONTENTS

Table of Contents	iv
List of Tables	viii
List of Figures	xi
City of Carlin Comprehensive Economic Development Strategy 2020 through 2025	1
1.0 Executive Summary	3
2.0 Introduction	5
Overview	5
3.0 State Law and Federal Considerations	9
3.1 State Law and Regional Considerations	9
3.2 Federal Considerations	10
4.0 Overview of Current Economic Development Efforts	12
4.1 Developing a Community and Regional Economic Development Network	12
4.1.a Collaborating Individuals, Organizations, and Private Sector Firms	12
4.1.b Cooperating Individuals, Organizations, and Private Sector Firms	13
4.1.c Coordinating Individuals, Organizations, and Private Sector Firms	14
4.2 Identifying Existing Creation, Attraction, Retention, and Expansion Economic Development Efforts	15
4.2.a Existing Creation Economic Development Initiatives	16
4.2.b Existing Attraction Economic Development Initiatives	16
4.2.c Existing Retention Economic Development Initiatives	17
4.2.d Existing Expansion Economic Development Initiatives	17
5.0 Analysis: Existing Community and Regional Conditions	19
5.1 Socio-Demographic and Economic Trends for the City of Carlin and the Northeastern Nevada Regional Development Authority	19
5.1.a Total Population	19
5.1.b Median Age	20
5.1.c Total Number of Households	21

5.1.d Average Household Size	22
5.1.e Median Household Income	24
5.1.f Median Family Income	25
5.1.g Per Capita (Mean) Income	26
5.1.h Percent of Total Population Living Below the Poverty Line	27
5.1.j Civilian Workforce (Individuals 16 Years or Older)	29
5.1.k Civilian Unemployment Rate (Individuals 16 Years or Older)	30
5.2 Identifying Priority Conditions in the Socio-Demographic and Economic Data	31
5.2.a Condition 1: Encourage Growth in the Community’s Declining Residential Population	32
5.2.b Condition 2: Attract a Younger Population to move to Carlin in Response to Overall Aging of the Community Existing Population	33
5.2.c Condition 3: Improvement in the Measures of Personal and Household Income Levels	34
5.3 Community Assessment: Identifying Community Culture and Identity	35
5.4 Community Assessment: Community and Regional Likes and Dislikes	36
5.4.a What do you like about your community?	37
5.4.b What do you dislike about your community?	38
5.4.c What do you like about the region (northeastern Nevada)?	40
5.4.d What do you dislike about the region (northeastern Nevada)?	41
5.5 Community Assessment: Completion of a Strengths, Weaknesses, Opportunities and Threats Analysis	43
5.5.a Strengths	43
5.5.b Weaknesses	45
5.5.c Opportunities	47
5.5.d Threats	48
5.6 Assessment of the City of Carlin’s Economic Development Capacity	49
5.6.a Is the community generally supportive or antagonistic toward business interests and growth? Why?	50
5.6.b Is the community generally supportive or antagonistic toward government programs and incentives? Why?	50
5.6.c What types of programs do residents generally support – redistributive programs or developmental programs? Why?	51
5.6.d Does the community have a history of public-private collaboration? Recent Examples?	51
5.6.e Is the community willing to sacrifice some its quality of life to either promote or curtail growth?	52
5.6.f Are the elite members of the community willing to share power with others?	52
5.6.g Are the citizens generally accepting of change, or do they resist it? Examples of both?	53

5.6.h Where do residents and businesspeople stand on issues of environmental sustainability?	53
5.7 Assessment of Community Environmental Factors for the City of Carlin	54
5.7.a Economic Base	54
5.7.b Workforce Characteristics	55
5.7.c Skill	57
5.7.d Land and Physical Capital	58
5.7.e Energy	59
5.7.f Financial Capital	60
5.7.g Tax Structure	61
5.7.h Regional Culture	62
5.7.i Geography	63
5.7.j Research Environment	64
5.8 Standard, Creative, and Tactical Placemaking Assessment	65
5.9 Community and Economic Development Readiness Assessment	70
6.0 Analysis: Community, Regional, and Industry Assessment	79
6.1 Industry and Workforce Characteristics for Elko County	79
6.2 Identifying Demand Conditions, Factor Conditions, Firm Strategy, Rivalry and Composition, and Related Supporting Industries	84
6.2.a Demand Conditions	84
6.2.b Factor Conditions	85
6.2.c Firm Strategy, Rivalry, and Composition	85
6.2.d Related and Supporting Industries	86
6.3 Identifying Opportunities in Specific Community and Regional Industry and Occupation Sectors	87
6.3.a Industries Worth Exploring Further	87
6.3.b Industries to Avoid or Not Pursue	89
6.3.c Viable Future Local and Regional Industry Sectors and Industry Sectors Declining but Worth Reviving	89
7.0 Vision, Goals, and Objectives	92
7.1 Development of a Strategic Economic Development Vision	92
7.2 Development of a Set of New Strategic Economic Development Goals and Objectives	94
8.0 Plan of Action and Evaluation and Performance Measures	104
8.1 Identifying Targeted Economic Development and Community Conditions	104

8.2 Development of an Action Plan for the Strategic Economic Development Goals	109
--	-----

LIST OF TABLES

5.1	Total Population; Communities within the Northeastern Nevada Regional Development Authority; 2013 and 2017	20
5.2	Median Age; Communities within the Northeastern Nevada Regional Development Authority; 2013 and 2017	21
5.3	Total Number of Households; Communities within the Northeastern Nevada Regional Development Authority; 2013 and 2017	22
5.4	Average Household Size; Communities within the Northeastern Nevada Regional Development Authority; 2013 and 2017	23
5.5	Median Household Income (2017 Inflation-Adjusted Dollars); Communities within the Northeastern Nevada Regional Development Authority; 2013 and 2017	24
5.6	Median Family Income (2017 Inflation-Adjusted Dollars); Communities within the Northeastern Nevada Regional Development Authority; 2013 and 2017	25
5.7	Per Capita (Mean) Income (2017 Inflation-Adjusted Dollars); Communities within the Northeastern Nevada Regional Development Authority; 2013 and 2017	27
5.8	Percent of Total Population Living Below the Poverty Line; Communities within the Northeastern Nevada Regional Development Authority; 2013 and 2017	28
5.9	Civilian Workforce (Individuals 16 Years or Older); Communities within the Northeastern Nevada Regional Development Authority; 2013 and 2017	29
5.10	Civilian Unemployment Rate (Individuals 16 Years or Older); Communities within the Northeastern Nevada Regional Development Authority; 2013 and 2017	30
5.11	Economic Base; City of Carlin Comprehensive Economic Development Strategy Workshop	55
5.12	Workforce Characteristics; City of Carlin Comprehensive Economic Development Strategy Workshop	56
5.13	Workforce Skill Characteristics; City of Carlin Comprehensive Economic Development Strategy Workshop	57

5.14	Land and Physical Capital; City of Carlin Comprehensive Economic Development Strategy Workshop	58
5.15	Energy; City of Carlin Comprehensive Economic Development Strategy Workshop	59
5.16	Financial Capital; City of Carlin Comprehensive Economic Development Strategy Workshop	60
5.17	Tax Structure; City of Carlin Comprehensive Economic Development Strategy Workshop	61
5.18	Regional Culture; City of Carlin Comprehensive Economic Development Strategy Workshop	62
5.19	Geography; City of Carlin Comprehensive Economic Development Strategy Workshop	63
5.20	Research Environment; City of Carlin Comprehensive Economic Development Strategy Workshop	64
5.21	Standard, Creative, and Tactical Placemaking Assessment; Question 1 through Question 10; City of Carlin Comprehensive Economic Development Strategy Workshop	66
5.22	Standard, Creative, and Tactical Placemaking Assessment; Question 11 through Question 18; City of Carlin Comprehensive Economic Development Strategy Workshop	67
5.23	Standard, Creative, and Tactical Placemaking Assessment; Question 19 through Question 32; City of Carlin Comprehensive Economic Development Strategy Workshop	69
5.24	Results of Completion of a Community and Economic Development Readiness Assessment (Part 1); Baseline Capacity Statements, City of Carlin	71
5.25	Results of Completion of a Community and Economic Development Readiness Assessment (Part 1); Civic Capacity Statement, City of Carlin	72
5.26	Results of Completion of a Community and Economic Development Readiness Assessment (Part 1); Economic Development Capacity Statement, City of Carlin	74
5.27	Results of Completion of a Community and Economic Development Readiness Assessment (Part 1); Community Development Capacity Statement, City of Carlin	76

6.1	Industry (Employer) Characteristics; Elko County; 2013 and 2018	80
6.2	Occupation (Employee) Characteristics; Elko County; 2013 and 2018	82

LIST OF FIGURES

5.1	What do you like about your community? City of Carlin	37
5.2	What do you dislike about your community? City of Carlin	39
5.3	What do you like about the region (northeastern Nevada)? Northeastern Nevada Regional Development Authority Region	40
5.4	What do you dislike about the region (northeastern Nevada)? Northeastern Nevada Regional Development Authority Region	42
5.5	Economic Development Strengths; City of Carlin	44
5.6	Economic Development Weaknesses; City of Carlin	46
5.7	Economic Development Opportunities; City of Carlin	47
5.8	Economic Development Threats; City of Carlin	49
7.1	Preliminary Development of a Strategic Economic Development Vision for the City of Carlin	93

City of Carlin Comprehensive Economic Development Strategy 2020 through 2025

Economic Development Vision

What We Will Do: The City of Carlin will create, grow and sustain a **thriving** community for our citizens, our families, our children, our businesses, and our visitors.

How We Will Do It: The City of Carlin will build our capacity to support the economic, social, fiscal, and cultural characteristics of our community through business and job and community improvement.

City of Carlin Comprehensive Economic Development Strategy 2020 through 2025

Priority Goals

Goal No. 1: By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements.

Goal No. 2: By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project.

Goal No. 3: By FY 2020-21, an attainable funding source will be identified and secured in order to replace and rehabilitate essential infrastructure.

Goal No. 4: Identify and successfully recruit and open a reputable financial institution with full banking services that would serve Carlin by July 1, 2020.

Goal No. 5: By 2021, develop a framework of incentives to recruit targeted industries.

Goal No. 6: Develop a Community Development Corporation (CDC) or equivalent economic development organization (Board, Chamber, or Business Association) by July 1, 2020 to recruit targeted businesses.

Goal No. 7: By July 1, 2023, identify, plan and develop at least one market-rate housing project.

Goal No. 8: By July 1, 2024, complete at least one tourism-related project and/or initiative.

1.0 Executive Summary

This University Center for Economic Development technical report serves as the final five-year Comprehensive Economic Development Strategy for the City of Carlin, part of Elko County, for 2020 through 2025. Over the course of six months, public sector, private sector and non-profit representatives completed the U.S. Department of Agriculture Rural Development's Stronger Economies Together strategic economic development curriculum that was used to develop the required elements of a Comprehensive Economic Development Strategy as defined in Title 13 of the U.S. Code of Federal Regulations.

Based upon a comprehensive assessment of various socio-demographic, economic, and industry and occupational sector conditions for the City of Carlin and Elko County, participating public sector, private sector and non-profit representatives identified five specific conditions that this new five-year Comprehensive Economic Development Strategy has been developed to address. The strategic economic development vision and the strategic economic development goals developed by participating representatives are designed as benchmarks to measure progress in achieving the following conditions:

- **Condition No. 1:** Recruit and Increase the Number of Small Businesses in Downtown Carlin
- **Condition No. 2:** Retain and Increase an Appropriately Skilled and Talented Local Civilian Workforce
- **Condition No. 3:** Increase Overall Community Satisfaction
- **Condition No. 4:** Attract a Younger Demographic to Live in the Community
- **Condition No. 5:** Increase Revenue and Economic Activity from Local Tourism

While successful implementation of this five-year Comprehensive Economic Development Strategy will require the collaborative and combined efforts of several public sector, private sector and non-profit organizations, agencies, firms and representatives, the City of Carlin and the City of Carlin City Council will serve as the Comprehensive Economic Development Strategy Committee. The City of Carlin and the City of Carlin City Council, in partnership with the Northeastern Nevada Regional Development Authority, will be responsible for the annual evaluation and required reporting of the progress made in achieving the stated strategic economic development vision, strategic economic development goals, and the individual conditions outlined in this Comprehensive Economic Development Strategy for the City of Carlin for 2020 through 2025. Due to significant decreases in countywide unemployment rates and significant increases in median household income, median family income, and per capita (mean) income, this Comprehensive Economic Development Strategy will focus on addressing various special

needs as outlined in the above stated conditions and throughout this University Center for Economic Development technical report.

2.0 Introduction

Overview

What is strategy? According to John E. Gamble, Margaret A. Peteraf, and Arthur A. Thompson, in their 2015 book, *Essentials of Strategic Management: The Quest for Competitive Advantage*, “A strategy is a way of describing **how** you are going to get things done. It is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, ‘How do we get there from here?’ Do we want to take the train? Fly? Walk?” In short, a strategic plan provides an organization or community with a fundamental affirmation of the organization’s or community’s core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization or community will attempt to achieve and implement over the strategic planning horizon.

Typically, a strategic plan includes three basic elements. First, the strategic plan is a recognition of the existing barriers an organization or community faces and the resources the organization or community has at its disposal to achieve strategic objectives. Second, the strategic plan is generally tied to an overall vision, mission, and a set of clearly defined objectives. And, third, the strategic plan provides direction to the organization or community for the organization’s or community’s future planned initiatives focusing on providing information, enhancing support, removing barriers, and providing resources to different parts of the organization or community and key stakeholders who have an interest in the achievement of the strategic plan.

When evaluating and developing a strategic plan, five basic questions must be answered, including:

- Does the strategic plan give overall direction to the organization? The strategic plan should point out the overall path without dictating a particular narrow approach.
- Does the strategic plan realistically fit available resources with identified opportunities? The strategic plan should take advantage of current resources and assets while embracing new opportunities for growth and success.
- Does the strategic plan minimize existing and future resistance and barriers the organization currently confronts and may have to address in the future? The strategic plan should keep in mind that opposition and resistance to implementation of the strategic plan is inevitable. Good strategic plans should attract allies and deter opponents.
- Does the strategic plan reach those that may be affected, positively and negatively, by implementing the strategic plan? The strategic plan should connect the intervention with those who it should benefit while minimizing potential negative impacts to those impacted by the plan.

-
- Does the strategic plan advance the strategic mission of the organization? The strategy should make a difference on the mission of the organization while enabling the organization to achieve stated goals and objectives.

Unlike strategic plans for private sector firms, a Comprehensive Economic Development Strategy, as outlined in Title 13 Part 303 of the U.S. Code of Federal Regulations, must focus on how a public sector economic development organization and authority will bring together the public and private sectors through the creation of an economic roadmap designed to diversify and strengthen regional and local economies. The inherent public sector nature of the Comprehensive Economic Development Strategy requires consideration of both economic and community development goals and objectives in order to support and facilitate an environment of growth, investment, and job creation.

This Comprehensive Economic Development Strategy for the City of Carlin, covering the five years between 2020 and 2025, was developed as part of a larger initiative to develop a new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. Development of the Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority and the member counties of Elko County, Eureka County, Lander County, and White Pine County, began in July 2019 with a series of local community and county-level workshops followed by a second round of local community and county-level workshops held in August 2019 and September 2019.

While development of the regional Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority and for the individual communities and counties of Elko County, Eureka County, and Lander County was completed by faculty from the College of Business at the University of Nevada, Reno, staff from the Nevada Governor's Office of Economic Development and the U.S. Department of Agriculture Rural Development were primarily responsible for the development of the Comprehensive Economic Development Strategy for White Pine County.

- Round 1 Local Community Workshops:
 - July 15, 2019 and July 16, 2019: Battle Mountain, Nevada (Lander County)
 - July 18, 2019: Eureka, Nevada (Eureka County)
 - **July 22, 2019 and July 23, 2019: Carlin, Nevada (Elko County)**
 - July 24, 2019 and July 25, 2019: Elko, Nevada (Elko County)
 - July 26, 2019 and July 27, 2019: West Wendover, Nevada (Elko County)
- Round 2 Local Community Workshops:
 - August 12, 2019 and August 13, 2019: Battle Mountain, Nevada (Lander County)
 - August 15, 2019: Eureka, Nevada (Eureka County)
 - **August 19, 2019 and August 20, 2019: Carlin, Nevada (Elko County)**
 - August 21, 2019 and August 22, 2019: Elko, Nevada (Elko County)

-
- September 5, 2019 and September 6, 2019: West Wendover, Nevada (Elko County)

Each of these local community and county-level workshops were facilitated by faculty from the College of Business, part of the University of Nevada, Reno. Approximately 200 community, county, municipal, private-sector and non-profit representatives attended and participated in these various local community and county-level workshops. The first round of local community workshops focused on evaluating current local community and economic development efforts, completing a series of community and economic assessments, and developing a draft strategic vision statement, a draft set of strategic economic development goals and objectives, and a draft implementation plan for Elko County (and the specific communities of Carlin, Elko, Jackpot, Spring Creek, Wells, and West Wendover), Eureka County, and Lander County.

The second round of local community workshops focused on completing additional community and economic assessments and revising and finalizing the draft strategic vision statement, draft set of strategic economic development goals and objectives, and the draft implementation plan developed during the first round of local community workshops. Workshop participants also were asked to expand upon the draft implementation plan developed during the first round of community workshops by identifying priority projects tied to the individual economic goals and objectives first developed during the first community workshops and revised during the second community workshops.

Upon completion of the first and second rounds of local community workshops, faculty from the College of Business at the University of Nevada, Reno developed and facilitated three separate regional workshops. The first regional workshop was held on October 3, 2019 and October 4, 2019 in Elko, Nevada, the second regional workshop was held on October 17, 2019 in Winnemucca, Nevada, and the third regional workshop was held on November 14, 2019 in Ely, Nevada. Nearly 200 different representatives from the Northeastern Nevada Regional Development Authority and from the public sector, private sector, and non-profit sector from each of the five member counties of the Northeastern Nevada Regional Development Authority region (Elko County, Eureka County, Humboldt County, Lander County, and White Pine County) participated in these three separate regional workshops. It should be noted that Pershing County officially joined the Northeastern Nevada Regional Development Authority on January 1, 2020, after development of the local community and county-level Comprehensive Economic Development Strategy documents and the Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority had begun.

The first regional workshop, held on October 3, 2019 and October 4, 2019 in Elko, Nevada included a general overview and evaluation of various aspects of the northeastern Nevada economy and the preliminary development of a draft strategic vision statement and set of strategic economic development goals for the Northeastern Nevada Regional Development Authority. The second regional workshop, held on October 17, 2019 in Winnemucca, Nevada, included an opportunity for workshop participants to further evaluate and revise the draft strategic vision statement and set of strategic economic development goals for the Northeastern Nevada Regional Development Authority and the identification of specific target industry sectors and priority projects for the region for the next five years. The third regional workshop, held on

November 14, 2019 in Ely, Nevada, included the development of a comprehensive implementation plan for the specific goals and objectives, for the target industry sectors, and for the priority projects for the region developed in the previous workshops.

Each of the various community and county-level workshops and each of the three regional workshops facilitated by faculty and staff from the University Center for Economic Development employed the use of the Stronger Economies Together (SET) curriculum developed by the U.S. Department of Agriculture Rural Development, Purdue University Center for Regional Development, and the Southern Regional Development Center. The Stronger Economies Together strategic economic development planning curriculum is designed to enable communities and counties in, primarily rural, America to work together in developing and implementing an economic development blueprint for their multi-county region that strategically builds on the current and emerging economic strengths of that region. The Stronger Economies Together strategic economic development planning curriculum is divided into eight separate modules:

- Module 1, Launching SET and Building a Strong Regional Team
- Module 2, Exploring Your Region's Demographics
- Module 3, Identifying the Region's Comparative Advantage
- Module 4, Exploring Potential Regional Strategies
- Module 5, Defining Your Regional Vision and Goals
- Module 6, Discovering Assets and Barriers
- Module 7, Planning for Success
- Module 8, Measuring for Success

This University Center for Economic Development technical report presents the results from the local community and county-level workshops held in Carlin, Nevada on July 22, 2019 and July 23, 2019 and on August 19, 2019 and August 20, 2019 and contains the required elements of the new five-year Comprehensive Economic Development Strategy for the City of Carlin for 2020 through 2025. A number of the various elements found in this five-year 2020 Comprehensive Economic Development Strategy for the City of Carlin are included in the five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. Unless otherwise indicated, both the City of Carlin and the Northeastern Nevada Regional Development Authority will jointly serve as the Comprehensive Economic Development Strategy Committee for the purposes of implementation and annual evaluation of the 2020 Comprehensive Economic Development Strategy for the City of Carlin.

3.0 State Law and Federal Considerations

This section presents a general overview of relevant state law and federal considerations as it pertains to the development, implementation and administration of a new five-year Comprehensive Economic Development Strategy for the City of Carlin.

3.1 State Law and Regional Considerations

Nevada Revised Statute, Chapter 278 *Planning and Zoning*, in Section 02521 Legislative Intent, paragraph one states, “The Legislature recognizes the need for innovative strategies of planning and development that: (a) address the anticipated needs and demands of continued urbanization and corresponding need to protect environmentally sensitive areas; and (b) will allow the development of less populous regions of this State if such regions: (1) seek increased economic development; and (2) have sufficient resources of land and water to accommodate development in a manner that is environmentally sound.”

Authority to create and adopt this Comprehensive Economic Development Strategy is found in Nevada Revised Statute, Chapter 278 Planning and Zoning, Section 160 Elements of Master Plan. NRS 278.160 lists the eight individual elements required in a master plan, including:

- A Conservation Element
- A Historic Preservation Element
- A Housing Element
- A Land Use Element
- A Public Facilities and Services Element
- A Recreation and Open Space Element
- A Safety Element
- A Transportation Element

Although no economic development element is required as part of NRS 278.160, paragraph two in NRS 278.160 states, “The commission may prepare and adopt, as part of the master plan, other and additional plans and reports dealing with such other elements as may in its judgment relate to the physical development of the city, county or region, and nothing contained in NRS 278.010 to 278.630, inclusive, prohibits the preparation and adoption of any such element as part of the master plan.” Although this Comprehensive Economic Development Strategy is not a required element of the master plan, the City of Carlin, in partnership with the Northeastern Nevada Regional Development Authority, has prepared one in order to consolidate and codify a growing body of policy concerning the economic and fiscal viability of the City of Carlin.

The Nevada Governor’s Office of Economic Development was created during the 2011 Legislative Session of the Nevada State Legislature and is codified in Nevada Revised Statute

Chapter 231 *Economic Development, Tourism and Cultural Affairs*. The Governor’s Office of Economic Development was created in response to the Great Recession and the need to consolidate, coordinate and reorganize the various state-wide economic development efforts and initiatives in Nevada. The mission of the Governor’s Office of Economic Development is to create high-quality jobs in Nevada and its vision is to create a vibrant, innovative, and sustainable economy with high-paying jobs for Nevadans. The objectives of the Governor’s Office of Economic Development, established in the state’s first state-wide economic development plan created in 2012, *Moving Nevada Forward: A Plan for Excellence in Economic Development 2012-2014*, are to establish a cohesive economic development operating system in the state, to increase opportunity through local education and workforce development, to catalyze innovation in core and emerging industries, to advance targeted sectors and opportunities, and to expand global engagement.

The Northeastern Nevada Regional Development Authority, a regional development authority created as an extension of the Nevada Governor’s Office of Economic Development, was originally created in 2012 with just Elko County and later expanded in 2014 and 2016 to include Humboldt County, Eureka County, Lander County, and White Pine County. The Northeastern Nevada Regional Development Authority was later expanded in 2020 to include Pershing County. The organizational mission of the Northeastern Nevada Regional Development Authority is to encourage and coordinate the continual, diversified development and economic growth of the northeastern Nevada region and all of its entities. Comprised of both public and private sector members, the vision of the Northeastern Nevada Regional Development Authority is to ensure the economic stability of the northeastern Nevada region by assisting member counties and cities in their efforts to enhance their respective and regional economic base. In partnership with its various public and private sector members, the Northeastern Nevada Regional Development Authority works to promote the region, recruit new industries, and to empower existing businesses.

3.2 Federal Considerations

This Comprehensive Economic Development Strategy for 2020 through 2025 for the City of Carlin is also designed to meet the requirements of a Comprehensive Economic Development Strategy (CEDS) document as outlined in Title 13 (Business Credit and Analysis), Part 303 (Planning Investments and Comprehensive Economic Development Strategies) of the U.S. Department of Commerce, U.S. Economic Development Administration (EDA). Authority for Title 13 Part 303 stems from 42 U.S.C. 3143, 42 U.S.C. 3162, 42 U.S.C. 3174, 42 U.S.C. 3211, and U.S. Department of Commerce Organization Order 10-4.

According to Title 13, Part 303, Section 303.1 (Purpose and Scope):

“The purpose of EDA Planning Investments is to provide support to Planning Organizations for the development, implementation, revision or replacement of Comprehensive Economic Development Strategies, and for related short-term Planning Investments and State plans designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the

nation's most economically distressed Regions. EDA's Planning Investments support partnerships within District Organizations, Indian Tribes, community development corporations, non-profit regional planning organizations and other Eligible Recipients. Planning activities supported by these Investments must be part of a continuous process involving the active participation of Private Sector Representatives, public officials and private citizens, and include:

- (a) Analyzing local economies;
- (b) Defining economic development goals;
- (c) Determining Project opportunities; and
- (d) Formulating and implementing an economic development program that includes systemic efforts to reduce unemployment and increase incomes."

According to Title 13, Part 303, Section 303.7 (Requirements for Comprehensive Economic Development Strategies):

"CEDS are designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources."

According to Title 13, Part 303, Section 303.7 (Requirements for Comprehensive Economic Development Strategies), a proper Comprehensive Economic Development Strategy must include the following ten technical requirements:

- Background of the region's economic development situation.
- Economic and community development problems and opportunities.
- Regional goals and objectives.
- Community and private sector participation.
- Suggested projects and jobs created.
- Identifying and prioritizing vital projects.
- Regional economic clusters.
- A plan of action.
- Performance measures.
- Methodology for tying the CEDS to with any existing state plan.

The remaining sections of this University Center for Economic Development technical report provides the content for each of these ten technical requirements and comprise the Comprehensive Economic Development Strategy for the City of Carlin, part of Elko County, for 2020 through 2025.

4.0 Overview of Current Economic Development Efforts

This section presents an overview of the results from Stronger Economies Together Module 1, *Launching Stronger Economies Together and Building a Strong Regional Team*, and parts of Module 2, *Exploring Your Region's Economic and Demographic Foundation*, for the City of Carlin and completed by workshop participants who participated in the first and second community and county-level Comprehensive Economic Development Strategy workshops for the City of Carlin held on July 22, 2019 and July 23, 2019 and on August 19, 2019 and August 20, 2019 in Carlin, Nevada.

4.1 Developing a Community and Regional Economic Development Network

During the two community and county-level Comprehensive Economic Development Strategy workshops for the City of Carlin held on July 22, 2019 and July 23, 2019 and on August 19, 2019 and August 20, 2019, workshop participants, using Stronger Economies Together Module 1, *Launching Stronger Economies Together and Building a Strong Regional Team*, identified various industry and interest area individuals, organizations, and private sector firms already engaged in various economic development efforts throughout the City of Carlin, Elko County, and for the entire northeastern Nevada region. These individuals, organizations, and private sector firms were sorted into three primary economic development areas: (1) collaborate, (2) cooperate, and (3) coordinate.

4.1.a Collaborating Individuals, Organizations, and Private Sector Firms

Individuals, organizations, and private sector firms identified as ‘collaborating’, are defined as those individuals, organizations, and private sector firms who have and continue to work jointly on a specific activity, program or project. Workshop participants identified the following collaborating individuals, organizations, and private sector firms already operating in and around the City of Carlin:

- Nathan Rogers
- Lyndise
- Khoury's
- Pilot
- Thomas Petroleum
- Cavalier
- City Club
- Build-a-Burger
- Chinese RRWDA
- Bars

-
- Home Depot
 - Ace Hardware
 - Ahern
 - Red Corp
 - Friends of the Library
 - NREC
 - TS Doug Hernandez
 - Maggie Geek
 - Modern Concrete
 - Eklunds
 - Tomeras
 - Newmont/Nevada Gold Mines
 - Senior Center Board
 - Dentists
 - Salon
 - Elko County Recreation Board
 - Northeastern Nevada Regional Development Authority

Workshop participants identified a number of different collaborating individuals, organizations, and private sector firms including representatives of local government, county government, state government and federal government agencies and organizations, various faith-based and non-governmental organizations, and community-based organizations. These collaborating individuals, organizations, and private sector firms directly engage in various economic development efforts throughout and around the City of Carlin currently and represent a significant portion of the community's existing economic base. Workshop participants noted that each of these individuals, organizations, and private sector firms will be critical in further developing and directly implementing elements of the new Comprehensive Economic Development Strategy for the City of Carlin.

4.1.b Cooperating Individuals, Organizations, and Private Sector Firms

Individuals, organizations, and private sector firms identified as 'cooperating', are defined as those individuals, organizations, and private sector firms who have and continue to work toward the achievement of shared community and economic development goals and objectives while maintaining an identifiably separate mission and vision. Workshop participants identified the following cooperating individuals, organizations, and private sector firms already operating in and around the City of Carlin:

- Margaret
- Ellen Meshefski
- Brent Jacobsen
- Tracy/Bruce Cousins
- Nathan Rogers
- Lyndise
- Chins

-
- Lisa Utley/Nursery
 - Ruth Hart
 - Denise Taylor
 - Gift Family
 - Dana Holbrook
 - Lonny Brown
 - Tasha Cople
 - Ren Doxey
 - Laura Ekland
 - Jones
 - Teri Feasel
 - American Legion
 - Methodist
 - Catholic
 - Baptist
 - LDS
 - Clampers
 - Ella Trujillo
 - JJ Taylor
 - Tomeras
 - Fire Department
 - Nevada Division of Forestry
 - Senior Center Board
 - Salon

These cooperating individuals, organizations, and private sector firms indirectly engage in various economic development efforts throughout and around the City of Carlin. Workshop participants noted that each of these individuals, organizations, and private sector firms provide essential leadership throughout the community while also representing key emerging industry sectors and interest areas. While each individual, organization, and private sector firm listed as a ‘cooperating’ individual, organization, and private sector firm will retain their unique and independent mission and vision, their efforts already align with the economic development goals and objectives developed by workshop participants listed in Section 7.0 of this Comprehensive Economic Development Strategy for the City of Carlin and University Center for Economic Development technical report.

4.1.c Coordinating Individuals, Organizations, and Private Sector Firms

Individuals, organizations, and private sector firms identified as ‘coordinating’, are defined as those individuals, organizations, and private sector firms who bring unique assets to the overall economic development strategy for the City of Carlin that are not provided by any other individual, organization, or private sector firm. Workshop participants identified the following coordinating individuals, organizations, and private sector firms already operating in and around the City of Carlin:

-
- Margaret
 - Ellen Meshefski
 - Brent Jacobsen
 - Tracy/Bruce Cousins
 - Nathan Rogers
 - Lyndsie
 - Chins
 - Lisa Utley/Nursery
 - Ruth Hart
 - Denise Taylor
 - Friends of the Library
 - Gift Family
 - Dana Holbrook
 - Tasha Cople
 - Ren Doxey
 - Laura Ekland
 - TS Doug Hernandez
 - Teri Feasel
 - Methodist
 - Catholic
 - Baptist
 - LDS
 - Ella Trujillo
 - JJ Taylor
 - Fire Department

These coordinating individuals, organizations, and private sector firms indirectly engage in various economic development efforts already underway throughout and around the City of Carlin. While each of these individuals, organizations and private sector representatives engage in a number of independent community and economic development efforts, workshop participants noted that they have the unique ability to coordinate and advocate for specific efforts that are in alignment with larger community and economic development strategies and initiatives.

4.2 Identifying Existing Creation, Attraction, Retention, and Expansion Economic Development Efforts

Economic development efforts can be organized into four general areas, including: (1) creation activities, (2) attraction activities, (3) retention activities, and (4) expansion activities. Creation economic development activities include the strategies and initiatives designed to encourage the formation of new private sector firms within a community and throughout a region. Attraction economic development activities include the efforts to recruit existing business and industry to a specific community or region. Retention economic development activities include the strategies

for maintaining and strengthening the community's and region's existing firms and expansion economic development activities include the various initiatives to encourage the growth of existing firms already operating within a community and region. Workshop participants who participated in the two community and county-level Comprehensive Economic Development Strategy workshops for the City of Carlin held on July 22, 2019 and July 23, 2019 and on August 19, 2019 and August 20, 2019, using Stronger Economies Together Module 2, *Exploring Your Region's Economic and Demographic Foundation*, were asked to identify the existing creation, attraction, retention, and expansion strategies and initiatives already being led by various individuals, organizations, and private sector firms in and around the City of Carlin.

4.2.a Existing Creation Economic Development Initiatives

Workshop participants identified a number of public sector entities and agencies, private sector firms, and non-profit organizations that are currently involved in a number of creation economic development initiatives and efforts in and around the City of Carlin. The City of Carlin, both in partnership with the Northeastern Nevada Regional Development Authority and independently, have developed and frequently use a number of local incentives designed to encourage specific new development ranging from market-rate and targeted new housing development to the creation of new businesses in a number of key industry sectors. Use of these locally-based incentives have helped create a number of new businesses designed to serve community needs and limit the amount of dollars that have traditionally flowed out of the community. For example, the recent completion and opening of Khoury's, a new full-sized grocery store in Carlin, now provides community residents with a dependable source of fresh groceries that community residents once had to travel to neighboring communities to purchase.

The City Manager's Office of the City of Carlin actively engages with the city's business community to identify barriers to new business creation and develops policy and administrative solutions in order to encourage new business formation and start-up. The City of Carlin actively works with the area's largest employer, Nevada Gold Mines, to develop meaningful partnerships that have included a new internship program that can help develop the community's overall workforce base. The City of Carlin has also worked closely with the Elko County School District and Great Basin College to develop vocational and trades certification training programs, including a new welding program, that has further developed the overall skill set of the community's civilian workforce.

4.2.b Existing Attraction Economic Development Initiatives

Similar to the community's existing set of creation economic development initiatives, the City of Carlin has worked both independently and in partnership with the Northeastern Nevada Regional Development Authority and other key public sector and private sector economic development partners to further develop the community's existing industrial park. Improvements to the industrial park's existing infrastructure, including the improvement of access roads and the development of significant rail road infrastructure improvements, has significantly improved the community's overall ability to attract new firms to Carlin. Focus on improvement and utilization of the community's existing industrial park has been spearheaded largely through the City Manager's Office of the City of Carlin.

The City of Carlin has also worked closely with the Elko Area Chamber of Commerce to actively market Carlin to new prospective businesses and to identify the needs of new businesses that are interested in relocating to the community. The need to significantly expand and improve the community's overall civilian workforce has led to the development of a number of workforce development programs and initiatives including the development of an internship program with Nevada Gold Mines and the development of new vocational and trades certification training programs, including a new welding program, that has further developed the overall skill set of the community's civilian workforce. These efforts have been done in partnership with other key workforce development partners including the Elko County School District, the Nevada Governor's Office of Economic Development via the Northeastern Nevada Regional Development Authority, and various private sector firms.

4.2.c Existing Retention Economic Development Initiatives

Workshop participants identified a number of community and economic development issues related to the retention of existing private sector firms already operating throughout the City of Carlin. Continued investment in the improvement of critical infrastructure (streets, sewer, water, etc.) have been made and will continue to be made in order to grow the overall capacity of key infrastructure assets at a rate that is consistent with the rate of growth in the community's overall economic base and business community. The further development of various housing types is critical in freeing up existing commercial property that is currently being used for residential use and the City of Carlin has already begun a comprehensive assessment and modernization effort of its building and development code in order to facilitate existing business retention and expansion efforts.

The City of Carlin is strategically located at the intersection of U.S. Interstate 80 and Nevada State Highway 278. Carlin is also located along the Humboldt River and has immediate access to a major railroad corridor. The abundance of developable land coupled with the community's continued investment in critical infrastructure and overall workforce development makes the community ideal for existing businesses to remain and expand their existing operations. The City of Carlin is also working with its key community and economic development partners, including the Elko County School District, the Northeastern Nevada Regional Development Authority, and Nevada Gold Mines to further expand existing workforce development programs in order to grow and improve the community's existing workforce. The City Manager's Office of the City of Carlin has recently been tasked with the responsibility of identifying issues in the community that may be forcing existing businesses to relocate to other jurisdictions and develop appropriate policy and administrative solutions designed to retain and expand individual firms in the existing business community.

4.2.d Existing Expansion Economic Development Initiatives

The expansion of existing firms operating throughout the community is largely dependent upon the community's ability to sustainably grow its existing residential population and general economic base while also improving the pool of available workers needed to support private sector growth and expansion. Existing partnerships with Nevada Gold Mines and new

partnerships with various private sector firms including Thomas Petroleum and Ames Construction have been and will continue to be used to help improve the community's overall economic base in order to support general business expansion and growth.

Through the City Manager's Office of the City of Carlin, the City of Carlin is working closely with its various strategic community and economic development partners, including the Elko County School District and the Northeastern Nevada Regional Development Authority, to continue to expand and improve existing vocational and trades certification training programs. These efforts also include ongoing conversations with the existing business community to identify potential policy and administrative barriers to overall business expansion and then develop and implement appropriate policy and administrative solutions. The City of Carlin further markets the community's strategic location and significant transportation infrastructure assets which provides access to wider regional, national, and even global markets to new and existing firms. General diversification of products and services produced in Carlin can be successfully marketed and sold to wider regional, national, and even global markets given appropriate business reorganization and expansion.

5.0 Analysis: Existing Community and Regional Conditions

This section presents a comprehensive overview of the results from Stronger Economies Together Module 2, *Exploring Your Region's Demographics*, presented to participants of the first and second community and county-level Comprehensive Economic Development Strategy workshops for the City of Carlin held on July 22, 2019 and July 23, 2019 and on August 19, 2019 and August 20, 2019 in Carlin, Nevada. The results of a comprehensive community Strengths, Weaknesses, Opportunities, and Threats analysis and several community identity, environmental assessment, and community placemaking exercises facilitated by University Center for Economic Development faculty and staff are also presented in this section.

5.1 Socio-Demographic and Economic Trends for the City of Carlin and the Northeastern Nevada Regional Development Authority

Ten separate socio-demographic and economic categories were examined by participants of the July, 22, 2019 and July 23, 2019 City of Carlin Comprehensive Economic Development Strategy Workshop No. 1 held in Carlin, Nevada. These categories include total population, median age, total number of households, average household size, median household income, median family income, per capita (mean) income, percent of total population living below the poverty line, civilian workforce, and civilian unemployment rate.

5.1.a Total Population

Table 5.1 presents the change in total population for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Carlin is highlighted.

Between 2013 and 2017, the City of Carlin's total residential population measurably decreased, decreasing from an estimated 2,701 total individuals in 2013 to an estimated 2,361 total individuals in 2017, a net decrease of 340 total individuals or -12.6 percent. The City of Carlin was the only community in all of Elko County highlighted as part of this new five-year Comprehensive Economic Development Strategy that experienced population decline between 2013 and 2017. Between 2013 and 2017, the City of Elko's total residential population increased by 2,641 total individuals or 7.0 percent and the City of Wells' total residential population increased by 222 total individuals or 11.2 percent. Even the City of West Wendover's total residential population experienced marginal growth between 2013 and 2017, increasing by seven total individuals or 0.2 percent. Countywide, the total residential population for all of Elko County increased from an estimated 50,023 total individuals in 2013 to an estimated 52,377 total individuals in 2017, a net increase of 2,354 total individuals or 4.7 percent. While the total residential population for much of Elko County, including other municipalities and population centers within the county, increased between 2013 and 2017, total

residential population growth in the City Carlin failed to keep pace with this growth over the same 2013 to 2017 period.

Table 5.1 – Total Population Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	50,023	52,377	2,354	4.7%
Carlin	2,701	2,361	-340	-12.6%
Elko	37,670	40,311	2,641	7.0%
Wells	1,986	2,208	222	11.2%
West Wendover	4,442	4,449	7	0.2%
Eureka County	1,804	1,728	-76	-4.2%
Eureka	1,340	1,230	-110	-8.2%
Humboldt County	16,800	17,088	288	1.7%
Winnemucca	13,028	14,243	1,215	9.3%
Lander County	5,844	5,887	43	0.7%
Austin	580	411	-169	-29.1%
Battle Mountain	5,264	5,476	212	4.0%
White Pine County	10,023	9,858	-165	-1.6%
Ely	5,718	5,876	158	2.8%
State of Nevada	2,730,066	2,887,725	157,659	5.8%
United States	311,536,594	321,004,407	9,467,813	3.0%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Comparatively, the total population for the entire state of Nevada between 2013 and 2017 increased from an estimated 2.7 million total individuals in 2013 to an estimated 2.9 million total individuals in 2017, a net increase of approximately 157,659 total individuals or 5.8 percent. Between 2013 and 2017, the total population for the United States increased from an estimated 311.5 million total individuals in 2013 to an estimated 321.0 million total individuals in 2017, a net increase of approximately 9.5 million total individuals or 3.0 percent.

5.1.b Median Age

Table 5.2 presents the change in median age for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Carlin is highlighted.

Between 2013 and 2017, the median age of the City of Carlin’s residential population increased significantly, increasing from an estimated 35.2 years of age in 2013 to an estimated 38.1 years of age in 2017, a net increase of 2.9 years or 8.2 percent. The rate of growth in the community’s median age in the City of Carlin was second only to the rate of growth in the median age of the City of West Wendover’s residential population between 2013 and 2018 which grew by 3.1

years or 11.9 percent. In 2017, the City of Carlin had the oldest median age for all communities in Elko County highlighted in this Comprehensive Economic Development Strategy. In 2017, the median age in the City of Carlin was 38.1 years of age compared to the City of Elko, with a median age of 34.2 years of age, the City of Wells, with a median age of 35.1 years of age, and the City of West Wendover, with a median age of 29.2 years of age. Between 2013 and 2017, the median age for all of Elko County increased by just 2.4 percent, increased by 3.3 percent in the City of Elko, and actually decreased by -11.1 percent in the City of Wells.

Table 5.2 – Median Age Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	33.3	34.1	0.8	2.4%
Carlin	35.2	38.1	2.9	8.2%
Elko	33.1	34.2	1.1	3.3%
Wells	39.5	35.1	-4.4	-11.1%
West Wendover	26.1	29.2	3.1	11.9%
Eureka County	38.3	47.3	9.0	23.5%
Eureka	34.9	46.5	11.6	33.2%
Humboldt County	35.7	35.6	-0.1	-0.3%
Winnemucca	34.0	33.9	-0.1	-0.3%
Lander County	37.3	37.8	0.5	1.3%
Austin	34.2	53.9	19.7	57.6%
Battle Mountain	37.8	36.8	-1.0	-2.6%
White Pine County	40.9	39.4	-1.5	-3.7%
Ely	43.1	39.1	-4.0	-9.3%
State of Nevada	36.6	37.7	1.1	3.0%
United States	37.3	37.8	0.5	1.3%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Statewide, the median age for the entire state of Nevada between 2013 and 2017 increased from an estimated 36.6 years of age in 2013 to an estimated 37.7 years of age in 2017, a net increase of 1.1 years or 3.0 percent. For the entire United State, the median age increased slightly, increasing from an estimated 37.3 years of age in 2013 to an estimated 37.8 years of age in 2017, a net increase of just 0.5 year or 1.3 percent.

5.1.c Total Number of Households

Table 5.3 presents the change in the total number of households for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Carlin is highlighted.

Similar to the trend in the change in the City of Carlin’s total residential population between 2013 and 2017, the total number of households in the City of Carlin declined significantly, decreasing from an estimated 937 total households in 2013 to an estimated 735 total households in 2017, a net decrease of 202 total households or -21.6 percent. Countywide, the total number of households for all of Elko County increased by 1.6 percent between 2013 and 2017, increased by 4.5 percent in the City of Elko, decreased by -3.0 percent in the City of Wells between 2013 and 2017, and decreased by just -0.1 percent in the City of West Wendover between 2013 and 2017.

Table 5.3 – Total Number of Households Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	17,599	17,882	283	1.6%
Carlin	937	735	-202	-21.6%
Elko	13,287	13,886	599	4.5%
Wells	800	776	-24	-3.0%
West Wendover	1,362	1,361	-1	-0.1%
Eureka County	416	434	18	4.3%
Eureka	504	506	2	0.4%
Humboldt County	6,314	6,261	-53	-0.8%
Winnemucca	4,859	5,063	204	4.2%
Lander County	2,010	2,183	173	8.6%
Austin	207	228	21	10.1%
Battle Mountain	1,803	1,955	152	8.4%
White Pine County	3,357	3,343	-14	-0.4%
Ely	2,155	2,273	118	5.5%
State of Nevada	999,016	1,052,249	53,233	5.3%
United States	115,610,216	118,825,921	3,215,705	2.8%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Comparatively, the total number of households statewide in the state of Nevada increased from an estimated 999,016 total households in 2013 to an estimated 1.1 million total households in 2017, a net increase of approximately 53,233 total households or 5.3 percent. The total number of households nationwide for the entire United States increased from an estimated 115.6 million total households in 2013 to an estimated 118.8 million total households in 2017, a net increase of approximately 3.2 million total households or 2.8 percent.

5.1.d Average Household Size

Table 5.4 presents the change in average household size for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Carlin is highlighted.

The average household size in the City of Carlin increased significantly between 2013 and 2017, increasing from an estimated 2.70 people per household in 2013 to an estimated 2.98 people per household in 2017, a net increase of 0.28 people per household or 10.4 percent. The overall rate of growth in the average household size for the City of Carlin between 2013 and 2017 was second only to the overall rate of growth in the average household size for the City of Wells between 2013 and 2017, increasing by an estimated 0.33 people per household or 14.1 percent.

Countywide, the average household size for all of Elko County increased by just 0.08 people per household or 2.9 percent between 2013 and 2017 and, for the City of Elko, the average household size increased by just 0.06 people per household or 2.1 percent between 2013 and 2017. In the City of West Wendover, the average household size increased by just 0.01 people per household or 0.3 percent between 2013 and 2017. In 2017, the average household size in the City of Carlin was second only to the average household size in the City of West Wendover, with an average household size of 2.98 people per household in Carlin versus an average household size of 3.27 people per household in West Wendover.

Table 5.4 – Average Household Size Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	2.80	2.88	0.08	2.9%
Carlin	2.70	2.98	0.28	10.4%
Elko	2.81	2.87	0.06	2.1%
Wells	2.34	2.67	0.33	14.1%
West Wendover	3.26	3.27	0.01	0.3%
Eureka County	3.39	2.96	-0.43	-12.7%
Eureka	2.61	2.42	-0.19	-7.3%
Humboldt County	2.63	2.69	0.06	2.3%
Winnemucca	1.25	2.77	1.52	121.6%
Lander County	2.87	2.67	-0.20	-7.0%
Austin	2.78	1.79	-0.99	-35.6%
Battle Mountain	4.08	2.77	-1.31	-32.1%
White Pine County	2.74	2.50	-0.24	-8.8%
Ely	2.60	2.53	-0.07	-2.7%
State of Nevada	2.70	2.71	0.01	0.4%
United States	2.63	2.63	0.00	0.0%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Comparatively, the average household size for the entire state of Nevada increased slightly between 2013 and 2017, increasing from an estimate of 2.70 people per household in 2013 to an estimated 2.71 people per household in 2017, a negligible increase of just 0.01 people per household or 0.4 percent. The average household size for the entire United States nationwide

was unchanged between 2013 and 2017, with an estimated average household size of 2.63 people per household in both 2013 and 2017.

5.1.e Median Household Income

Table 5.5 presents the change in median household income (in 2017 inflation-adjusted dollars) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Carlin is highlighted.

Median household income in the City of Carlin was relatively high when compared to other communities in Elko County and throughout the northeastern Nevada region in both 2013 and 2017, increasing from an estimated \$69,107 in 2013 to an estimated \$74,148 in 2017, a net increase of \$5,041 or 7.3 percent. While median household income was relatively high in the City of Carlin in both 2013 and 2017, the rate of growth in median household income in the City of Carlin was significantly less than the rate of growth in median household income for other communities located throughout Elko County. Between 2013 and 2017, median household income for all of Elko County increased by 8.5 percent and increased by 12.6 percent between 2013 and 2017 in the City of Elko. In the City of Wells, median household income increased by 28.9 percent between 2013 and 2017 and, in the City of West Wendover, median household income increased by 28.3 percent between 2013 and 2017.

Table 5.5 – Median Household Income (2017 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	\$70,238	\$76,178	\$5,940	8.5%
Carlin	\$69,107	\$74,148	\$5,041	7.3%
Elko	\$75,989	\$85,530	\$9,541	12.6%
Wells	\$46,875	\$60,426	\$13,551	28.9%
West Wendover	\$37,740	\$48,429	\$10,689	28.3%
Eureka County	\$64,632	\$67,159	\$2,527	3.9%
Eureka	\$50,268	\$70,000	\$19,732	39.3%
Humboldt County	\$59,472	\$69,324	\$9,852	16.6%
Winnemucca	\$67,456	\$76,621	\$9,165	13.6%
Lander County	\$72,742	\$79,865	\$7,123	9.8%
Austin	\$43,809	\$45,570	\$1,761	4.0%
Battle Mountain	\$76,090	\$83,521	\$7,431	9.8%
White Pine County	\$48,586	\$60,358	\$11,772	24.2%
Ely	\$49,316	\$61,339	\$12,023	24.4%
State of Nevada	\$52,800	\$55,434	\$2,634	5.0%
United States	\$53,046	\$57,652	\$4,606	8.7%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Statewide, median household income for the entire state of Nevada increased from an estimated median household income of \$52,800 in 2013 to an estimated median household income of \$55,434 in 2017, a net increase of approximately \$2,634 or 5.0 percent. Nationwide, median household income for the entire United States increased from an estimated \$53,046 in 2013 to an estimated median household income of \$57,652 in 2017, a net increase of approximately \$4,606 or 8.7 percent.

5.1.f Median Family Income

Table 5.6 presents the change in median family income (in 2017 inflation-adjusted dollars) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Carlin is highlighted.

Table 5.6 – Median Family Income (2017 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	\$75,231	\$86,421	\$11,190	14.9%
Carlin	\$75,046	\$75,060	\$14	0.0%
Elko	\$84,458	\$93,941	\$9,483	11.2%
Wells	\$55,500	\$66,111	\$10,611	19.1%
West Wendover	\$41,208	\$48,960	\$7,752	18.8%
Eureka County	\$94,648	\$109,085	\$14,437	15.3%
Eureka	\$64,853	\$113,869	\$49,016	75.6%
Humboldt County	\$74,433	\$80,884	\$6,451	8.7%
Winnemucca	\$86,287	\$85,691	-\$596	-0.7%
Lander County	\$75,857	\$96,250	\$20,393	26.9%
Austin	\$60,278	\$107,639	\$47,361	78.6%
Battle Mountain	\$80,313	\$94,265	\$13,952	17.4%
White Pine County	\$63,982	\$69,481	\$5,499	8.6%
Ely	\$63,459	\$75,074	\$11,615	18.3%
State of Nevada	\$61,359	\$65,469	\$4,110	6.7%
United States	\$64,719	\$70,850	\$6,131	9.5%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Between 2013 and 2017, median family income in the City of Carlin remained relatively unchanged, increasing from an estimated \$75,046 in 2013 to an estimated \$75,060 in 2017, a net increase of just \$14 or, effectively, 0.0 percent. Comparatively, median family income increased significantly throughout most of Elko County and throughout most of the northeastern Nevada region between 2013 and 2017. Between 2013 and 2017, median family income for all of Elko County increased by 14.9 percent and, in the City of Elko, increased by 11.2 percent between

2013 and 2017. In the City of Wells, median family income increased by 19.1 percent and, in the City of West Wendover, median family income increased by 18.8 percent between 2013 and 2017.

Actual median family income in the City of Carlin for both 2013 and 2017 was also generally lower when compared to other communities in Elko County highlighted in this Comprehensive Economic Development Strategy and generally lower than all of Elko County and other communities located throughout the northeastern Nevada Region. Countywide, median family income for all of Elko County was an estimated \$75,231 in 2013 compared to an estimated \$75,046 in 2013 for the City of Carlin. In 2017, median family income for all of Elko County was an estimated \$86,421 compared to an estimated \$75,060 in 2017 for the City of Carlin. In 2017, median family income for all of Eureka County was \$109,085, was \$80,884 in 2017 for all of Humboldt County, and was \$96,250 in 2017 for all of Lander County.

Statewide, median family income for the entire state of Nevada increased between 2013 and 2017, increasing from an estimated median family income of \$61,359 in 2013 to an estimated median family income of \$65,469 in 2017, a net increase of approximately \$4,110 or 6.7 percent. Nationwide, median family income for the entire United States increased between 2013 and 2017, increasing from an estimated median family income of \$64,719 in 2013 to an estimated median family income of \$70,850 in 2017, a net increase of approximately \$6,131 or 9.5 percent.

5.1.g Per Capita (Mean) Income

Table 5.7 presents the change in per capita income (in 2017 inflation-adjusted dollars) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Carlin is highlighted.

Despite relatively low or no growth in either median household income or median family income in the City of Carlin between 2013 and 2017, per capita income in the City of Carlin increased significantly between 2013 and 2017, increasing from an estimated \$29,339 in 2013 to an estimated \$34,456 in 2017, a net increase of \$5,117 or 17.4 percent. The rate of growth in per capita income in the City of Carlin between 2013 and 2017 was second only to the rate of growth in per capita income in the City of West Wendover between 2013 and 2017, which increased by an estimated \$7,719 or 51.5 percent between 2013 and 2017. Countywide, per capita income for all of Elko County increased by an estimated \$4,140 or 14.6 percent between 2013 and 2017 and, for the City of Elko, per capita income increased by an estimated \$4,024 or 13.0 percent between 2013 and 2017. For the City of Wells, per capita income increased by just \$597 or 2.6 percent between 2013 and 2017.

In 2017, per capita income in the City of Carlin, at an estimated \$34,498, was second only to per capita income in the City of Elko, at an estimated \$35,066. Per capita income was an estimated \$32,498 countywide for all of Elko County in 2017, was an estimated \$23,998 for the City of Wells in 2017, and was an estimated \$22,701 for the City of West Wendover in 2017. Regionally, per capita income in the City of Carlin in 2017 was one of the highest throughout the northeastern Nevada region. In 2017, per capita income was an estimated \$35,606 for all of

Eureka County, was an estimated \$29,215 for all of Humboldt County, was an estimated \$30,256 for all of Lander County, and was an estimated \$25,350 for all of White Pine County.

Table 5.7 – Per Capita (Mean) Income, Individuals (2017 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	\$28,358	\$32,498	\$4,140	14.6%
Carlin	\$29,339	\$34,456	\$5,117	17.4%
Elko	\$31,042	\$35,066	\$4,024	13.0%
Wells	\$23,401	\$23,998	\$597	2.6%
West Wendover	\$14,982	\$22,701	\$7,719	51.5%
Eureka County	\$28,056	\$35,606	\$7,550	26.9%
Eureka	\$24,700	\$35,331	\$10,631	43.0%
Humboldt County	\$26,515	\$29,215	\$2,700	10.2%
Winnemucca	\$28,602	\$30,258	\$1,656	5.8%
Lander County	\$29,800	\$30,256	\$456	1.5%
Austin	\$17,523	\$35,814	\$18,291	104.4%
Battle Mountain	\$31,153	\$29,839	-\$1,314	-4.2%
White Pine County	\$24,435	\$25,350	\$915	3.7%
Ely	\$28,226	\$29,964	\$1,738	6.2%
State of Nevada	\$26,589	\$28,450	\$1,861	7.0%
United States	\$28,155	\$31,177	\$3,022	10.7%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Comparatively, per capita income for the entire state of Nevada increased between 2013 and 2017, increasing from an estimated per capita income of \$26,598 in 2013 to an estimated per capita income of \$28,450 in 2017, a net increase of \$1,861 or 7.0 percent. Nationwide, per capita income for the entire United States increased significantly between 2013 and 2017, increasing from an estimated per capita income of \$28,155 in 2013 to an estimated per capita income of \$31,177 in 2017, a net increase of approximately \$3,022 or 10.7 percent.

5.1.h Percent of Total Population Living Below the Poverty Line

Table 5.8 presents the change in the percentage of total population living below the poverty line for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Carlin is highlighted.

Between 2013 and 2017, the percent of total population living below the poverty line in the City of Carlin decreased slightly, decreasing from an estimated 5.9 percent in 2013 to an estimated 5.7 percent in 2017, a net decrease of 0.2 percent or a percentage decrease of -3.4 percent. Countywide, the percent of total population living below the poverty line for all of Elko County

increased significantly between 2013 and 2017, increasing from an estimated 8.8 percent in 2013 to an estimated 11.5 percent in 2017, a net increase of 2.7 percent or a percentage increase of 30.7 percent. For the City of Elko, the percent of total population living below the poverty line increased between 2013 and 2017 even more dramatically, with a net increase of 3.4 percent or a percentage increase of 54.0 percent. Comparatively, the net and percentage decline of the percent of total population living below the poverty line between 2013 and 2017 for the City of Wells and the City of West Wendover was even more dramatic than the net and percentage declines of the percent of total population living below the poverty line for the City of Carlin. Between 2013 and 2017, the percent of total population living below the poverty line in the City of Wells declined by 2.7 percent, a percentage decline of -34.2 percent, and declined by 9.5 percent, a percentage decline of -38.3 percent, in the City of West Wendover between 2013 and 2017.

In both 2013 and 2017, the actual percent of total population living below the poverty line in the City of Carlin was relatively low when compared to other communities in Elko County and throughout the northeastern Nevada Region. In 2017, the percent of total population living below the line in just the City of Carlin was 5.7 percent. Countywide for all of Elko County, the percent of total population living below the poverty line was 11.5 percent in 2017, was 10.0 percent for all of Eureka County, was 9.1 percent for all of Humboldt County, was 13.2 percent for all of Lander County, and was 13.0 percent for all of White Pine County.

Table 5.8 – Percent of Total Population Living Below the Poverty Line Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	8.8%	11.5%	2.7%	30.7%
Carlin	5.9%	5.7%	-0.2%	-3.4%
Elko	6.3%	9.7%	3.4%	54.0%
Wells	7.9%	5.2%	-2.7%	-34.2%
West Wendover	24.8%	15.3%	-9.5%	-38.3%
Eureka County	13.9%	10.0%	-3.9%	-28.1%
Eureka	16.9%	10.8%	-6.1%	-36.1%
Humboldt County	12.3%	9.1%	-3.2%	-26.0%
Winnemucca	11.3%	7.8%	-3.5%	-31.0%
Lander County	9.3%	13.2%	3.9%	41.9%
Austin	15.2%	0.2%	-15.0%	-98.7%
Battle Mountain	8.7%	14.1%	5.4%	62.1%
White Pine County	12.9%	13.0%	0.1%	0.8%
Ely	11.2%	15.0%	3.8%	33.9%
State of Nevada	15.0%	14.2%	-0.8%	-5.3%
United States	15.4%	14.6%	-0.8%	-5.2%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Statewide, the percent of total population living below the poverty line for the entire state of Nevada decreased between 2013 and 2017, decreasing from an estimated 15.0 percent in 2013 to an estimated 14.2 percent in 2017, a net decrease of 0.8 percent or -5.3 percent. Nationwide, the percent of total population living below the poverty line for the entire United States decreased between 2013 and 2017, decreasing from an estimated 15.4 percent in 2013 to an estimated 14.6 percent in 2017, a net decrease of 0.8 percent or -5.2 percent.

5.1.i Civilian Workforce (Individuals 16 Years or Older)

Table 5.9 presents the change in the size of the civilian workforce (individuals aged 16 years or older) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Carlin is highlighted.

Table 5.9 – Civilian Workforce (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	37,364	39,478	2,114	5.7%
Carlin	2,160	1,975	-185	-8.6%
Elko	28,199	30,697	2,498	8.9%
Wells	1,556	1,654	98	6.3%
West Wendover	2,779	2,917	138	5.0%
Eureka County	1,339	1,393	54	4.0%
Eureka	964	973	9	0.9%
Humboldt County	12,697	12,924	227	1.8%
Winnemucca	9,705	10,593	888	9.1%
Lander County	4,397	4,422	25	0.6%
Austin	364	357	-7	-1.9%
Battle Mountain	4,033	4,065	32	0.8%
White Pine County	8,128	8,032	-96	-1.2%
Ely	4,545	4,556	11	0.2%
State of Nevada	2,143,541	2,292,486	148,945	6.9%
United States	246,191,954	255,797,692	9,605,738	3.9%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Between 2013 and 2017, the total civilian workforce for the City of Carlin decreased significantly from an estimated 2,160 total workers in 2013 to an estimated 1,975 total workers in 2017, a net decrease of 185 total workers or -8.6 percent. Compared to the change in the overall size of the civilian workforce countywide for all of Elko County and to the other communities located throughout Elko County, only the City of Carlin experienced a decline in the overall size of its civilian workforce between 2013 and 2017. Countywide, Elko County's total workforce increased by 5.7 percent. In the City of Elko, the total civilian workforce

increased by an estimated 8.9 percent between 2013 and 2017. In the City of Wells, the total civilian workforce increased by an estimated 6.3 percent between 2013 and 2017, and, in the City of West Wendover, the total civilian workforce increased by an estimated 5.0 percent.

Statewide, the total civilian workforce for the entire state of Nevada increased between 2013 and 2017, increasing from an estimated 2.1 million total workers in 2013 to an estimated 2.3 million total workers in 2017, a net increase of approximately 148,945 total workers or 6.9 percent. Between 2013 and 2017, the total civilian workforce nationwide for the entire United States increased from an estimated 246.2 million total workers in 2013 to an estimated 255.8 million workers in 2017, a net increase of approximately 9.6 million total workers or 3.9 percent.

5.1.k Civilian Unemployment Rate (Individuals 16 Years or Older)

Table 5.10 presents the change in the estimated civilian unemployment rate (individuals aged 16 years or older) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Carlin is highlighted.

Table 5.10 – Civilian Unemployment Rate (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	5.7%	4.4%	-1.3%	-22.8%
Carlin	10.6%	11.8%	1.2%	11.3%
Elko	4.8%	3.7%	-1.1%	-22.9%
Wells	7.4%	4.9%	-2.5%	-33.8%
West Wendover	7.6%	1.3%	-6.3%	-82.9%
Eureka County	5.4%	-	-	-
Eureka	1.6%	-	-	-
Humboldt County	9.1%	7.3%	-1.8%	-19.8%
Winnemucca	7.4%	7.2%	-0.2%	-2.7%
Lander County	11.2%	7.6%	-3.6%	-32.1%
Austin	17.7%	12.1%	-5.6%	-31.6%
Battle Mountain	10.7%	7.4%	-3.3%	-30.8%
White Pine County	9.9%	6.2%	-3.7%	-37.4%
Ely	8.8%	6.7%	-2.1%	-23.9%
State of Nevada	12.5%	8.0%	-4.5%	-36.0%
United States	9.7%	6.6%	-3.1%	-32.0%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Between 2013 and 2017, the civilian unemployment rate for the City of Carlin increased substantially, increasing from an estimated 10.6 percent in 2013 to an estimated 11.8 percent in 2017, a net increase of 1.2 percent or a percentage increase of 11.3 percent. Comparatively, the

civilian unemployment rate for all of Elko County, for all communities in other parts of Elko County, and for most of the northeastern Nevada region declined between 2013 and 2017. Countywide, the civilian unemployment rate decreased by 1.3 percent or a percentage decline of -22.8 percent for all of Elko County between 2013 and 2017, decreased by 1.1 percent or a percentage decline of -22.9 percent in 2017 for the City of Elko, decreased by 2.5 percent or a percentage decline of -33.8 percent in 2017 for the City of Wells, and decreased by 6.3 percent or a percentage decline of -82.9 percent in 2017 for the City of West Wendover. Between 2013 and 2017, the civilian unemployment rate decreased significantly by 1.8 percent or a percentage decline of -19.8 percent in Humboldt County, decreased by 3.6 percent or a percentage decline of -32.1 percent in Lander County, and decreased by 3.7 percent or a percentage decline of -37.4 percent in White Pine County. In fact, the increase in the civilian unemployment rate between 2013 and 2017 in the City of Carlin was the only recorded increase in the civilian unemployment rate for any community located anywhere throughout the northeastern Nevada region.

Comparatively, the estimated civilian unemployment rate for both the state of Nevada and for the entire United States also declined significantly between 2013 and 2017. Statewide, the estimated civilian unemployment rate for the entire state of Nevada declined from an estimated 12.5 percent in 2013 to an estimated 8.0 percent in 2017, a net decrease of approximately 4.5 percent or -36.0 percent. Nationwide, the estimated civilian unemployment rate for the entire United States declined from an estimated 9.7 percent in 2013 to an estimated 6.6 percent in 2017, a net decrease of approximately 3.1 percent or -32.0 percent.

5.2 Identifying Priority Conditions in the Socio-Demographic and Economic Data

As part of Stronger Economies Together Module 2, *Exploring Your Region's Demographics*, and as part of the assessment of the various socio-demographic and economic conditions outlined in the previous sub-section, participants who attended the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 were asked to identify a set of specific conditions to be addressed as part of the new Comprehensive Economic Development Strategy for the City of Carlin.

Workshop participants were asked to answer the following five questions:

- What *conditions* does the data describe?
- What *direction* of change does the data describe?
- What is the *intensity* of that change?
- How does my community (territory) *compare* with other communities?
- What *overall picture* does the data paint?

Workshop participants identified three specific conditions, based on the assessment of existing socio-demographic and economic data for the City of Carlin and communities located throughout

the northeastern Nevada region, to be addressed through achievement of the City of Carlin's new five-year Comprehensive Economic Development Strategy, including: (1) encourage growth in the community's declining residential population, (2) attract a younger population to move to Carlin in response to the overall aging of the community's existing population, and (3) address relative stagnation in the community's various measures of personal and household income through new job creation and existing business retention and expansion.

5.2.a Condition 1: Encourage Growth in the Community's Declining Residential Population

Between 2013 and 2017, the City of Carlin's residential population has declined from an estimated 2,701 total individuals in 2013 to an estimated 2,361 total individuals in 2017, a net decrease of 340 total individuals or -12.6 percent. Workshop participants noted that that City of Carlin was the only community to experience decline in its total population between 2013 and 2017 in Elko County and was one of just a few communities throughout the northeastern Nevada region that also experienced a net population decline. Due to the community's continued loss of a permanent residential population, the community has experienced notable losses of key private sector firms and businesses, including a bank, new housing development opportunities, and even a grocery store over the last several years. The community's continued decline in the permanent residential population has also made new business attraction and existing business retention and expansion efforts increasingly difficult. Without a growing population base, individual firms do not have a local growing customer base to market to and new and existing businesses find it increasingly difficult to find appropriately skilled workers to fill vacant and open positions.

Similar to the decreasing trend in the community's overall permanent residential population, the City of Carlin's existing civilian workforce has also declined between 2013 and 2017, declining from an estimated 2,160 total workers in 2013 to an estimated 1,975 total workers in 2017, a net decrease of 185 total workers or -8.6 percent. Workshop participants further noted that the City of Carlin was the only community to experience a net decline in its civilian workforce between 2013 and 2017 in Elko County and was one of just a few communities located throughout the northeastern Nevada region that experienced a similar net decline in its civilian workforce. Again, without a sustainably growing residential population and without a sustainably growing civilian workforce, it will become increasingly difficult for the community to grow and diversify its existing economic base through new business creation, attraction, retention, and expansion efforts. Further declines in the community's existing residential population and associated civilian workforce could also threaten the long-term sustainability of the government of the City of Carlin's ability to fund ongoing community and economic development efforts including the improvement and maintenance of critical infrastructure and the provision of critical municipal public services.

Overall improvement and diversification of the community's housing stock was identified as a critical first step in reversing the declining trend in the community's permanent residential population and associated civilian workforce. As part of its new five-year Comprehensive Economic Development Strategy, workshop participants noted that the City of Carlin should dedicate itself to aggressively and actively recruiting new housing developers that specialize in new housing construction in more rural or non-metropolitan communities. In addition to new market-rate owner-occupied and renter-occupied housing, workshop participants noted the need

for new specialty housing including the successful development of new senior housing for the community's growing senior population. New senior housing should be developed in conjunction with the continued expansion and recent completion of the community's new senior center in order to ensure that residents of any new senior housing project have access to needed healthcare, recreational, and support services.

5.2.b Condition 2: Attract a Younger Population to move to Carlin in Response to Overall Aging of the Community's Existing Population

Workshop participants noted that the median age for the City of Carlin's existing residential population has increased from an estimated 35.2 years of age in 2013 to an estimated 38.1 years of age, a net increase of 2.9 years of age or 8.2 percent. Workshop participants further noted that the rate of this increase from second only to the increase in median age observed between 2013 and 2017 in the City of West Wendover and, in 2017, the City of Carlin had the oldest median age in Elko County relative to other communities highlighted in this Comprehensive Economic Development Strategy. Continued growth in the community's median age not only requires the City of Carlin to further develop and deliver expanded and new senior-oriented services but further limits the availability of trained workers who are able to fill vacant and open positions present throughout the existing business community.

The continued increase in the community's median age was largely attributed to an active out-migration of relatively younger individuals and families with children from Carlin to other communities in and around Elko County. Workshop participants attributed this continued out-migration to a lack of new and diversified housing in the community and a general lack of improved and new basic and expanded commercial retail opportunities and services and a general lack of new and expanded entertainment and recreational activities geared toward a younger population. While workshop participants agreed that the development of new senior housing should be an essential element of the City of Carlin's new five-year Comprehensive Economic Development Strategy, workshop participants also agreed that the government of the City of Carlin should actively and aggressively recruit housing developers that specialize in new housing construction in more rural or non-metropolitan communities that would improve the community's overall attractiveness to a new and younger permanent residential population. As new housing is developed, new commercial retail opportunities and services and new entertainment and recreational activities geared toward a younger population can also be simultaneously developed in order to support the new younger population and to continually improve the overall attractiveness of the community.

Arresting the overall increase in the community's overall median age was identified by workshop participants as a primary objective for the City of Carlin's new five-year Comprehensive Economic Development Strategy. Workshop participants largely noted that successful development and implementation of new business creation, attraction, retention, and expansion community and economic development initiatives will hinge upon the community's ability to provide new and existing businesses with a growing civilian workforce with the necessary skill sets needed to fill vacant and open positions. Workshop participants strongly advocated for increased collaboration and partnership with the Northeastern Nevada Regional Development Authority and other key partners including, but not limited to, the Elko County

School District and the Elko County Recreation Board in focusing on arresting the continued increase in the community's overall median age. However, workshop participants simultaneously advocated for the continued development and improvement of new and existing services designed to support the community's aging population.

5.2.c Condition 3: Improvement in the Measures of Personal and Household Income Levels

In the City of Carlin between 2013 and 2017, growth in the various measures of personal and household income levels presented in this new five-year Comprehensive Economic Development Strategy, including median household income, median family income, and per capita income, grew at rates that generally underperformed the growth in these measures of personal and household income for all of Elko County and for most of the northeastern Nevada Region. Between 2013 and 2017, median household income in the City of Carlin grew by 7.3 percent compared to an increase of 8.5 percent between 2013 and 2017 for all of Elko County. Median family income remained relatively unchanged in the City of Carlin between 2013 and 2017, increasing by just \$14 while median family income increased by \$11,190 or 14.9 percent between 2013 and 2017 for all of Elko County. Growth in per capita income in the City of Carlin was the only measure of personal or household income that grew at a measurably greater rate of growth, of 17.4 percent, between 2013 and 2017 when compared to the rate of growth in per capita income for all of Elko County, at 14.6 percent, between 2013 and 2017.

The comparatively less intense growth in personal and household income levels for the City of Carlin over the past several years has made it increasingly difficult to successfully develop and implement new business creation, attraction, retention, and expansion community and economic development initiatives. Workshop participants generally tied the resulting underperforming growth in the community's various measures of personal and household income to a declining population, a declining civilian workforce, and a population that has become increasingly older. Without a sustainably growing permanent residential population or a sustainably growing civilian workforce, it has become increasingly difficult for existing businesses to remain in operation, let alone grow and expand their existing operations. Without a sustainably growing permanent residential population or a sustainably growing civilian workforce, it has also become increasingly difficult to successfully create and open new businesses and to successfully recruit businesses from other communities. Improvement in the various measures of personal and household income in the City of Carlin is predicated on continued growth and expansion of the community's overall economic base and future growth and expansion of the community's overall economic base is predicated on a sustainably growing permanent residential population and civilian workforce capable of purchasing locally produced and provided goods and services and capable of filling vacant and open positions.

While workshop participants agreed that sustainable growth in the community's permanent residential population and civilian workforce and reduction in the overall median age of the community's residential population must be a paramount objective of the City of Carlin's new five-year Comprehensive Economic Development Strategy, workshop participants also agreed that the future use of either local, regional, or state provided economic incentives should be targeted to firms that will pay wages and incomes that are higher than current levels of personal and household income. Workshop participants further noted that successful future business

creation, attraction, retention, and expansion initiatives and subsequent improvements to various measures of personal and household income should be focused on new workforce development programs developed in partnership with organizations such as the Elko County School District and Great Basin College and with private sector firms such as Nevada Gold Mines. These new workforce development programs should further focus on developing new vocational and trade skills that can in-turn improve the overall employability of existing and future residents while also helping expand and diversify the community's overall economic base.

5.3 Community Assessment: Identifying Community Culture and Identity

Workshop participants who attended the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 were asked to answer three questions regarding the City of Carlin's overall community culture and identity, including:

- If your community were a person, what would it be like and why?
- If your community were an automobile, what would it be like and why?
- If we put a music score to the daily activity of your community, what would it sound like and why?

The purpose of each of these questions is to provide a general description of the City of Carlin's existing community culture and identity in order to identify possible economic development strategies that may or may not be appropriate for the community to pursue.

In general, workshop participants agreed that, if the City of Carlin were a person, this person would likely be male and would absolutely be an extrovert. Not only would this person be willing to go to a party, this person would want to go to wild parties and be entertained by the activities of other people attending the party. This emphasis on being an extrovert would likely stem from the person's opinionated yet passionate nature. Workshop participants agreed that Carlin, as a community, has at times felt like the 'red headed step child' in Elko County and, as a result of feeling overlooked and neglected, has developed very strong opinions and has become very passionate about their community. Workshop participants further agreed that this person would likely be a little out of shape with a clear 'beer belly' but would otherwise be in good shape. The City of Carlin has a 'get-er-done' mentality and the community routinely pulls together to address issues and concerns that affect the entire community. Feelings of being overlooked and neglected have also created an independent nature and community identity where improvements to the community are done by the community itself. Workshop participants noted that a 'John Wayne' archetype best emulates the City of Carlin's own heritage and cultural identity, focusing on the independent, determined, strong, and resilient characteristics of this archetype.

If this community (the City of Carlin) was an automobile, workshop participants suggested that an old Studebaker or even a relatively new diesel engine pick-up truck would each best represent

different cultural characteristics of the community's identity. Even with a relatively new diesel engine pick-up truck, the automobile that would best represent Carlin's cultural characteristics and identity would almost certainly have well over 2 million miles on it, would certainly have some rust on the automobile's undercarriage, and its transmission and differential would almost certainly require some extensive maintenance. While the automobile would certainly be used and show signs of usage, the automobile would be well cared for by the owner. Non-stock big tires with multiple upgrades would demonstrate the willingness of the owner to invest in the automobile. The overall care that is shown in maintaining and improving the automobile is indicative of how much people in Carlin care about their community. And while the automobile would show signs of heavy usage, the signs of heavy usage are due to the community's own internalized sense of independence and having to take care of themselves.

In regard to a musical score, workshop participants provided several examples of musical scores, songs, and performers that each represent a unique aspect of Carlin's overall community and cultural identity. Workshop participants noted that anything by Willie Nelson, the song 'City of New Orleans' by Arlo Guthrie, and even 'Little Pink Houses' by John Mellencamp each represent aspects of the community's sense of self-identity and culture. Common among these various artists and songs is a strong sense of pride that people who live and work in Carlin have for their community. Feelings of being overlooked and neglected by other communities have created a fierce sense of self-reliance and independence and people who live and work in Carlin are very passionate about their community's uniqueness. Each of these artists and songs also share a strong identity with how life works in smaller more rural or non-metropolitan communities. While workshop participants strongly supported new community and economic development efforts that will grow the community's permanent residential population and economic base over time, workshop participants also strongly noted that this growth should be done sustainably and that the community's existing rural and non-metropolitan history and identity should be preserved and improved upon as new services, expanded entertainment and recreation opportunities, and new commercial and retail opportunities are developed and opened.

5.4 Community Assessment: Community and Regional Likes and Dislikes

In further assessing community, as well as regional, likes and dislikes, workshop participants who attended the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and the second workshop held on August 19, 2019 and August 20, 2019, were asked to answer four additional questions, including:

- What do you like about your community?
- What do you dislike about your community?
- What do you like about the region (northeastern Nevada)?
- What do you dislike about the region (northeastern Nevada)?

overall existing quality of life. These activities, events, and recreational opportunities also further strengthen the community’s sense of identity and provide opportunities for community residents and the business community to come together. As a result of coming together, Carlin has become a tightknit community where people know and support each other.

Carlin has also been able to maintain its traditional rural heritage. As a relatively small community, the community is both engaged and relaxed and its close proximity to a larger population center, notably the City of Elko located approximately 20 miles east on U.S. Interstate 80 allows the community to remain relatively small while community residents still have access to various commercial, retail, and entertainment shopping opportunities and other critical services including expanded healthcare services. Despite the small and more relaxed nature of Carlin, workshop participants noted that the City of Carlin has invested in a variety of critical public services in addition to the many public parks and recreational facilities that already exist throughout the community. As a relatively small community, workshop participants noted that the City of Carlin has invested in a number of public service areas, including emergency medical services and senior services, which significantly contribute and add to the community’s relatively high quality of life.

Workshop participants further noted that the community is in close proximity to major employment opportunities, most notably one of the largest open pit mines operating in Nevada. The community has developed a strong tie and relationship with Nevada Gold Mines and the community benefits from the relatively high skill and high paying jobs provided by the neighboring Carlin Trend. While workshop participants noted a growing need for expanded and improved housing alternatives, workshop participants did note that housing is relatively affordable and low cost in Carlin especially when compared to the cost of housing in neighboring communities such as the City of Elko. While there are certain drawbacks associated with having a relatively low housing cost structure, workshop participants generally agreed that the relatively low cost of housing and living in Carlin makes the community attractive to new residents and new investment by new firms and private sector interests.

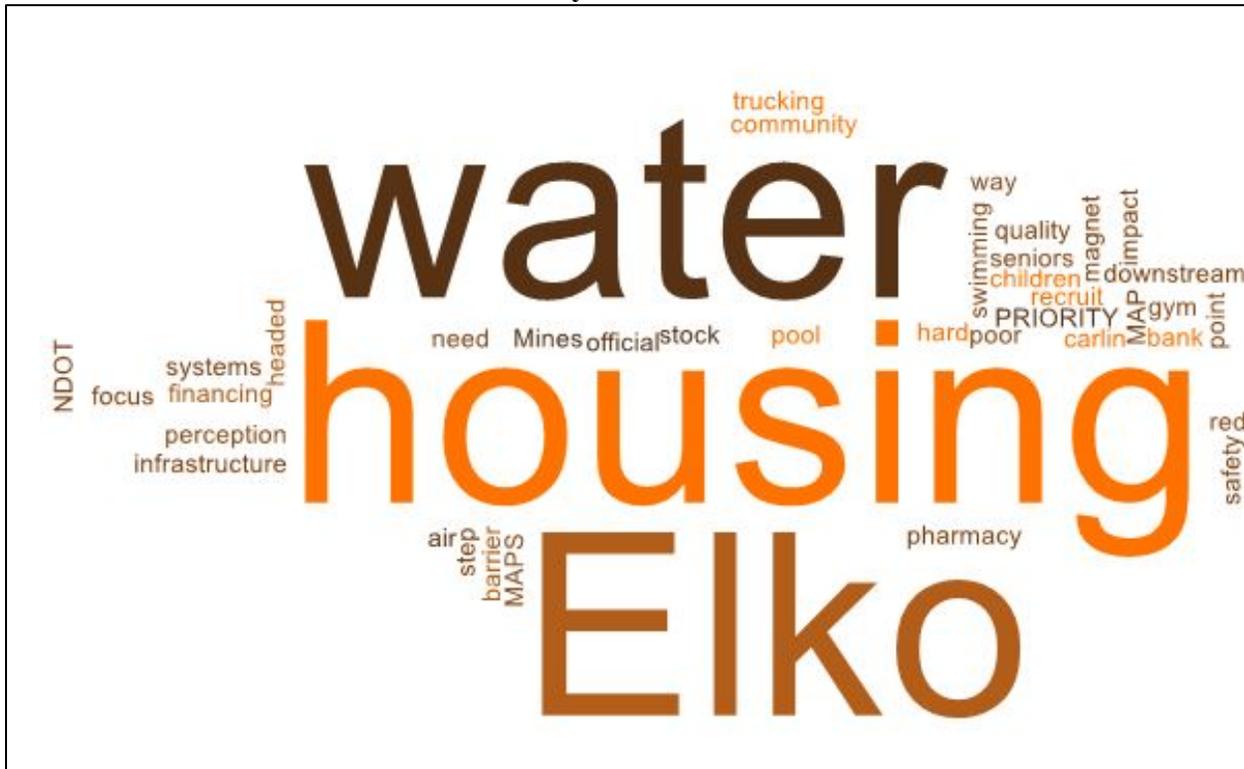
5.4.b What do you dislike about your community?

Figure 5.2 presents a word cloud of the most common responses to the question, *What do you dislike about your community?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and in the second workshop held on August 19, 2019 and August 20, 2019.

Of the various characteristics about the community that workshop participants indicated that they disliked, the need for improved water storage and delivery, the need for improved housing alternatives, and the community’s perceived relationship with Elko County were the most commonly identified characteristics that workshop participants would like to see changed over the next five years. While workshop participants noted that the City of Carlin has invested in a number of new major infrastructure projects over the past several years, workshop participants noted that the community’s overall water system and related infrastructure is in need of a significant overhaul and modernization improvement effort. Workshop participants generally

agreed that future sustainable growth and development, in keeping with the community’s cherished community culture and identity, will only be possible if the city’s entire water storage and delivery system is completely overhauled and modernized to meet contemporary standards. As part of its new five-year Comprehensive Economic Development Strategy, focusing on needed improvements to the city’s overall water system and related infrastructure should be a top priority for the City of Carlin.

**Figure 5.2 – What do you dislike about your community?
City of Carlin**



As has already been alluded to throughout this new five-year Comprehensive Economic Development Strategy for the City of Carlin, workshop participants universally agreed that the City of Carlin should actively and aggressively recruit housing developers with experience in housing development in smaller rural and non-metropolitan communities. Current and future community and economic development growth has been largely stifled due to the community’s relatively limited housing stock. In addition to expanding the community’s available stock of both owner-occupied and renter-occupied market-rate housing, workshop participants agreed that targeted housing development, including new quality workforce housing, low to moderate income housing, and senior housing is needed to support the current population and future sustainable population growth. Focusing on housing development was an area in which workshop participants agreed should be prioritized as part of the City of Carlin’s new five-year Comprehensive Economic Development Strategy.

Workshop participants also noted that Carlin has felt more like the ‘red headed step child’ of Elko County than as an active and important member of the larger countywide and even regional

community. Workshop participants further noted that Carlin is often overlooked and under prioritized when it comes to the investment decisions the government of Elko County makes. This has forced the City of Carlin to postpone or abandon critical improvement projects the community has deemed essential as part of the community’s overall long-term community and economic development blueprint. Increased advocacy at the county and regional level for the City of Carlin and the immediate surrounding area was identified by workshop participants as a priority area for the City of Carlin’s new five-year Comprehensive Economic Development Strategy. Workshop participants expressed their optimism that increased advocacy will enable the City of Carlin to secure the necessary resources to further improve critical infrastructure and community assets needed to successfully implement a longer-term community and economic development strategy.

5.4.c What do you like about the region (northeastern Nevada)?

Figure 5.3 presents a word cloud of the most common responses to the question, *What do you like about the region (northeastern Nevada)?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and in the second workshop held on August 19, 2019 and August 20, 2019.

**Figure 5.3 – What do you like about the region (northeastern Nevada)?
Northeastern Nevada Regional Development Authority Region**



Many of the characteristics that workshop participants indicated that they strongly liked about the northeastern Nevada region centered around the region’s highly diverse and vast array of

outdoor recreational and entertainment opportunities and natural resources. Workshop participants noted that the region’s two primary industry and occupation sectors, mining and natural resource extraction and agriculture, are the direct benefits of the region’s many natural resources including large deposits of precious metals and industrial minerals and the area’s rich agricultural lands that supports a variety of farming and ranching activities. Each community and the region’s residential population have greatly benefited from the employment opportunities and the investments made by the firms and private-sector operations in both the mining and natural resource extraction and agricultural industry and occupation sectors. And, over the past several, years, both the region and individual communities throughout the region have been able to begin to diversify their economic base by capturing certain upstream and downstream elements of related supply and value chains.

While each community in northeastern Nevada is unique with its own unique history and community identity, workshop participants also noted that each community in northeastern Nevada shares a rich and cherished rural and western heritage. The entire region is characterized by people who passionately care about their community and the well-being of their neighbors. While the entire region shares this rural and western heritage, each individual community has developed its own unique identity and culture. This uniqueness affords individuals, visitors, and the business community the opportunity to select communities that best represent their own personal values and beliefs while still being connected as one region. Cross-county, people and individual communities tend to focus on making their community as strong as possible but are willing and eager to help out other communities in times of need. Workshop participants attributed this general friendliness to the region’s overall rural and western heritage and the values of self-sufficiency, pride in one’s own community, and a sense of selflessness.

Finally, workshop participants noted that the region, from a geographic perspective, is centrally located within the western and intermountain western United States. With major transportation networks that provide relatively easy and quick access to larger urban and metropolitan markets such as California, the Pacific-Northwest, Idaho, and Utah as well as southern Nevada, northeastern Nevada is ideal for firms that need reliable access to larger regional, national, and international markets while also being able to take advantage of favorable regulatory structures and a relatively low cost business environment. Northeastern Nevada’s central geographic location in the western and intermountain western United States, coupled with its many outdoor recreational and entertainment opportunities and natural resource assets, has and continues to make the region a tourist and visitor destination. Workshop participants noted that further marketing of the region and improving access and use of existing outdoor recreation and entertainment opportunities should be a priority as part of the City of Carlin’s new five-year Comprehensive Economic Development Strategy and as part of the Northeastern Nevada Regional Development Authority’s new five-year Comprehensive Economic Development Strategy.

5.4.d What do you dislike about the region (northeastern Nevada)?

Figure 5.4 presents a word cloud of the most common responses to the question, *What do you dislike about the region (northeastern Nevada)?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development

Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and in the second workshop held on August 19, 2019 and August 20, 2019.

**Figure 5.4 – What do you dislike about the region (northeastern Nevada)?
Northeastern Nevada Regional Development Authority Region**



While workshop participants noted that the communities that comprise the northeastern Nevada region are generally supportive of each other, workshop participants did note that the region’s own sense of self-sufficiency and self-reliance has, at times, discouraged the various communities in northeastern Nevada from working together in more meaningful ways. Workshop participants noted that the relatively large geographic distances between the region’s various communities and population centers have also created a relatively high degree of separation throughout the region. As a result of this separation, isolation and disconnectedness from other communities and the region as a whole, there is a notable growing need for individual communities to pull together and work together more as so much of the region’s economic base operates across community and county borders. Workshop participants expressed their hope that the development of a new five-year regional Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority will help improve the overall level of teamwork and cooperation between the region’s various communities.

Workshop participants also noted that the region has become increasingly politically and economically isolated and marginalized from the rest of the state of Nevada, especially the southern and northwestern parts of the state including the Las Vegas Metropolitan Statistical Area and the Reno-Sparks Metropolitan Statistical Area and the area’s surrounding communities. Recent socio-demographic and economic changes in the state have shifted the bulk of economic

and political power to these other parts of Nevada, resulting in the region’s general inability to successfully advocate for the region’s own economic and political interests. This has coincided with increased tension with various federal agencies regarding the development, use, and management of federal lands located throughout northeastern Nevada. The resulting imposed regulatory conditions has negatively impacted the region’s primary industry and occupation sectors, including both the mining and natural resource extraction industry and occupation sector and the agricultural industry and occupation sector. Individual communities throughout the region have increasingly felt unable to make community and economic development decisions on their own without interference from other parts of the state or from various federal agencies and departments.

Finally, while workshop participants noted the importance of the region’s central geographic location within the western and intermountain western United States and the ability to utilize key transportation infrastructure assets to gain access to wider regional, national, and international markets as significant regional strengths, workshop participants did note that the region suffers from generally weak internal and external transportation linkages. While significant west-east transportation networks exist, there is very little in way of north-south transportation networks. This fact has, in some ways, bifurcated the entire northeastern Nevada region with one sub-region connected via U.S. Interstate 80 in the north and with one sub-region connected via U.S. Highway 50 in the south. The lack of well-established north-south internal and external transportation linkages has contributed to the general lack of regional identity and the lack of teamwork and cooperation among all communities and counties in northeastern Nevada.

5.5 Community Assessment: Completion of a Strengths, Weaknesses, Opportunities and Threats Analysis

Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and in the second workshop held on August 19, 2019 and August 20, 2019 were asked to complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the City of Carlin. The results of this SWOT analysis are presented in this sub-section. **Strengths** are defined as characteristics of the City of Carlin that gives the community an economic development advantage over others and **weaknesses** are defined as characteristics of the community that places it at an economic development competitive disadvantage relative to other communities both within and outside the Northeastern Nevada Regional Development Authority region. **Opportunities** are elements within the external environment that the City of Carlin could potentially take advantage of and **threats** are elements within the external environment that may derail the economic development efforts of the community over the next five years.

5.5.a Strengths

Figure 5.5 presents a word cloud of the various economic development strengths of the City of Carlin as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin

system that is part of the Elko County Library System, the city’s industrial park, the existing mix of public schools, and additional improved access to major transportation infrastructure assets including major rail and major surface road and Interstate/highway access. Workshop participants noted that these investments and additional investments continue to improve the community’s overall quality of life and overall attractiveness to new firms in a variety of industry and occupation sectors. Workshop participants further noted that the community itself is geographically centrally located in both the northeastern Nevada region and throughout the western and intermountain western United States. Carlin is approximately half-way between Sacramento in California and Salt Lake City in Utah with direct access via U.S. Interstate 80 to major urban and metropolitan population centers in Nevada including the Reno-Sparks metropolitan statistical area located in Washoe County.

Several workshop participants noted a number of specific community and cultural assets that further improve the overall attractiveness of Carlin to new residents and new businesses including the community’s history. The City of Carlin has been actively working to market its historical Chinese connection to broader international markets as a way of increasing overall tourism in the community. The government of the City of Carlin is also working closely with the community’s historical society to improve access to key historical sites as a way of both increasing overall tourism and celebrating and acknowledging Carlin’s unique historical identity. In the present, the City of Carlin has remained a critical hub for activity in the region’s mining and natural resource extraction industry and occupation sector. The high concentration of mining and natural resource extraction employment opportunities in and around Carlin makes the community unique in that these employment opportunities tend to pay relatively high wages and provide on-the-job training in a number of technical professions. As part of its new five-year Comprehensive Economic Development Strategy, workshop participants noted that the City of Carlin should aggressively develop and utilize both its historical heritage and current relationship with the region’s mining and natural resource extraction industry and occupation sector to further various community and economic development initiatives.

5.5.b Weaknesses

Figure 5.6 presents a word cloud of the various economic development weaknesses of the City of Carlin as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and during the second workshop held on August 19, 2019 and August 20, 2019.

Chief among the various economic development weaknesses identified by workshop participants was the need to significantly improve the community’s overall existing stock of available housing including the availability and affordability of owner-occupied and renter-occupied housing and specific housing types for specific populations including quality affordable workforce housing and senior housing. Workshop participants agreed that, as part of its new five-year Comprehensive Economic Development Strategy, the City of Carlin should actively and aggressively recruit and work with housing developers with experience in building housing for more rural and non-metropolitan communities. In addition to developing a broader stock of housing, workshop participants also noted the growing need to focus on rehabilitating and

by emphasizing the community's history and further developing access to the existing Chinese Gardens, canyons, trails, and palisades. Expansion of the existing County fairgrounds, increased opportunities for dude ranching, and further development of key historic sites and monuments are a few of the many ways that the City of Carlin could potentially increase annual tourist and visitor counts.

Several workshop participants further noted that the City of Carlin's unique geographic location, coupled with the community's access to major road and rail transportation infrastructure and networks, makes the community ideal for the development of a new inland port and industry-manufacturing center. Specifically, workshop participants noted significant economic development opportunities for the City of Carlin in the trucking, logistics, warehousing, and light to medium manufacturing industry and occupation sectors based upon the community's proximity to key urban and metropolitan population centers in California, Nevada, and Utah and the community's already highly developed access to major transportation networks. The recent consolidation of Barrick's and Newmont's Nevada-based mining operations, via the establishment of Nevada Gold Mines, may also provide the City of Carlin with unique economic development opportunities in regard to new business creation and attraction strategies that can serve elements of the region's mining and natural resource extraction industry and occupation sector supply chains.

5.5.d Threats

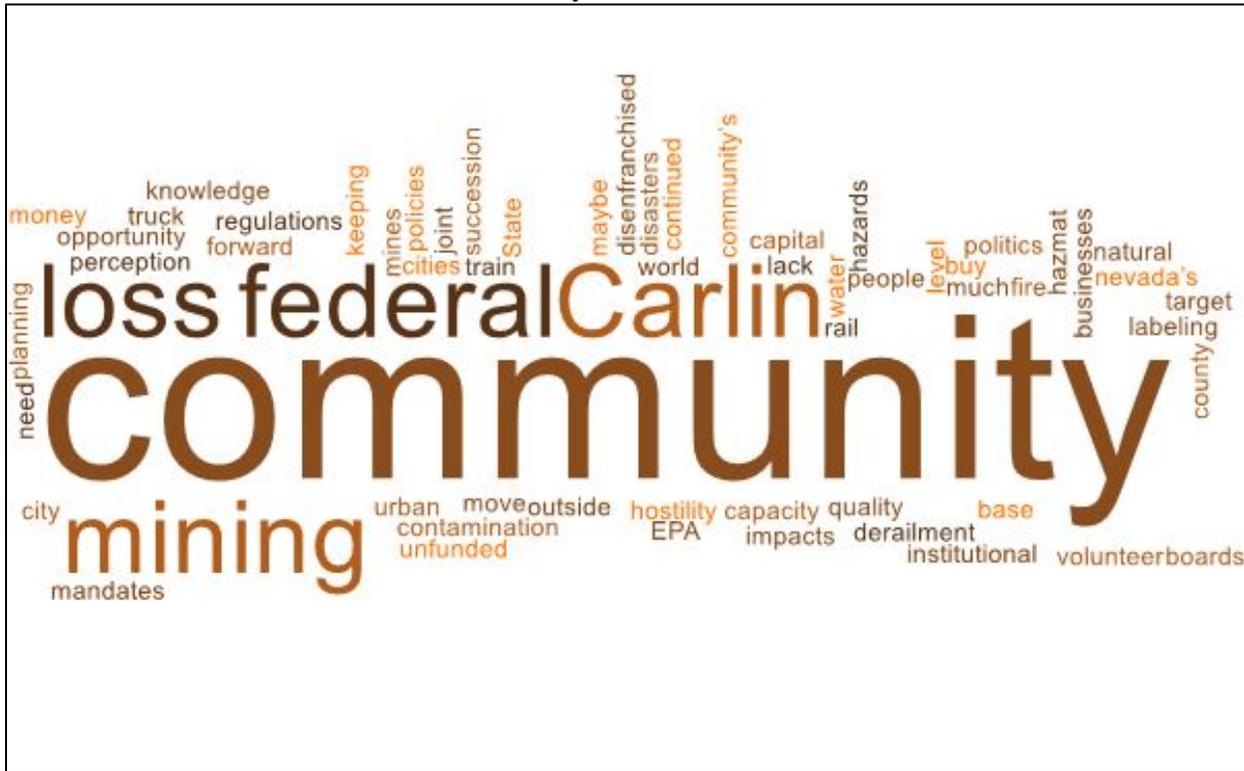
Figure 5.8 presents a word cloud of the various economic development threats for the City of Carlin as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and during the second workshop held on August 19, 2019 and August 20, 2019.

Several specific and several general threats to the City of Carlin's future community and economic development efforts were identified by workshop participants. Specifically, workshop participants noted that a significant portion of the community's residential population and business community may actively oppose and attempt to derail future community-driven economic development efforts. Part of the 'hostility' to the outside world, as identified by workshop participants, that exists in parts of the community is due to the community feeling increasingly disenfranchised at the county level and a desire by some to preserve the community's 'small town' and rural-western heritage. Workshop participants noted that future growth must be pursued in a way that is sustainable and does not directly threaten the many characteristics of the community that people have grown accustomed to and that the City of Carlin, with its key strategic economic development partners, should actively engage the community and develop a comprehensive communication strategy designed to show how new growth and development will benefit the community.

Workshop participants further noted that the community may lack the necessary capacity, in both financial and non-financial resources, to adequately support future growth and development and successfully mitigate the potential negative impacts that increased growth and development may create. Both the community and the city government have recently lost several key stakeholders

and workshop participants noted that proper community and organizational succession planning is needed to prevent further loss of the community’s and city government’s institutional capacity to support and address issues pertaining to growth and development.

**Figure 5.8 – Economic Development Threats
City of Carlin**



Finally, workshop participants noted that the continued shift in economic and political power in the state, favoring more urban and metropolitan population centers, combined with changes in key federal regulations, has created a high degree of uncertainty as to whether or not the City of Carlin will be able to successfully pursue its own community and economic development strategy. The growing increase in unfunded mandates that the city government now faces, combined with increased federal regulations of natural resources and public lands, further complicates the community’s ability to successfully target and recruit new businesses in key industry and occupation sectors. Coupled with ongoing potential threats of natural disasters with greater intensity and frequency, the City of Carlin’s efforts to successfully implement a new five-year Comprehensive Economic Development Strategy could be derailed by forces outside the community’s control.

5.6 Assessment of City of Carlin’s Economic Development Capacity

During the second community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on August 19, 2019 and August 20, 2019, workshop participants were asked to answer eight separate questions as part of a community

assessment developed by Steven G. Koven and Thomas S. Lyons for the International City-County Manager's Association. The results of this assessment are presented here.

5.6.a Is the community generally supportive or antagonistic toward business interests and growth? Why?

Despite a fairly small but vocal element of the community that has remained relatively antagonistic toward business interests and future growth, workshop participants generally agreed that the majority of the community remains relatively supportive of business interests and the overall growth and development of the community's economic base. Workshop participants noted that support or antagonism toward business interests and growth is typically found among individuals in various age groups. Individuals who are between 18 years of age and 45 years of age and that live in the City of Carlin tend to be fairly supportive of business interests and growth as future development of the community's economic base generally benefits individuals in this age group the most. Individuals who are between 46 years of age and approximately 65 years of age tend to exhibit moderate levels of support for business interests and future economic growth while individuals aged 66 years of age or older tend to be somewhat antagonistic toward business interests and growth. For individuals aged 66 years of age, the primary concern has been the provision of key non-healthcare related services such as commercial and retail shopping opportunities, housing, and access to needed healthcare services.

5.6.b Is the community generally supportive or antagonistic toward government programs and incentives? Why?

Workshop participants generally agreed that, historically, the community's permanent residential population and business community have often been antagonistic toward government programs and incentives designed to encourage new business creation, attraction and overall economic development efforts. However, workshop participants did note that, in recent years, the community's permanent residential population and business community have become somewhat more supportive of new community and economic development related government programs and incentives. Central to building support for new community and economic development related government programs and incentives is active and effective communication between the government of the City of Carlin, its key strategic economic development partners including the Northeastern Nevada Regional Development Authority, the public, and the business community. This active and effective communication strategy should attempt to answer what the city government's specific role will be in supporting new business creation, attraction and overall economic development efforts and how the city government can help support and encourage the retention and expansion of existing businesses already operating throughout the community.

Several workshop participants noted that the community would likely be more supportive of new business creation, attraction and overall economic development efforts pursued as part of a government program and/or incentive if the city government would limit its role to the provision of priority needs and services including the further rehabilitation of existing and development of new key infrastructure assets. While the city government of the City of Carlin has already made significant investments into the rehabilitation and modernization of existing infrastructure and the development of new key infrastructure assets, further rehabilitation, modernization, and

building of new infrastructure, as part of new government programs and incentives designed to support new community and economic growth, would likely garner more support than direct incentives paid to purely private sector interests.

5.6.c What types of programs do residents generally support – redistributive programs or developmental programs? Why?

Overwhelmingly, workshop participants agreed that the community’s existing residential population is and will likely remain far more supportive of developmental-oriented community and economic development programs and incentives as opposed to more redistributive-programs that rely on direct incentives paid to purely private sector interests. Workshop participants noted that there is already a significant need for a comprehensive workforce development and job training program in the community that would teach existing and new residents the vocational and trade skills needed in order to secure higher paying employment opportunities with new and existing firms. Workshop participants further noted that the development of a comprehensive workforce development and job training program should be developed in conjunction with the Elko County School District, Great Basin College, and other parts of the Nevada System of Higher Education and the state of Nevada.

Several workshop participants did note, however, that there is some support for more redistributive programs if the use of these redistributive programs were focused on certain areas including the development of critically needed commercial and retail services including banking, pharmacy, and healthcare services. Workshop participants further noted that the use of redistributive programs to support expanded rehabilitation, development, and diversification of the community’s housing stock would also be generally supported by the community’s existing residential population. The need for improved, affordable, and quality market-rate owner-occupied and renter-occupied housing, with additional specialty housing for seniors and certain at-risk populations, has increased significantly in recent years and certain redistributive programs, including the use of direct incentives paid to purely private sector interests, may be needed in order to provide the expanded housing options that have increased in demand over the last several years.

5.6.d Does the community have a history of public-private collaboration? Recent examples?

Historically, the City of Carlin has not successfully employed public-private collaborations and partnerships in the further development of the community’s overall economic base. When public-private collaborations between the city government of the City of Carlin and key private sector interests were used, the community was generally supportive of incentive-based collaborations and partnerships where the private sector interest was first expected to achieve certain goals and objectives and then the public sector would follow with the promised incentive. Recent examples of successful public-private collaboration has been the recent completion and successful opening of Khoury’s Fresh Market and the development of a new senior center and nearby healthcare services. These collaborations and partnerships each filled a critical community need and future collaborations and partnerships between the public sector and private sector should also focus on filling other critical community needs that still exist.

Workshop participants did indicate that there would likely be additional support for new public-private collaborations and partnerships in the revitalization and rehabilitation of the existing downtown Carlin area and the future development of a new industrial park. Both initiatives would serve critical needs by improving the community's general aesthetics by eliminating and mitigating existing economic and physical blighting conditions, by further diversifying and improving the community's commercial and retail base, and by creating new higher-skill and higher-paying employment opportunities in key industry and occupation sectors. As with any future economic development initiative, workshop participants indicated that it will be critical for the government of the City of Carlin to actively and effectively communicate the community-wide benefits of these possible future public-private collaborations and partnerships to the entire community.

5.6.e Is the community willing to sacrifice some of its quality of life to either promote or curtail growth?

In general, workshop participants agreed that the community has historically not been willing to sacrifice some of its quality of life to promote new economic growth and development but has, historically, been willing to sacrifice some of its quality of life to curtail new economic growth and development. However, a growing portion of the community's residential population and business community is becoming increasingly aware that continued stagnation of the community's overall economic base has actually begun to negatively impact the community's existing quality of life. While other communities throughout northeastern Nevada have been more supportive of new economic development initiatives, residents and the business community of the City of Carlin have realized that the community has not fully taken advantage of the overall level of economic growth and development that has occurred throughout the region. As a result of this, Carlin has been often overlooked by different private sector interests and other communities have benefited from the creation of new higher-skill and higher-paying employment opportunities.

While workshop participants were clear in that there is a general desire to protect and preserve the community's key historical characteristics and rural-western heritage, more and more people are becoming increasingly supportive of new community and economic development efforts that will stimulate and grow critical elements of Carlin's overall economic base. Future growth and development, however, must be pursued in a sustainable manner that *adds to* the community's existing quality of life. As part of its new five-year Comprehensive Economic Development Strategy, the City of Carlin should actively and effectively engage in the community in assessing new community and economic development strategies, identify and promote the benefits of these new strategies, while also taking active steps to mitigate any potential negative impact these strategies may have on the community's existing quality of life.

5.6.f Are the elite members of the community willing to share power with others?

While, like any community, Carlin has a select number of powerful and influential community, economic, and political leaders, workshop participants noted that Carlin's community, economic, and political leaders have always actively engaged the public and the business community and often seek to actively and effectively communicate with the public and the business community

on issues regarding to community and economic development. Because there is still some resistance to new community and economic development efforts that are perceived to threaten a certain lifestyle, workshop participants generally agreed that, as part of the City of Carlin's new five-year Comprehensive Economic Development Strategy, the development and successful implementation of any new business creation, attraction, retention, and expansion effort and initiative will require the support of the community's economic and political leaders. Workshop participants noted that the opinion and position of community, economic, and political leaders carry significant weight with the public and the general business community and, because of this weight, securing the support of key leaders for new community and economic development initiatives will be a critical first step.

5.6.g Are the citizens generally accepting of change, or do they resist it? Examples of both?

As has already been alluded to, some notable resistance to change has historically existed in Carlin and resistance to change, through new community and economic development initiatives, is often found among the community's older population. Individuals aged 18 years of age to 45 years of age are fairly supportive of change and individuals aged 46 years of age through 65 years of age will support change only if it is in their best interest. Individuals aged 66 years of age have and continue to be fairly resistant to change even if that change can serve a specific interest that they have. Overall, workshop participants agreed that the public and the business community in Carlin will generally support change if the government of the City of Carlin, with its key community and economic development partners, actively and effectively communicate the benefits of that change and clearly demonstrate how the city government and its key community and economic development partners will mitigate any potential negative side effects. As part of its new five-year Comprehensive Economic Development Strategy, workshop participants suggested that the City of Carlin focus on community and economic development changes that will have visible and positive impacts on the community and avoid changes that may have limited benefit to narrow private sector interests.

5.6.h Where do residents and businesspeople stand on issues of environmental sustainability?

In general, workshop participants agreed that environmental sustainability has never been a top priority for the residents and business community in Carlin and, more to the point, has never really been actively thought about or discussed in public policy making deliberations. For the most part, however, workshop participants agreed that the community's residents typically support the preservation and conservation of the community's various natural resources including access to clean water, clean skies, and public lands. While certain private sector firms may be somewhat antagonistic toward these issues of environmental sustainability, this antagonism is generally limited to firms in certain select industry and occupation sectors.

Future environmental sustainability efforts that may be developed as either part of this new five-year Comprehensive Economic Development Strategy for the City of Carlin or developed independently will require active and effective engagement with the public and business community with a clear focus on the quality of life benefits and economic benefits of pursuing new community and economic development efforts that are tied to environmental sustainability and stewardship. Workshop participants noted that several new community and economic

development efforts that the City of Carlin and other key stakeholders are already pursuing are directly tied to environmental sustainability and conservation and that the community may benefit from even more community and economic development strategies that emphasize environmental sustainability and conservation as much as new job creation and overall economic diversification.

5.7 Assessment of Community Environmental Factors for the City of Carlin

During the second community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on August 19, 2019 and August 20, 2019, workshop participants completed an environmental factors community assessment. Workshop participants first completed this assessment individually and then as a single small group. The assessment, developed by Steven G. Koven and Thomas S. Lyons for the International City-County Manager’s Association, asks participants to rank ten different environmental factors using a scale of one (low), two (medium), and three (high). A score of low (1) indicates a priority area that should be immediately addressed by policy makers as soon as possible and likely poses a significant competitive disadvantage for the community. A score of medium (2) indicates an area that the locality may have a competitive advantage in but should consider further investment in in-order to prevent the factor from becoming a competitive disadvantage. A score of high (3) indicates an area of relative competitive strength that could be leveraged in order to support economic development within the community.

By assessing and defining the community’s current environmental factors, economic development policy decisions can then be developed using an objective assessment of current conditions. The ten environmental factors included in this assessment include the economic base, workforce characteristics, skill, availability of land and physical capital, energy, financial capital, tax structure, community culture, geography, and the localities research environment. Each environmental factor has a series of individual sub-factors that can be used to assess the overall relative competitive strength for a locality.

Together, the average scores of each of the ten environmental factors and the various sub-factors presented in this sub-section provide decision makers and community leaders with a general understanding of how well or how poorly the City of Carlin, in partnership with the general public and wider business community, is positioned to support and manage future growth and development. These factors can be used as benchmarks to measure future success in achievement of the new five-year Comprehensive Economic Development Strategy’s strategic economic development vision and the various strategic economic development goals.

5.7.a Economic Base

Table 5.11 presents the results of the environmental factors assessment for economic base for the City of Carlin. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 5.11 – Economic Base		
City of Carlin Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Lack of Dependency on a Single Firm or Industry	1.0	1.0
Capacity to Diversify	2.0	2.0
Willingness to Diversify	3.0	3.0
Average Score – Economic Base	2.0	2.0

Economic base consists of three separate components, including lack of dependency on a single firm or industry, the capacity to diversify, and the willingness to diversify. With an average individual score and final group score of 1.0, workshop participants unanimously agreed that the City of Carlin is highly dependent on a single firm or industry in-terms of its overall economic base, most notably being specifically reliant on Nevada Gold Mines’ current legacy operations located just outside the city’s limits to the north of the community and being reliant on the mining and natural resource extraction industry and occupation sector in general. Agriculture and tourism, while important, represent just a small overall percentage of the community’s economic base. Despite the high degree of dependency on a single firm and industry, with an average individual score and total group score of 2.0, workshop participants indicated that the City of Carlin has a moderate-level capacity to diversify. The ability of the community to diversify is largely tied to the community’s general geographic location in northeastern Nevada and the community’s access to major road and railway transportation infrastructure assets. With an average individual score and a total group score of 3.0, workshop participants further agreed that the community has a generally high willingness to diversify its overall economic base.

5.7.b Workforce Characteristics

Table 5.12 presents the results of the environmental factors assessment for workforce characteristics for the City of Carlin. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

As has already been alluded to, sustainable growth of a robust and skilled workforce, specifically in the vocational and trades industry and occupation sectors, has been identified as a primary area of focus for the City of Carlin’s new five-year Comprehensive Economic Development Strategy. Continued population decline and decline in the community’s civilian workforce has left the City of Carlin with a shrinking labor pool of skilled workers in key vocational and trade industry and occupation sectors. With an average individual score of 1.0 and a total group score of 1.0, workshop participants unanimously agreed that the community’s overall workforce characteristics are generally low, especially when compared to the growing need for additional workers trained with various vocational and trade sector skills needed to support new and emerging industry and occupation sectors that the City of Carlin, in partnership with key

economic development partners such as the Northeastern Nevada Regional Development Authority, have begun to actively recruit.

Table 5.12 – Workforce Characteristics City of Carlin Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Workforce Size	1.0	1.0
Total Employment (If Unemployment Rate is high, mark “Low)	2.0	2.5
Proportion in Low Wage Positions	2.0	2.0
Average Score – Workforce Characteristics	1.7	1.8

Despite a civilian unemployment rate that has increased from an estimated 10.6 percent in 2013 to an estimated 11.8 percent in 2017, workshop participants generally indicated that total employment in the community is and has remained fairly moderate, with an average individual score of 2.0 and a total group score of 2.5. Workshop participants generally attributed the stubbornly high unemployment rates to a lack of workforce development and job training programs that could successfully retrain and equip currently unemployed workers with the necessary vocational and trade skills needed to secure employment in new and emerging industry and occupation sectors. With an average individual score of 2.0 and a total group score of 2.0, workshop participants generally agreed that the proportion of the community’s total civilian workforce in low wage positions is generally moderate. If not for existing employment opportunities in the mining and natural resource extraction industry and occupation sector, workshop participants agreed that a far larger percentage and proportion of the community’s civilian workforce would likely be employed in lower wage positions.

With an average individual score of 1.7 and a total group score of 1.8 for general workforce characteristics, workshop participants agreed that workforce development and job training must be focused on as part of the City of Carlin’s new five-year Comprehensive Economic Development Strategy. In partnership with the Northeastern Nevada Regional Development Authority, the Elko County School District, Great Basin College and other parts of the State of Nevada and the Nevada System of Higher Education, workshop participants strongly agreed that the City of Carlin should actively and aggressively pursue the development of new workforce development and job training strategies designed to improve the overall vocational and trade skill characteristics of the community’s existing and future civilian workforce. Workshop participants further agreed that the successful development and implementation of various other aspects of the City of Carlin’s new five-year Comprehensive Economic Development Strategy

will depend largely on the community’s ability to improve the overall skill set of the existing civilian workforce.

5.7.c Skill

Table 5.13 presents the results of the environmental factors assessment for workforce skill for the City of Carlin. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Given that workshop participant generally agreed that a significant portion of the community’s existing civilian workforce occupy relatively low wage and low skill positions, workshop participants generally agreed that the overall quality of the community’s civilian workforce skill set is low to moderate with an average overall individual score of 1.7 and a total group score of 1.5. Creating and attracting new firms that can create new moderate to high skill positions and developing and implementing new workforce development and job training programs designed to increase the civilian workforce’s overall skill set characteristics were identified by workshop participants as a priority area for the City of Carlin’s new five-year Comprehensive Economic Development Strategy.

Table 5.13 – Workforce Skill Characteristics City of Carlin Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Percent Competent in Technology-Oriented Firms	2.0	2.0
Percent Competent in Professional-Oriented Firms	1.3	1.0
Average Score – Workforce Skill	1.7	1.5

The percent of the community’s existing civilian workforce currently capable of filling technology-oriented positions was ranked as moderate by workshop participants, with an average individual score of 2.0 and with a total group score of 2.0. Workshop participants associated this relatively moderate level of people working in technology-oriented firms to the various positions that exist in the mining and natural resource extraction industry and occupation sector, an industry and occupation sector that represents a significant portion of the community’s overall economic base.

The percent of the community’s existing civilian workforce currently capable of filling professional-oriented positions was also generally ranked as low by workshop participants, with an average individual score of 1.3 and with a total group score of 1.0. Workshop participants suggested that further development and diversification of the community’s economic base, specifically through recruitment of new firms that can fill vital elements of the mining and natural resource extraction industry and occupation sector’s existing supply chain is one way in which new positions in professionally-oriented firms can be created. Workshop participants

further indicated that new banking, pharmacy, and healthcare firms could also significantly improve the number of professionally-oriented positions available to prospective employees already living in Carlin.

5.7.d Land and Physical Capital

Table 5.14 presents the results of the environmental factors assessment for land and physical capital for the City of Carlin. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Workshop participants generally ranked the City of Carlin’s overall mix of land and physical capital assets, as it pertains to supporting future economic development, diversification, and growth initiatives, as relatively high as indicated by the average overall individual score of 2.8 and the group overall score of 2.9. Land and physical capital consists of four separate components, including the availability of vacant land, the availability of underused land, access to utilities, and access to transportation. Each of these individual component parts received relatively high individual rankings based upon the average individual score and group score provided by workshop participants, with the notable exception of overall access to utilities.

Table 5.14 – Land and Physical Capital City of Carlin Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Availability of Vacant Land	3.0	3.0
Availability of Underused Land	2.7	3.0
Access to Utilities (Including Communication)	2.3	2.5
Access to Transportation (Highways, Airports, etc.)	3.0	3.0
Average Score – Land and Physical Capital	2.8	2.9

With an average individual score of 3.0 and a total group score of 3.0, workshop participants generally ranked the availability of vacant land in the community to support new economic development, diversification, and growth initiatives as relatively high. With an average individual score of 2.7 and a total group score of 3.0, workshop participants generally ranked the availability of underutilized land (land this is not currently being used for its highest and best economic purpose) as relatively high as well. Access to utilities, including communication, with an average individual score of 2.3 and a total group score of 2.5, was also ranked as relatively moderate. Workshop participants did note that the City of Carlin has already made significant investments in key utility and infrastructure assets including improvements to the community’s access to and availability of clean water, improved electricity and power, and improved sewer and waste management services. However, workshop participants noted that additional

investment for expanding and improving existing utilities will be needed in order to support future sustainable growth.

Access to transportation, with an average individual score of 3.0 and a total group score of 3.0, was ranked as high by workshop participants. Workshop participants noted that the City of Carlin has direct and well developed access to major transportation networks, including U.S. Interstate 80, Nevada State Highway 278, and a major railroad network with major supporting railroad spurs and infrastructure having been already developed. As part of its new five-year Comprehensive Economic Development Strategy, workshop participants noted that it will be vital for the City of Carlin to leverage its relatively high access to major transportation infrastructure and assets in order to create and recruit new businesses that can significantly help to diversify the community’s overall economic base. Combined with Carlin’s unique geographic location and the large availability of vacant and underutilized land, future development of transportation and logistics firms and small to mid-sized manufacturing firms can be supported by the community’s existing access to major transportation infrastructure and assets.

5.7.e Energy

Table 5.15 presents the results of the environmental factors assessment for energy for the City of Carlin. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 5.15 - Energy		
City of Carlin Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Reliability	2.8	3.0
Access	2.7	3.0
Price	2.7	3.0
Average Score – Energy	2.7	3.0

Reliability of, access to, and the price of energy for both residential and business customers were each generally ranked as high. Overall, the community’s overall stock of energy assets, with an average individual overall score and with a group overall score of 2.7 and 3.0 respectively, was ranked as high. Workshop participants noted that, unlike other comparable rural and non-metropolitan communities located throughout the northeastern Nevada region and throughout the state of Nevada, the City of Carlin has invested significantly in the development of the community’s energy assets. These investments have largely been made in conjunction with the investments made by the mining and natural resource extraction industry and occupation sector to support large-scale mining activities that are occurring adjacent to the city’s limits.

Energy consists of three separate components, including reliability, access, and price. With an average individual score of 2.8 and with a total group score of 3.0, workshop participants generally ranked the reliability of energy in Carlin as high. With average individual scores of 2.7 and with total group scores of 3.0, workshop participants generally ranked both the overall level of access to energy and the overall price of electricity in Carlin as moderate to high, tending closer to high than moderate. The moderate to high ranking, tending closer to high rather than moderate, is mostly due to the significant investments that the City of Carlin and its various partners in the mining and natural resource extraction industry and occupation sector have made in energy production and distribution over the last several years.

5.7.f Financial Capital

Table 5.16 presents the results of the environmental factors assessment for financial capital for the City of Carlin. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

With an average individual overall score of 1.1 and with a total group overall score of 1.5, workshop participants generally ranked the community’s availability of financial capital to support new business creation and entrepreneurial start-up activity as between low and moderate, tending closer to low rather than moderate. In order to successfully support new small business and entrepreneurial start-up activity, which is vital to the community’s ability to fill key holes in the existing economic base, workshop participants noted that development of the community’s overall availability of financial capital is a critical element of the City of Carlin’s new five-year Comprehensive Economic Development Strategy. Workshop participants agreed that the City of Carlin should pursue the improvement in the availability of financial capital in partnership with key strategic economic development partners and key strategic private sector interests.

Table 5.16 – Financial Capital		
City of Carlin Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Predisposition of Local Banks to Lend	1.0	1.0
Ability to Secure Gap Financing	1.3	2.0
Ability to Secure Venture Capital	1.0	1.5
Ability to Secure Angel Capital	1.2	1.5
Average Score – Financial Capital	1.1	1.5

Financial capital consist of four separate components, including the predisposition of local banks to lend to local businesses, the ability of local businesses to secure gap financing, and the ability of start-up businesses and entrepreneurs to secure either venture capital or angel capital.

Workshop participants ranked the predisposition of local banks to lend to small businesses and entrepreneurial start-ups, with an average individual score and a total group score of 1.0, as low as there is currently no financial institution or commercial bank operating within the community. With an average individual score of 1.3 and a total group score of 2.0, workshop participants ranked the ability of small businesses and entrepreneurial start-ups to secure gap financing as generally low to moderate, tending closer to moderate. The ability of small businesses and entrepreneurial start-ups to secure venture capital and angel capital were each generally ranked as low to moderate tending toward low over moderate, with average individual scores of 1.0 and 1.2 and total group scores of 1.5 and 1.5 respectively.

5.7.g Tax Structure

Table 5.17 presents the results of the environmental factors assessment for tax structure for the City of Carlin. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Workshop participants generally ranked the City of Carlin’s overall taxability, in-terms of its favorability to businesses, retirees, and residents as generally moderate with an average individual overall score of 1.8 and an average group overall score of 1.7. Workshop participants noted that the lack of an income tax and relatively low property tax rates and sales and use tax rates benefit individual businesses operating throughout the community and individual retirees and residents living in Carlin. This favorability is enhanced given the prevailing tax structure in neighboring communities, both throughout Elko County and throughout the northeastern Nevada region and when compared to the prevailing tax structure in other parts of the state of Nevada including the state’s more urban and metropolitan population centers.

Table 5.17 – Tax Structure		
City of Carlin Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Favorability to Businesses	2.0	2.0
Favorability to Retirees	1.5	1.0
Favorability to Residents	2.0	2.0
Average Score – Tax Structure	1.8	1.7

Tax structure consists of three separate components, including favorability of the tax structure to businesses, favorability of the tax structure to retirees, and favorability of the tax structure to individual residents. With an average individual score of 2.0 and a total group score of 2.0, workshop participants generally ranked the overall favorability of the community’s existing tax structure for businesses as moderate. With an average individual score of 1.5 and a group score of 1.0, workshop participants generally ranked the overall favorability of the community’s

existing tax structure for retirees as low and, with an average individual score of 2.0 and a total group score of 2.0, workshop participants ranked the overall favorability of the community’s existing tax structure for residents in general as moderate.

5.7.h Regional Culture

Table 5.18 presents the results of the environmental factors assessment for regional culture for the City of Carlin. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Regional culture consists of four separate components, including the community’s overall support for the business community, the overall willingness of individuals to risk personal capital to support start-up and entrepreneurial efforts, the overall willingness to accept possible externalities including the risk associated with new business start-up and entrepreneurial efforts, and the overall willingness to alter the status quo to support new growth and economic development. In general, workshop participants ranked the community’s overall regional culture toward economic development and entrepreneurial efforts as between low and moderate, tending closer to moderate rather than low, with an average individual overall score of 1.7 and an average total group score of 2.0. In general, workshop participants agreed that the community does not have a long and robust history of individual small business and entrepreneurial start-up activities. As part of a strategy to fill key holes in the community’s economic base, notably among key commercial and retail service areas, encouraging small business and entrepreneurial start-up activities should be a primary focus of the City of Carlin’s new five-year Comprehensive Economic Development Strategy.

Table 5.18 – Regional Culture		
City of Carlin Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Support for Business	2.7	3.0
Willingness to Risk Personal Capital (Personal Funds)	1.3	2.0
Willingness to Accept Possible Externalities (Market Risk)	1.3	1.5
Willingness to Alter the Status Quo	1.5	1.5
Average Score – Regional Culture	1.7	2.0

With an average individual score of 2.7 and a total group score of 3.0, workshop participants ranked the community’s overall support for business initiatives as high. In regard to the willingness of individuals to risk their own personal capital and willingness to accept possible externalities and market risk in pursuing their own small business and entrepreneurial start-up efforts, workshop participants ranked these regional cultural characteristics as generally low to

moderate with average individual scores of 1.3 and 1.3 respectively and total group scores of 2.0 and 1.5 respectively. Regarding the willingness to alter the status quo or accept some measurable level of change, workshop participants generally agreed by ranking this regional culture characteristic as generally low to moderate with an average individual score of 1.5 and a total group score of 1.5.

5.7.i Geography

Table 5.19 presents the results of the environmental factors assessment for geography for the City of Carlin. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Geography consists of four separate components, including the overall desirability of the community’s climate, the overall desirability of the community’s topography, and the community’s proximity to key economic centers, and the community’s overall access to national and international markets. Workshop participants generally agreed that the City of Carlin’s overall geography, including its desirability of climate and topography, its proximity to key economic centers, and its access to national and international markets, was generally moderate in-terms of supporting new community and economic development efforts with an average overall score of 1.9 and a group overall score of 2.3.

Table 5.19 - Geography		
City of Carlin Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Desirability of Climate	2.0	2.0
Desirability of Topography	2.7	3.0
Proximity to Key Economic Centers	1.5	2.5
Access to National and International Markets	1.5	1.5
Average Score – Geography	1.9	2.3

Workshop participants ranked the desirability of the community’s climate, the desirability of the community’s topography, and the community’s general proximity to key economic centers as generally moderate to high with desirability of climate and desirability of topography tending toward relatively high rankings. Desirability of climate and desirability of topography received average individual scores of 2.0 and 2.7 respectively from workshop participants and total group scores of 2.0 and 3.0 respectively from workshop participants. Proximity to key economic centers, most notably key economic centers in western Nevada and central Utah as well as southern Idaho, as generally moderate with an average individual score of 1.5 and a total group score of 2.5. Access to national and international markets was generally ranked as low to

moderate with an average individual score of 1.5 and a total group score of 1.5. Workshop participants noted that despite the community’s availability of and access to major transportation infrastructure and assets, most of these connections provide only east-west connectivity with little north-south connectivity. Access to larger national and international markets in Carlin is also only possible through larger urban and metropolitan population centers located to the west and east of Carlin that have access to and use of major air transportation assets.

5.7.j Research Environment

Table 5.20 presents the results of the environmental factors assessment for research environment for the City of Carlin. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Research environment consists of three separate components, including linkages to universities (both private and public), access to the Internet and broadband connectivity, and access to private laboratories and research facilities. Workshop participants generally ranked the City of Carlin’s existing research environment as relatively low. The average individual overall score for the community’s existing research environment was 1.2 and the group overall score for the community’s existing research environment was 1.0. Despite the large presence of the mining and natural resource extraction industry and occupation sector in Carlin, the community’s linkages to universities and colleges, Internet and broadband connectivity, and access to private laboratories to support new business creation and attraction efforts were generally ranked as low by workshop participants.

Table 5.20 – Research Environment		
City of Carlin Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Linkage to University(ies) (Public and Private Colleges)	1.3	1.0
Access to the Internet and Broadband Connectivity	1.3	1.0
Access to Private Laboratories (Research Facilities)	1.0	1.0
Average Score – Research Environment	1.2	1.0

Workshop participants generally ranked the community’s existing linkages to universities (both public and private) as relatively low, with an average individual score of 1.3 and with a total group score of 1.0. Workshop participants also ranked the community’s overall Internet access and broadband connectivity levels as generally low, with an average individual score of 1.3 and a total group score of 1.0. Overall access to private laboratories and research facilities were equally ranked as low, with an average individual score of 1.0 and a total group score of 1.0. Workshop participants suggested that, as part of its new five-year Comprehensive Economic Development Strategy, the City of Carlin focus on improving the community’s overall Internet

access and broadband connectivity in order to support new business creation and attraction and existing business retention and expansion initiatives.

5.8 Standard, Creative, and Tactical Placemaking Assessment

During the second community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on August 19, 2019 and August 20, 2019, workshop participants completed a comprehensive community and economic development placemaking and readiness assessment. The Standard, Creative, and Tactical Placemaking Assessment consisted of 32 separate questions that workshop participants, in small groups, were asked to answer using “Yes”, “No” or “Don’t Know”.

Table 5.21 presents the results for the first ten questions of the Standard, Creative, and Tactical Placemaking Assessment with the individual number of “Yes”, “No”, and “Don’t Know” answers collected for each statement.

Workshop participants noted that the City of Carlin has recently completed a number of public improvements designed to enhance the community’s sense of place including the development and support of several community festivals, fairs, and outdoor events and improvements made to key public and institutional buildings that have public spaces where special events can be held. The City of Carlin has also recently invested considerable resources in to the historical preservation of key historical and heritage buildings and sites and is currently working on a number of efforts to promote key historical events and areas as part of the community’s overall tourism and visitor development strategy. The City of Carlin has also invested in key public infrastructure including the rehabilitation of existing sidewalks, curbs, and gutters and is developing a comprehensive revitalization and rehabilitation strategy for its existing historic downtown corridor. Workshop participants also noted that the City of Carlin has recently begun a comprehensive evaluation and update to its comprehensive Master Plan and is actively working with the area’s business community to develop support for future revitalization and rehabilitation of its historic downtown corridor and several key historical and heritage sites.

Areas identified by workshop participants in need of additional focus and investment include a more coordinated effort to support and encourage art in public spaces in partnership with key local and regional partners. Workshop participants further noted that the community could potentially benefit from the development of a community-oriented Farmer’s Market as a way of further promoting community engagement as well as addressing ongoing concerns regarding the availability of fresh produce in the community. Additionally, workshop participants strongly supported the future development of a visitors and convention bureau or association that could focus exclusively on promoting tourism, visitor, and outdoor recreation and entertainment opportunities for the City of Carlin. Workshop participants noted a general feeling that the various tourism, visitor, and outdoor recreation and entertainment opportunities that exist in and around the community are underutilized and under promoted. Given the community’s unique heritage and collection of historical assets and sites, workshop participants agreed that a Carlin-centric visitors and convention bureau would be best suited to effectively promote these assets and sites as part of a larger tourism and visitor development strategy.

Table 5.21 – Standard, Creative, and Tactical Placemaking Assessment Question 1 through Question 10 City of Carlin Comprehensive Economic Development Strategy Workshop				
Question Number	Question	Yes	No	Don't Know
1	Does your community encourage art in public spaces through coordination with local arts organizations, schools and external funding opportunities?		x	
2	Does your community plan and put on festivals, fairs, or outdoor concerts?	x		
3	Does your community provide public space for a Farmer's Market?		x	
4	Does your community intentionally make its institutional buildings (government offices, libraries, schools, etc.) a focal point in the community, maintained well and landscaped, orientated toward the streets and pedestrian traffic, and complemented by amenities, such as bike racks, lighting, benches, etc.?	x		
5	Does your community engage in cooperative, historic preservation efforts through coordination with historic preservation boards, education to increase public awareness and build support, and maintaining a historic resources inventory that is consistent with or more extensive than that maintained for your community by the state?	x		
6	Does your community have an active arts organization?		x	
7	Does your community have public spaces (plazas, parks, institutional building entry areas or front lawns, wide sidewalks, or downtown street parking spots) that could be transformed into small sites for temporary or extended recreation or commercial activities?	x		
8	Does your community have buildings or sites of historic significance?	x		
9	Does the community's Master Plan include standard, creative or tactical placemaking as strategies for community improvement?	x		
10	Does your community have a business organization (Chamber of Commerce, Visitors and Convention Bureau, Downtown Business Association, etc.) that has expressed an interest in placemaking or downtown improvements?		x	

Table 5.22 presents the results for questions 11 through 18 of the Standard, Creative, and Tactical Placemaking Assessment with the individual number of “Yes”, “No”, and “Don't Know” answers collected for each statement.

Recent and ongoing improvements to the City of Carlin's existing comprehensive Master Plan have aggressively attempted to promote and support the development and creation of unique quality public spaces as an overarching goal that drives many of the land use decisions and policies that the City of Carlin is attempting to pursue. Specifically, the City of Carlin has recently adopted policies that permit the ability of food trucks and/or carts to operate on public

property and for residential properties within the city’s limits to grow community gardens and small urban farms.

Table 5.22 – Standard, Creative, and Tactical Placemaking Assessment				
Question 11 through Question 18				
City of Carlin Comprehensive Economic Development Strategy Workshop				
Question Number	Question	Yes	No	Don’t Know
11	Does the Master Plan include the creation of quality public spaces as a goal, objectives and strategies?	x		
12	Does the Master Plan encourage the development of spaces in dense areas of the community for social gathering opportunities with a strong sense of place?			x
13	Has the community adopted a capital improvement plan, coordinated with the Master Plan, and reviewed it annually?		x	
14	Does your community have a sign ordinance that permits decorative banners, and appropriate temporary signs to advertise festivals or other activities?		x	
15	Are there any codes that specifically enable placemaking, such as allowing sidewalk seating for restaurants, or public gathering permits for outdoor activities by right?		x	
16	Does your community permit food trucks or carts on public property?	x		
17	Does your community’s zoning ordinance permit related commercial activities near recreation and/or heritage sites (rivers, lakes, parks, trails, historic districts, etc.), such as kayak or canoe rentals, bike or Segway rentals, walking tours, etc.?			x
18	Does your community’s zoning ordinance permit community gardens or small urban farms?	x		

In regard to improvements that still need to be made, workshop participants agreed that a comprehensive capital improvement plan is needed in order to further guide the City of Carlin’s efforts to encourage the development of high quality public spaces through ongoing private development and investment. While the City of Carlin has recently completed a number of critical public improvement projects and key infrastructure projects, additional capital improvements will be needed to support future growth and development. Workshop participants also expressed support for further revisions to either the City of Carlin’s existing comprehensive Master Plan or for specific ordinances and policies that would allow for decorative banners and appropriate temporary signs in order to promote existing and future festivals and community activities.

The permitting of sidewalk dining or other public gatherings for outdoor activities is not currently considered in the City of Carlin’s existing comprehensive Master Plan as there has not been any historical demand for these types of services and activities. However, workshop participants expressed their support for future ordinances and policies that would permit sidewalk dining or other similar public gatherings for outdoor activities as new businesses that

might want to offer these services begin to operate within the community. Workshop participants generally agreed that sidewalk dining and related outdoor activities would best be suited in the community's existing historic downtown corridor and should be considered as part of the City of Carlin's larger downtown revitalization and rehabilitation strategy.

Table 5.23 presents the results for the remaining questions, questions 19 through 32, of the Standard, Creative, and Tactical Placemaking Assessment with the individual number of "Yes", "No", and "Don't Know" answers collected for each statement.

The remaining questions included in the standard, creative, and tactical placemaking assessment questionnaire completed by workshop participants focused on certain specific community and economic development activities designed to create unique and vibrant places and centers of community and economic activity. Workshop participants noted that the City of Carlin already has and continues to make significant improvements to its broadband and telecommunications infrastructure. The City of Carlin has also worked closely with key private sector parties, most notably Nevada Gold Mines and several public transportation organizations, in order to provide needed public transportation services to the community. Workshop participants further noted that the City of Carlin is working on further developing additional public transportation services that will allow community residents to access various commercial and retail shopping opportunities and key services in neighboring communities. The City of Carlin is also working to actively create and attract new businesses and service providers that will help fill critical gaps in the community's commercial and retail shopping base and in critical service areas including expanded specialty healthcare services.

Of the areas in which workshop participants indicated that little to no progress has been made in, workshop participants strongly expressed their support for actively and aggressively developing some type of entrepreneurial incubator, innovation incubator, and/or kitchen incubator to support small business development and entrepreneurial start-up efforts. Additional engagement and partnership with the Northeastern Nevada Regional Development Authority and other key strategic economic development partners will be needed, as part of this new five-year Comprehensive Economic Development Strategy, to fully develop and implement a comprehensive small business development and entrepreneurial start-up strategy. Workshop participants expressed additional support for pursuing new public-private partnerships as a way of encouraging new development throughout the entire community and for the specific revitalization and rehabilitation of the City of Carlin's existing historic downtown corridor. While the City of Carlin could provide assistance via the development of needed critical infrastructure and public assets, workshop participants did indicate that the community would be less supportive of public-private partnerships that would provide direct financial assistance for private led development.

As part of the City of Carlin's future downtown revitalization and rehabilitation efforts, workshop participants expressed strong support for incorporating the use of complete streets principles, the adoption of mixed-use planned areas, and the full development and implementation of a comprehensive Main Street program. Currently, the Nevada Governor's Office of Economic Development is working to further develop and implement a comprehensive Main Street program specifically designed for rural or non-metropolitan communities such as

Carlin. Workshop participants indicated that direct partnership with the Northeastern Nevada Regional Development Authority, an extension of the Nevada Governor’s Office of Economic Development, will be critical in properly developing and implementing a new Main Street program for Carlin.

Table 5.23 – Standard, Creative, and Tactical Placemaking Assessment Question 19 through Question 32 City of Carlin Comprehensive Economic Development Strategy Workshop				
Question Number	Question	Yes	No	Don’t Know
19	Does your community have an active garden club, which may include a Master Gardener education program that devotes efforts toward plantings in civic spaces?		x	
20	Does your community have, or is it in the development stages of an entrepreneurship incubator, innovation incubator, kitchen incubator, or similar program?		x	
21	Does your community have, or is it planning to develop fiber cable, broadband, or community Wi-Fi?	x		
22	Does your community have, or is it planning to develop a Bus Rapid Transit (BRT) line or smaller-scale bus/trolley along a major corridor or fixed route?			x
23	Is your community implementing complete streets?		x	
24	Do your community’s economic development officers understand and practice private-public partnerships as an investment strategy for new development and redevelopment?		x	
25	Is Low Impact Development (LID) the default approach for stormwater management?		x	
26	Does your community have a green building ordinance or require submission of a LEED-ND checklist for proposed projects?		x	
27	Do your community codes permit green roofs and living walls on buildings? (i.e. roof top gardens, etc.)			x
28	Does your community employ charrette-type public planning sessions for its key centers, nodes and key corridors, or other methods, including through a community involvement plan?		x	
29	Does your community engage in activities to promote community interaction between merchants and residents in mixed-use areas?		x	
30	Does your community have, or help organize, ride-share, car-share, or bike-share programs?	x		
31	Does your community participate in a Main Street program, at any level?		x	
32	Does your community have high standards for the type and quality of building materials used on all public buildings (especially no to cement block, split block, corrugated metal, vinyl siding, and yes to brick, rock, and cut stone)?		x	

While not necessarily a priority, workshop participants did express some support for investigating the potential of Low Impact Development and LEED principles in planning and development as part of the City of Carlin’s current efforts to evaluate and revise its existing comprehensive land use Master Plan. Protection of key environmental assets and resources, especially the community’s source of potable water, is a primary concern for the community and workshop participants suggested that the inclusion of Low Impact Development and LEED principles into a revised comprehensive land use Master Plan could successfully protect these key environmental assets and resources.

5.9 Community and Economic Development Readiness Assessment

The Community and Economic Development Readiness Assessment consisted of two parts. Part 1 asked workshop participants to evaluate a series of questions in several categories, including Baseline Capacity Statements, Civic Capacity Statements, Economic Development Capacity Statements, and Community Development Capacity Statements. Part 2 asked workshop participants to answer two open ended questions, including “What strategies or projects have been recently successfully completed?” and “What are the key strategies the community currently pursuing?”.

Table 5.24 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Baseline Capacity Statements.

In regard to evaluating the City of Carlin’s Baseline Capacity, in-terms of the community’s overall community and economic development readiness, workshop participants answered “Yes” to several of the questions included as part of this assessment. Workshop participants specifically noted that the City of Carlin already has exceptional fire protection, police and law enforcement, and local emergency medical services. These services have largely been developed in partnership with key private sector partners including Nevada Gold Mines and various state and county level emergency service providers. Workshop participants also noted that the City of Carlin, again in partnership with other key public sector and private sector partners, have developed a robust community clinic that provides a wide variety of key primary healthcare services. In addition to the community clinic, Northeastern Nevada Regional Hospital is located less than 60 minutes from Carlin in the neighboring community of Elko. As previously mentioned, the City of Carlin has also completed several key projects that have significantly improved the community’s Broadband, telephone, and general telecommunication services.

Workshop participants did note, however, that the City of Carlin has made little progress to date in significantly improving the community’s existing water system and little to no action has been taken in improving the community’s existing water system to support future population growth and future growth of the business community. However, workshop participants did note that the City of Carlin has begun evaluating parts of its existing water system in order to identify areas in which future investment will be needed. Further evaluation and development of the City of Carlin’s storm water drainage and flood retention system was also identified as an area in which the City of Carlin has made little to no progress in completing but should be made a top priority

as part of the community’s new five-year Comprehensive Economic Development Strategy and as part of the city’s efforts to evaluate and revise its current comprehensive land use Master Plan.

Table 5.24 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Baseline Capacity Statements, City of Carlin						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don’t Know
The community has a water system that meets or exceeds state/federal standards.			x			
The community has a water system that has capacity for growth.				x		
The community has water meters.			x			
The community’s waste water system meets or exceeds state/federal standards.			x			
The community has a waste water system that has capacity for growth.				x		
The community has storm water drainage and flood retention systems.			x			
There are local business providing goods and services to residents.		x				
Community and businesses are served with an adequate road and street system.		x				
There are local fire services available.	x					
There are police/law enforcement services available.	x					
There are local Emergency Medical Services (EMS) available.	x					
There is a local clinic or primary care services available in the community.	x					
There is a hospital within a 60-minute drive.	x					
There are local immunization services available for children and adults.						x
There is an assisted living facility in the community.				x		
There are single/multi-family rental housing for low/moderate-income levels.				x		
The community has phone services available.	x					
The community has local Internet access.	x					

Additional housing options, including the development of senior housing and an assisted living facility, were areas in which workshop participants indicated that little to no action has been taken but should be made a top priority as part of this new five-year Comprehensive Economic Development Strategy. Workshop participants further indicated a strong need for the City of Carlin to actively and aggressively recruit new housing developers with a specialty in housing development in more rural and non-metropolitan communities as part of the community’s effort to further improve and diversify the existing stock of both owner-occupied and renter-occupied housing. Workshop participants also noted the need to develop both financial and non-financial incentives directed to the rehabilitation of existing owner-occupied and renter-occupied housing throughout the entire community.

Table 5.25 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Civic Capacity Statements.

Table 5.25 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Civic Capacity Statements, City of Carlin						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
The community has a clear vision for the present and future.		x				
The community has considered its strengths, weaknesses, opportunities and threats and developed a strategic community/economic development plan.		x				
The strategic plan considers regional and statewide strategies and opportunities.		x				
Citizens are well informed about economic development activities.			x			
Citizens are given the opportunity to engage in community/economic development efforts.		x				
There is a track record of positive community activity.		x				
There is a system to measure progress and to learn from results of action.				x		
The community celebrates successes.	x					
There is a recognized community and economic development group with structures/procedures that sustain positive action in the community.			x			
The community/economic development group process is open and participatory.		x				
The community/economic development group is successfully building partnerships with groups within/beyond the community.			x			
The community has considered its strengths, weaknesses, opportunities and threats and developed a strategic community/economic development plan.		x				
The community/economic development group is successful in obtaining external assistance and resources necessary to carry out its project goals.			x			
The community/economic development group has active participation by the diverse segments of the community.			x			
Leadership of the community and economic development group reflects the diverse segments of the community.			x			
The community/economic development group seeks out training/assistance to improve members' skills/ knowledge base to carry out action plans/accomplish goals.			x			
The leadership shares responsibility for carrying out the work of the community and economic development group rather than trying to do it all themselves.				x		
Leaders have skills and technical knowledge to work effectively in our community.		x				

Table 5.25, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Civic Capacity Statements, City of Carlin						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
Over time, the elected body and community groups have been able to draw new people into leadership positions (appointed boards/commissions, task force chairs, project leaders, etc.).		x				
A culture of entrepreneurship exists that recognizes and rewards new ideas, innovation, partnerships, and collaboration.			x			
There is public and private sector participation and cooperation in local and regional efforts.	x					
The community boards, organizations and councils have no open positions and there is a pool of volunteers to fill vacancies if they arise.				x		

Workshop participants noted a number of areas in which the City of Carlin has already or is actively making progress in improving the community’s overall civic capacity needed to support current and future community and economic development programs, projects, and initiatives. Many of these areas in which the City of Carlin has already or is actively making progress are directly related to the development of this new five-year Comprehensive Economic Development Strategy and the current effort to evaluate and revise the City of Carlin’s existing comprehensive land use Master Plan. Developing a clear vision for the community’s future, consideration of key strengths, weaknesses, opportunities, and threats, the development of a new strategic plan, opportunities for the community to participate, and a community and economic development process that is open and participatory are just a few of the areas in which the City of Carlin has and is actively making progress in terms of improving the community’s overall civic capacity.

A number of civic capacity areas, however, were identified by workshop participants as areas in which the City of Carlin and the community has made little progress to date in improving or in which no direct action has been taken. Most notably, workshop participants indicated that, as part of its new five-year Comprehensive Economic Development Strategy, the City of Carlin should actively and effectively pursue new communication and engagement strategies with community residents and the business community. A focus on economic diversification and encouraging the development of an entrepreneurial culture were areas in which workshop participants expressed their support for improved activity in as part of the new five-year Comprehensive Economic Development Strategy. Workshop participants further indicated that both of these efforts should be done in partnership with the Northeastern Nevada Regional Development Authority and other key regional and statewide economic development partners.

Table 5.26 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Economic Development Capacity Statements. Of the 27 statements for Economic Development Capacity, workshop participants answered “Yes” or “Actively Making Progress” for 18 total statements and answered “Little Progress to Date”, “No Action Yet”, or “No Answer” for nine additional statements.

**Table 5.26 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1)
Economic Development Capacity Statements, City of Carlin**

Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
There is a community and economic development group that is proactive rather than reactive.		x				
There is a committee or group that provides or brokers assistance to startup businesses or entrepreneurs.			x			
There is a committee/group that provides/brokers assistance to help retain/expand local businesses and industry.			x			
There is a committee/group that is involved with targeted recruitment of new retail, service and industrial businesses.			x			
The community has industrially zoned land that is ready to build or occupy at a reasonable market rate.	x					
The community has industrially zoned buildings that are ready to build or occupy at a reasonable market rate.				x		
The community has commercially zoned land that is ready to build or occupy at a reasonable market rate.	x					
The community has commercially zoned buildings that are ready to occupy at a reasonable market rate.			x			
The community has financial resources available for businesses and industrial development (revolving loan funds, venture capital, lending institutions, etc.).				x		
There is a focused business development organization that coordinates local efforts, market assets, develops leads, negotiates and closes deals.	x					
There is local ownership of many businesses.	x					
Local owners of business and industry are committed to work with the community on improvements.	x					
There is economic diversity (diversified industries and many smaller businesses providing jobs in the community).				x		
There is a capable and productive workforce available.			x			
There is at least one organization providing or able to provide workforce education and training.				x		
There are training and educational opportunities for citizens of all ages.				x		
There are school-to-work, job shadow and intern programs available.				x		
Community and businesses are within close proximity (3 to 5 miles) to interstate or major highway.	x					
The community and industry have access to rail service.		x				
The community and industry have access to barge or river transport.					x	

**Table 5.26, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1)
Economic Development Capacity Statements, City of Carlin**

Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
The community has access to commercial air service within 60 minutes.	x					
The community has competitively priced natural gas available.	x					
The community has competitively priced electricity available.	x					
There is access for citizens and business to high speed, broadband, interactive telecomputing technologies that support electronic exchange of data and information.		x				
There are wireless communication services available.	x					
There is a local or regional information technology forum or equivalent organization that is capable of providing planning, marketing, training, and coordination in the use of telecomputing technologies.				x		
The community has access to passenger air service within 60 minutes.	x					

Of the statements that workshop participants answered “Little Progress to Date”, key areas of needed improvement in regard to overall Economic Development Capacity include the development and/or use of a committee or group to provide brokers assistance to start businesses and entrepreneurs, assistance to help retain and expand existing local businesses and industries, and the targeted recruitment of needed commercial and retail services. Further development of a capable and productive workforce was also identified by workshop participants as an area that the City of Carlin has made little progress to date in improving but should be made a top priority as part of this new five-year Comprehensive Economic Development Strategy. Specifically, workshop participants noted that no measurable progress has been made in having at least one organization dedicated solely to the providing workforce education and training, in developing new training and educational opportunities for community residents of all ages, and in providing a diverse set of school-to-work, job shadowing, and internship programs. Development of these specific workforce development and job training programs will be vital to improving the overall skill set and size of the community’s existing civilian workforce.

Table 5.27 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Community Development Capacity Statements. Of the 19 statements for Community Development Capacity, workshop participants answered “Yes” for 12 total statements, answered “Actively Making Progress” for five total statements, and answered “Little Progress to Date” for two individual statements.

Table 5.27 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Community Development Capacity Statements, City of Carlin						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
The community has public transportation available (bus or taxi) within the community.	x					
Community members feel a sense of pride and attachment to the community and are optimistic about their future.		x				
The community has clean-up and beautification as an ongoing priority.		x				
The community has a spirit of people helping each other.	x					
The community has library services available to citizens.	x					
The community has an adequately funded K-12 school system.						x
The community has at least one public park.	x					
The community has recreation facilities available for residents of all ages.		x				
There is a community center.		x				
The community has a senior center and services.	x					
The community has a youth center and services.		x				
The community has childcare centers or services available sufficient to meet local needs.			x			
There is open or green space in and around the community.	x					
The community has positive working relationships with the public and private sector.	x					
The environmentally sensitive resources of the community are being adequately protected.				x		
The community approaches community and economic development in a sustainable way.				x		
There are uniform building codes, subdivision ordinances and architectural standards.	x					
There is a utility operation and maintenance ordinance including rates and connection fees.	x					
There is a systems development charge ordinance.				x		

In regard to the community’s overall Community Development Capacity, workshop participants identified a number of critical areas in which the City of Carlin has already or is actively making measurable progress in improving. Most notably, workshop participants noted that community

residents and the business community already have a strong sense of pride and attachment to the community and generally feel optimistic about their and the community's future. Workshop participants also noted that people in Carlin have a strong spirit of helping each other out in times of need and that the community has a strong positive working relationship with the public, the business community, and other key local and regional partners. The City of Carlin has also made significant active progress in providing a variety of recreational facilities for all ages, has completed the development and opening of a new senior center, and is actively making progress on developing a youth center.

In fact, workshop participants identified few areas in which the community has failed to make any measurable progress in improving or has made no measurable progress in improving. In regard to the areas in which workshop participants would like to see increased improvement in completing, workshop participants specifically noted the need to develop or open some type of childcare center in order to provide needed services that will support future sustainable population growth. Workshop participants also noted the need to further focus on protecting and improving environmentally sensitive resources and ensuring that, as part of the City of Carlin's new five-year Comprehensive Economic Development Strategy, approaches to community and economic development are pursued in a sustainable way in order to protect the community's cherished rural heritage and identity.

In Part 2 of the Community and Economic Development Readiness Assessment, workshop participants were asked to answer two separate open-ended questions, including: (1) what strategies or projects have been recently successfully completed?, and (2) what are the key strategies the community is currently pursuing? Workshop participants noted that a number of key strategies and projects have already been completed, with focus on creating and recruiting new businesses in order to fill key gaps in the community's existing commercial and retail base and with focus on building the additional organizational and community capacity needed to support future sustainable growth. New restaurants, a new grocery store, recruitment of a physical therapist, dentist, and hair salon/pedicure provider have all recently opened and provide vital commercial and retail services to the community. The City of Carlin has also recently hired a new City Manager, developed new public transportation options, completed major infrastructure projects, and has also recently completed a series of major improvements to the Equestrian Park and rodeo grounds.

Moving forward, the City of Carlin is also currently developing and pursuing the development of new strategies designed to further increase the community's overall community and economic development capacity. Continued expansion and completion of Phase 3 of the industrial park, the pursuit of new geothermal power generation, the development of a new fire house, and additional investment in critical infrastructure assets are each being currently planned and developed. The City of Carlin is also pursuing additional partnership opportunities with the Northeastern Nevada Regional Development Authority as part of the development of this new five-year Comprehensive Economic Development Strategy and the Mayor and City Council is moving forward on a new comprehensive housing initiative that is designed to rehabilitate the community's existing housing stock while also adding new owner-occupied and renter-occupied housing stock to the community. The City of Carlin is also committed to further historical preservation efforts and the improvement of existing historical assets and heritage sites as part of

its overall community and economic development strategy. As has also been outlined in this new five-year Comprehensive Economic Development Strategy, and as part of a new housing initiative, the City of Carlin is currently reviewing and revising its existing comprehensive land use Master Plan and is also developing a new revitalization and rehabilitation strategy for its existing historic downtown corridor.

6.0 Analysis: Community, Regional, and Industry Assessment

This section presents an overview of industry and workforce characteristics for the City of Carlin and Elko County provided by the Nevada Governor’s Office of Economic Development as well as a comprehensive overview from Stronger Economies Together Module 3, *Focusing on Regional Competitive Advantage*, and Strong Economies Together Module 4, *Exploring Strategies for Enhancing the Regional Economy*.

6.1 Industry and Workforce Characteristics for Elko County

A location quotient greater than 1.0 indicates that the industry sector in the local geographic area is a *net exporter*, in that the total production and output of all firms within the industry sector in the geographic area produces more goods and services than can be consumed locally. Surplus goods and services are *exported* out of the local geographic area and cash is imported into the local geographic area. A location quotient less than 1.0 indicates that the industry sector in the local geographic area is a *net importer*, in that total production and output of all firms within the industry sector in the geographic area does not produce enough goods and services to satisfy local consumption meaning that goods and services have to *imported* into the local geographic area and cash is exported out of the local geographic area. Data for industry sectors and occupation sectors are presented in this sub-section. Industry sectors are *employer* oriented (the total number of jobs provided by firms in the industry sector) and occupation sectors are *employee* oriented (the total number of jobs that individual workers currently have).

Table 6.1 presents the change in total number of jobs between 2013 and 2018 and the location quotient for the 20 largest industry sectors in Elko County as provided by the Nevada Governor’s Office of Economic Development. Industry sector data at the community level, for the City of Carlin, was not available. The industry sectors with positive growth in the total number of new jobs between 2013 and 2018 are highlighted.

Of the 20 largest industry sectors in Elko County, 11 separate industry sectors experienced net positive job growth and creation between 2013 and 2018. The industry sectors with the largest growth in job creation included the Government industry sector, with an increase of 247 total jobs or 6.0 percent, the Health Care and Social Assistance industry sector, with an increase of 205 total jobs or 14.0 percent, the Wholesale Trade industry sector, with an increase of 148 total jobs or 14.0 percent, and the Professional, Scientific, and Technical Services industry sector, with an increase of 95 total jobs or 18.0 percent. The industry sectors with the largest decline in job growth between 2013 and 2018 included the Mining, Quarrying, and Oil and Gas Extraction industry sector, with a decline of 568 total jobs or -20.0 percent, the Accommodation and Food Services industry sector, with a decline of 284 total jobs or -5.0 percent, the Manufacturing industry sector, with a decline of 115 total jobs or -40.0 percent, and the Management of Companies and Enterprises, with a decline of 80 total jobs or -20.0 percent.

Table 6.1 – Industry (Employer) Characteristics Elko County 2013 and 2018					
Industry Sector	Total Number of Jobs 2013	Total Number of Jobs 2018	2013 to 2018 Actual Change	2013 to 2018 Percent Change	2018 Location Quotient
Accommodation and Food Services	5,508	5,224	-284	-5.0%	2.55
Government	3,807	4,054	247	6.0%	1.13
Retail Trade	2,439	2,520	81	3.0%	1.05
Mining, Quarrying, and Oil and Gas Extraction	2,804	2,236	-568	-20.0%	22.63
Construction	1,688	1,758	70	4.0%	1.33
Health Care and Social Assistance	1,470	1,675	205	14.0%	0.56
Wholesale Trade	1,079	1,277	148	14.0%	1.40
Other Services (except Public Administration)	912	913	1	0.0%	0.81
Transportation and Warehousing	675	644	-31	-5.0%	0.75
Professional, Scientific, and Technical Services	531	626	95	18.0%	0.40
Administrative and Support and Waste Management	614	585	-29	-5.0%	0.39
Arts, Entertainment, and Recreation	531	533	2	0.0%	1.29
Agriculture, Forestry, Fishing and Hunting	356	390	34	10.0%	1.39
Management of Companies and Enterprises	391	311	-80	-20.0%	0.91
Real Estate and Rental and Leasing	266	296	30	11.0%	0.74
Finance and Insurance	299	296	-3	-1.0%	0.31
Manufacturing	290	175	-115	-40.0%	0.09
Information	181	133	-48	-27.0%	0.30
Educational Services	69	111	42	61.0%	0.18
Utilities	123	109	-14	-11.0%	1.34

Source: Nevada Governor's Office of Economic Development

In both 2013 and 2018, the Accommodation and Food Services industry sector was the single largest industry sector in Elko County, employing a total of 5,508 individuals in 2013 and employing a total of 5,224 individuals in 2018, a net decrease of 284 total jobs or -5.0 percent. The Accommodation and Food Services industry sector had a location quotient of 2.55 in 2018,

making this industry sector a net exporting industry for Elko County. The Government industry sector was the second largest industry sector in both 2013 and 2018 in Elko County, employing a total of 3,807 individuals in 2013 and a total of 4,054 individuals in 2018, a net increase of 247 total jobs or 6.0 percent. In 2018, the location quotient for the Government industry sector was 1.13, making the Government industry sector a net exporter for Elko County. The net exporting status of the Government industry sector in Elko County in 2018 is likely due to the concentration of federal and state government positions located in Elko County but the wider regional coverage and provision of these federal and state government services to communities located throughout northeastern Nevada.

The Retail Trade industry sector in Elko County, in 2018, was the third largest industry sector, increasing from a total of 2,439 individuals employed in 2013 to a total of 2,520 individuals employed in 2018, a net increase of 81 total jobs or 3.0 percent. The location quotient for the Retail Trade industry sector for Elko County in 2018 was 1.05, making the Retail Trade industry sector a net exporting industry sector. The net exporting status of the Retail Trade industry sector in Elko County in 2018 is likely due to the high concentration of commercial retail firms operating within Elko County and the consumer shopping patterns of individuals living in communities outside Elko County but within the northeastern Nevada region. The Mining, Quarrying, and Oil and Gas Extraction industry sector was the third largest industry sector in Elko County in 2013 and the fourth largest industry sector in Elko County in 2018, employing a total of 2,804 individuals in 2013 and a total of 2,520 total individuals in 2018, a net decrease of 568 total jobs or -20.0 percent. The location quotient for the Mining, Quarrying, and Oil and Gas Extraction industry sector in Elko County in 2018 was 22.63, making the Mining, Quarrying, and Oil and Gas Extraction industry sector the single largest net exporting industry sector in Elko County.

In addition to the Accommodation and Food Services industry sector, the Government industry sector, the Retail Trade industry sector, and the Mining, Quarrying, and Oil and Gas Extraction industry sector, five additional industry sectors had a location quotient greater than 1.0 in 2018. The Construction industry sector had a location quotient of 1.33 and the Wholesale Trade industry sector had a location quotient of 1.40 in 2018. In 2018, the Arts, Entertainment, and Recreation industry sector and the Agriculture, Forestry, Fishing and Hunting industry sector each had a location quotient of 1.29 and 1.39 respectively. The Utilities industry sector had a location quotient of 1.34, making the Utilities industry sector in Elko County a net exporting industry sector in 2018. Each of these eight separate net exporting industry sectors were net exporters likely due to Elko County being the single largest population center in northeastern Nevada and because the firms in each of these industry sectors provide goods and services to communities located throughout the entire northeastern Nevada region as well as exporting goods and services to larger population centers and markets outside the region.

Table 6.2 presents the change in the total number of jobs between 2013 and 2018 and the location quotient for the 23 largest occupation sectors in Elko County as provided by the Nevada Governor's Office of Economic Development. The occupation sectors with positive growth in the total number of new jobs between 2013 and 2018 are highlighted.

Table 6.2 – Occupation (Employee) Characteristics Elko County 2013 and 2018					
Occupation Sector	Total Number of Jobs 2013	Total Number of Jobs 2018	2013 to 2018 Actual Change	2013 to 2018 Percent Change	2018 Location Quotient
Office and Administrative Support	2,865	2,831	-34	-1.0%	0.82
Food Preparation and Serving Related	2,973	2,670	-303	-10.0%	1.34
Sales and Related	2,238	2,309	71	3.0%	0.98
Installation, Maintenance, and Repair	2,102	2,148	46	2.0%	2.30
Construction and Extraction	2,222	1,973	-249	-11.0%	1.81
Transportation and Material Moving	1,881	1,848	-33	-2.0%	1.14
Personal Care and Service	1,296	1,396	100	8.0%	1.36
Building and Grounds Cleaning and Maintenance	1,437	1,364	-73	-5.0%	1.56
Management	1,232	1,269	37	3.0%	0.95
Education, Training and Library	1,157	1,253	96	8.0%	0.93
Production	887	794	-93	-10.0%	0.57
Protective Service	623	691	68	11.0%	1.30
Healthcare Practitioners and Technical	596	663	67	11.0%	0.50
Business and Financial Operations	440	468	28	6.0%	0.38
Healthcare Support	356	399	43	12.0%	0.62
Life, Physical, and Social Science	386	376	-10	-3.0%	1.92
Architecture and Engineering	380	337	-43	-11.0%	0.83
Community and Social Service	231	264	33	14.0%	0.67
Farming, Fishing, and Forestry	211	245	34	16.0%	1.38
Arts, Design, Entertainment, Sports, and Media	198	199	1	1.0%	0.45
Computer and Mathematical	149	157	8	5.0%	0.23
Legal	103	96	-7	-7.0%	0.49
Military-only	76	75	-1	-1.0%	0.52

Source: Nevada Governor's Office of Economic Development

Of the 23 largest occupation sectors in Elko County, 13 separate occupation sectors exhibited net positive job growth and employment between 2013 and 2018. The occupation sectors with the largest growth in job creation and employment included the Personal Care and Service occupation sector, with an increase of 100 total individuals employed or 8.0 percent, the Education, Training and Library occupation sector, with an increase of 96 total individuals employed or 8.0 percent, and the Sales and Related occupation sector, with an increase of 71 total individuals employed or 3.0 percent. The occupation sectors with the largest decline in job creation and employment included the Food Preparation and Serving Related occupation sector, with a decline of 303 total individuals employed or -10.0 percent, the Construction and Extraction occupation sector, with a decline of 249 total individuals employed or -11.0 percent, and the Production occupation sector, with a decline of 93 total individuals employed or -10.0 percent.

In 2018, the Office and Administrative Support occupation sector was the single largest occupation sector in Elko County, with a total of 2,865 individuals employed in 2013 and a total of 2,831 individuals employed in 2018, a net decrease of 34 individuals employed in this occupation sector or -1.0 percent. In 2018, the Office and Administrative Support occupation sector had a location quotient of 0.82, making this occupation sector a net importing occupation sector in 2018. In 2013, the Food Preparation and Serving Related occupation sector was the single largest occupation sector and, in 2018, this occupation sector was the second largest occupation sector, with a total of 2,973 individuals employed in 2013 and a total of 2,670 individuals employed in 2018, a net decrease of 303 total individuals employed in this occupation sector or -10.0 percent. The Food Preparation and Serving Related occupation sector had a location quotient of 1.34 in 2018, making this occupation sector a net exporting occupation sector for Elko County.

The Sales and Related occupation sector was the third largest occupation sector in 2018, employing a total of 2,238 individuals in 2013 and employing a total of 2,309 individuals in 2018, a net increase of 71 total individuals employed in this occupation sector or 3.0 percent. In 2018, the Sales and Related occupation sector had a location quotient of 0.98, indicating that the Sales and Related occupation sector was a slight net importing occupation sector for Elko County. In 2018, the Installation, Maintenance, and Repair occupation sector was the fourth largest occupation sector in Elko County, with a total of 2,102 individuals employed in this occupation sector in 2013 and a total of 2,148 individuals employed in this occupation in 2018, a net increase of 46 total individuals employed or 2.0 percent. The Installation, Maintenance, and Repair occupation sector had a location quotient of 2.30 in 2018, making this occupation sector a net exporter for Elko County.

In addition to the Food Preparation and Serving Related occupation sector and the Installation, Maintenance, and Repair occupation sector, seven additional occupation sectors had location quotients greater than 1.0, or were net exporting occupation sectors, in 2018 in Elko County. The Construction and Extraction occupation sector had a location quotient of 1.81 and the Transportation and Material Moving occupation sector had a location quotient of 1.14. In 2018, the Personal Care and Service occupation sector and the Building and Grounds Cleaning and Maintenance occupation sector had location quotients of 1.36 and 1.56 each in 2018, making both net exporting occupation sectors for Elko County. Additional net exporting occupation

sectors in Elko County in 2018 included the Protective Service occupation sector with a location quotient of 1.30, the Life, Physical, and Social Science occupation sector with a location quotient of 1.92, and the Farming, Fishing, and Forestry occupation sector with a location quotient of 1.38.

6.2 Identifying Demand Conditions, Factor Conditions, Firm Strategy, Rivalry and Composition, and Related and Supporting Industries

Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and the second workshop held on August 19, 2019 and August 20, 2019 were asked to identify the specific demand conditions, factor conditions, firm strategy, rivalry and composition, and related and supporting industries for City of Carlin using the industry sector and occupation sector data for Elko County presented in the previous sub-section. As part of Stronger Economies Together Module 3, *Focusing on Regional Competitive Advantage*, workshop participants were asked to answer four separate questions, including:

- What demand conditions exist in your community and region?
- What factor conditions exist (or do not exist) in your community and region?
- What is the composition of individual industry sectors in your community and region?
- Which industries buy and sell from each other in your region? What strong value chains exist in your community and region?

6.2.a Demand Conditions

Demand conditions are defined as the conditions that influence demand for goods or services produced in a community or defined region. For the City of Carlin, current activity in the Mining, Quarrying, and Oil and Gas Extraction industry sector, the Construction and Extraction occupation sector, and the Transportation and Material Moving occupation sector were identified by workshop participants as the most currently important demand conditions that drive economic activity throughout the community. As the area's largest employer, Nevada Gold Mines' current operations located just outside the City of Carlin's municipal boundaries provides a large portion of the available employment opportunities for the community's residential population. However, as a growing portion of Carlin's existing residential population continues to age, other demand conditions, especially in the Retail Trade industry sector and the Healthcare and Social Assistance industry sector, will become increasingly important. Workshop participants noted that additional basic commercial retail services, including banking and financial services, and expanded and specialty healthcare services, are growing significantly in terms of overall demand. As part of the new five-year Comprehensive Economic Development Strategy, workshop participants noted the need for additional investment and development of new private sector firms in both the Retail Trade industry sector and the Healthcare and Social Assistance industry sector.

Workshop participants also noted the need for further diversification of the community's overall economic base in both related and unrelated industry and occupation sectors to the Mining, Quarrying, and Oil and Gas Extraction industry sector. Given the community's existing central geographic location within the northeastern Nevada region and the community's immediate access to major transportation networks, workshop participants suggested that further investment in the Wholesale Trade industry sector and the Transportation and Warehousing industry sector could significantly improve the community's stock of critical demand conditions. Workshop participants further noted the need for additional workforce development and job training strategies in the Construction industry sector in order to address the community's growing need to improve and diversify the existing housing stock of both owner-occupied and renter-occupied housing types.

6.2.b Factor Conditions

Factor conditions are defined as existing infrastructure, resources and materials, and workforce characteristics that can either be improved or used to support the expansion and growth of specific industry sectors. Workshop participants identified a number of existing infrastructure, resources and materials, and even workforce characteristics that the City of Carlin should further invest in as part of its new five-year Comprehensive Economic Development Strategy. Given the community's and immediate surrounding area's mix of outdoor recreational facilities and opportunities and the community's unique history and mix of heritage and historical sites, additional investment in the Accommodation and Food Services industry sector and the Arts, Entertainment, and Recreation industry sector could potentially help in further growing and diversifying the community's existing economic base and mix of key factor conditions.

Workshop participants noted that additional regional public transportation options, the further improvement and development of the area's trail system, and even the development of new outdoor recreation options such as a golf course and Splash Park could be developed in tandem with the active creation and recruitment of new businesses such as an ATV retail sales and repair business in order to bolster the community's Arts, Entertainment, and Recreation industry sector. Coupled with this investment in new outdoor recreation options and assets, workshop participants indicated that a stronger commitment to marketing the community, through a robust tourism and visitor marketing campaign, will be needed. Workshop participants further noted that aggressive marketing of the community should be targeted in ways that highlights the community's existing mix of unique historical and heritage sites and assets to targeted tourist and visitor populations both domestically and internationally. Whenever possible, this effort should be done in partnership with other key strategic partners and stakeholders. However, the City of Carlin should explore developing its own unique set of tourism and visitor based economic development initiatives.

6.2.c Firm Strategy, Rivalry, and Composition

Firm strategy, rivalry, and composition is generally defined as the community's and/or region's portfolio of businesses, entrepreneurial activity and support, and general mix of businesses. As has already been discussed throughout this five-year Comprehensive Economic Development

Strategy for the City of Carlin, Carlin’s overall economic base is not well diversified and the community lacks a thorough mix of various commercial and retail options that can service the existing residential population and future sustainable growth. Economic diversification through expansion of the community’s Retail Trade industry sector, through the development and opening of new restaurants and bars, banking and financial services, and new basic service retail options, is vital to diversifying the existing mix and composition of the community’s economic base.

However, given the relative importance of the Mining, Quarrying, and Oil and Gas Extraction industry sector, and the Construction and Extraction occupation sector and the Transportation and Material Moving occupation sector, workshop participants indicated that there are significant opportunities to capture additional upstream and downstream elements of the supply chains for each industry and occupation sector. The community’s existing access to major transportation networks that link Carlin to the entire region, including both west to east and north to south connections, makes Carlin an ideal location for centralizing the production and distribution of goods and services that are needed to support mining and natural resource extraction operations located throughout the northeastern Nevada region. Capturing additional upstream and downstream elements of these industry and occupation sector supply chains may also lay the foundation for further diversification of the community’s overall economic base as new firms and production facilities can be repurposed and modified to produce goods and services that will supply firms in other critical industry and occupation sectors within and throughout the region including the Agriculture, Forestry, Fishing and Hunting industry sector.

6.2.d Related and Supporting Industries

Related and supporting industries are defined as the firms within and between industries that buy and sell from each other. Specifically, the related and supporting industries form both the upstream and downstream elements of the community’s and region’s overall value chain. Certain ‘holes’ within the community’s and region’s overall value chain, as identified by workshop participants, range from taking better advantage of existing transportation assets to better promoting and encouraging use of major outdoor recreation and entertainment opportunities located in and around the City of Carlin and throughout northeastern Nevada. Again, Carlin’s unique central geographic location within the northeastern Nevada region provides firms with both west to east and north to south connection to the rest of the region via U.S. Interstate 80 and Nevada State Highway 278. Carlin could potentially become a production, warehousing, transportation, and distribution hub for various goods and services that individual firms in key industry and occupation sectors located throughout the region need. Potential further development of the community’s existing industrial park and even development of an inland port facility could facilitate this opportunity to become a regional hub for good and service production and transportation.

Carlin’s central geographic location, combined with the many outdoor recreation and entertainment opportunities that exist within and around the community, could potentially be further developed to make the community a ‘gateway’ to outdoor recreation and entertainment opportunities located throughout northeastern Nevada. Successful marketing of Carlin as an outdoor recreation and entertainment gateway could also potentially lead to additional

development in a number of critical industry and occupation sectors including, but not limited to, the Accommodation and Food Services industry sector, the Retail Trade industry sector, the Arts, Entertainment, and Recreation industry sector, and the Agriculture, Forestry, Fishing and Hunting industry sector. Successful new business creation and attraction strategies will need to be developed and implemented in order to fill key gaps that already exist within the supply chains of various related and supporting industry and occupation sectors that already have a strong presence in the community and throughout the northeastern Nevada region.

6.3 Identifying Opportunities in Specific Community and Regional Industry and Occupation Clusters

Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and in the second workshop held on August 19, 2019 and August 20, 2019 were asked to identify specific industry and occupation clusters that the City of Carlin, as part of its new five-year Comprehensive Economic Development Strategy, should explore further, should avoid investing in for the future, could be viable future community and regional industry and occupation sectors, and are declining but may be worth reviving. As part of Stronger Economies Together Module 3, *Focusing on Regional Competitive Advantage*, workshop participants were asked to answer four separate questions, including:

- What industries within your community and region seem worth exploring further?
- What industries within your community and region should the region avoid investing in the future?
- What industries may be viable future local and regional industries?
- What industries are declining in your community and region but may be worth reviving?

As part of Stronger Economies Together Module 4, *Exploring Strategies for Enhancing the Regional Economy*, workshop participants were also asked to evaluate the capacity to support future growth in selected community and regional industry and occupation clusters and then identify specific creation, attraction, retention, and expansion strategies to be included in the City of Carlin's new five-year Comprehensive Economic Development Strategy. As part of this process, workshop participants utilized the results presented in the previous sub-section of this University Center for Economic Development technical report, *Identifying Demand Conditions, Factor Conditions, Firm Strategy, Rivalry and Composition, and Related and Supporting Industries*, to focus the preliminary set of actionable items of the City of Carlin's new five-year Comprehensive Economic Development Strategy.

6.3.a Industries Worth Exploring Further

Workshop participants identified four separate industry and occupation sectors that the City of Carlin should, as part its new five-year Comprehensive Economic Development Strategy, target

and explore further including the Construction and Extraction occupation sector (with a focus on vocational and trade skill development), the Management occupation sector (with a focus on management and consulting), the Architecture and Engineering occupation sector, and the Arts, Entertainment, and Recreation industry sector. Individual creation, attraction, retention, and expansion economic development efforts and initiatives for each of these industry and occupation sectors were developed to either support existing needs that existing within the community and/or to take advantage of major community and economic assets that already exist within and around the community.

For the Construction and Extraction occupation sector, workshop participants noted that there has been an increased need for trained workers with a variety of different vocational and trade skills in order to support new and existing industry and occupation sectors and to help pursue development of emerging industry and occupation sectors that can benefit from the community's existing mix of community and economic assets. Workshop participants suggested the development of additional career and technical education programs developed in partnership with both the Elko County School District and Great Basin College specifically for Carlin. Additional apprenticeship and internship programs for local government and public sector workers, plumbing and electrical workers, farm equipment mechanics, and heavy equipment operators and repairmen would serve both local and regional needs for additional skilled workers in the vocational and trade skill areas. Further development of the Management occupation sector, with a focus on management consulting services, could provide retirees who already live in the community the opportunity to supplement their incomes while being able to remain in Carlin. This approach has the added benefit of encouraging the development of earned incomes that bring additional dollars from outside the community into Carlin that can further support additional development and growth in a variety of other industry and occupation sectors.

Recent trends in the development of new housing development types, including the development of 'Tiny Homes' for larger urban and metropolitan areas, provides Carlin with a unique opportunity to further grow and develop employment and job creation opportunities in the Architecture and Engineering occupation sector while also possibly providing opportunities for growth in the community's Manufacturing industry sector and Transportation and Warehousing industry sector. Workshop participants noted that Carlin's central geographic location to major urban and metropolitan areas, including Sacramento, California and the Reno-Sparks metropolitan statistical area to the west and the Salt Lake City metropolitan statistical area to the east, can be used in conjunction with Carlin's access to major roadway and railroad transportation assets, to provide various types of manufactured housing products designed and built in Carlin and shipped to these large urban and metropolitan population centers.

A stronger focus on tourism, and specifically the Arts, Entertainment, and Recreation industry sector and even the Agriculture, Forestry, Fishing and Hunting industry sector, is a natural fit with the City of Carlin's existing related assets and central geographic location. Targeting the community's existing historical and heritage sites and assets to select markets including China and other international growth markets is one specific area in which workshop participants indicated a strong desire to focus on as part of the community's new five-year Comprehensive Economic Development Strategy. Dude ranch activities, cross-county tourism and recreation promotion between Elko, Eureka, and Lander counties, demonstration projects, promotion of

Native American and western heritage, and even revitalizing Carlin’s existing historical downtown corridor were a few of the many specific ways in which the City of Carlin could aggressively pursue additional development and diversification in the Arts, Entertainment, and Recreation industry sector.

6.3.b Industries to Avoid or Not Pursue

In general, and specific to the five-year scope of this new five-year Comprehensive Economic Development Strategy for the City of Carlin, workshop participants suggested that industry and occupation sectors that are dependent on college education requirements and advanced education, outside of the vocational and trade skill sector areas, should be avoided or at least not pursued at this time. Workshop participants noted that there is already significant and growing demand for workers with various vocational and trade skill training and that the City of Carlin, in partnership with various key strategic economic development partners, should focus on developing new workforce development and job training programs that can increase the overall level of vocational and trade skill competencies among the community’s existing civilian workforce. Workshop participants also generally noted that industry sectors that depend on various ‘big city lifestyles’ should also be avoided at this time as part of the City of Carlin’s new five-year Comprehensive Economic Development Strategy. Growth in industry and occupation sectors that can take advantage of Carlin’s existing rural or non-metropolitan identity and community characteristics should instead be pursued and supported.

Specific industry and occupation sectors that should be avoided and not pursued at this time included advanced and large-scale manufacturing in the Manufacturing industry sector, the Building and Grounds Cleaning and Maintenance occupation sector, and the Personal Care and Service occupation sector. Workshop participants noted that, while the City of Carlin could potentially support new small to mid-sized manufacturing operations, the community does not have the requisite civilian workforce to support large-scale manufacturing operations at this time. Possibly, with future sustainable population growth and continued development of the community’s existing industrial park, larger manufacturing operations may be appropriate to pursue but, as part of this new five-year Comprehensive Economic Development strategy, large-scale manufacturing in the Manufacturing industry sector should be avoided. Workshop participants also noted that pursuit of new business creation and attraction efforts in both the Building and Grounds Cleaning and Maintenance occupation sector and the Personal Care and Service occupation sector should be avoided at this time as each occupation sector pays relatively low wages relative to firms already operating in the Mining, Quarrying, and Oil and Gas Extraction industry sector and the Construction and Extraction and Transportation and Material Moving occupation sectors.

6.3.c Viable Future Local and Regional Industry Sectors and Industry Sectors Declining but Worth Reviving

As part of identifying viable future local and regional industry sectors and industry sectors that are declining and worth reviving, workshop participants were further asked to identify specific industry and occupation sectors or general areas of economic and employment activity that are experiencing some type of decline or ‘economic leakage’ by that the City of Carlin, as a

community, already has some capacity to address and where potential growth opportunities exist. Workshop participants identified five specific areas of economic and employment activity that the City of Carlin should focus on as part of its new five-year Comprehensive Economic Development Strategy including management consulting activities, vocational and trade skill activities, targeted cultural and historic tourism, ‘tiny housing’ manufacturing and warehousing, and engineering and architectural activities.

Related to the Architecture and Engineering occupation sector, there are already several key firms in key industry and occupation sectors in and around the City of Carlin and throughout the northeastern Nevada region that could be tapped in order to build a management consulting economic cluster around. While there exists significant competition from other communities within the northeastern Nevada region and in nearby urban and metropolitan population centers, the City of Carlin could and should explore opportunities to support the development of a management consulting economic cluster, especially among already retired individuals who already live in and around the community. Building additional entrepreneurial capacity, possible changes to the City of Carlin’s business licensing processes, and even additional city government organizational capacity training may be needed, the City of Carlin should actively work with its key economic development partners, including the Northeastern Nevada Regional Development Authority, the Nevada Small Business Development Center, and the U.S. Small Business Administration, to explore further development of a management consulting economic cluster for Carlin.

As has already been pointed out throughout this new five-year Comprehensive Economic Development Strategy for the City of Carlin, there exists a significant need for additional workers with vocational and trade skill training. Not only does there exist significant potential for future growth in the vocational and trade skill areas, there is also significant capacity and opportunity to improve the current skill level of the area’s and region’s existing civilian workforce in the vocational and trade skill areas. New training and educational opportunities for community residents of all ages, providing a diverse set of school-to-work, job shadowing, and internship programs, and additional career and technical education programs will be needed in order to take advantage of this growing opportunity. Development of a standardized and general vocational and trade skill approach is difficult given the unique licensing and certification requirements that specific vocational and trade skill areas require. Engagement with specific employee unions representing targeted and specific vocational and trade skill areas, and partnership with key educational partners including the Elko County School District and Great Basin College, should be pursued in order to develop and secure the financial and non-financial resources to support needed workforce development and job training programs in selected vocational and trade skill areas.

Despite significant historical and heritage assets and sites and major outdoor recreation and entertainment tourism and visitor opportunities in and around the City of Carlin, Carlin has been unable to secure the necessary resources and the necessary attention to become a focal point of the region’s tourism and visitor economic cluster and larger Arts, Entertainment, and Recreation industry sector. However, workshop participants noted that there is both high capacity and high potential for the City of Carlin to significantly grow its own tourism and visitor economic cluster by ‘selling the experience’ of an authentic ‘western community’. Workshop participants

suggested, as an initial first step, developing a facility and experience similar to the California Trails Center located on U.S. Interstate 80 just outside the City of Elko by focused on Carlin's unique history and heritage. Specific marketing of Carlin's Chinese Gardens and historical ties to Chinese migrants should be directed toward the ever-expanding and growing Chinese tourist and visitor market. Related to this effort, the City of Carlin should also take steps to address the need for additional businesses and workers in tourism and visitor related industry and occupation sectors while also developing a sustainable revenue source to fund continued investment in the community's efforts to develop its own tourism and visitor economic cluster.

Workshop participants noted that Carlin is uniquely positioned to focus specifically on satisfying the growing need for certain types of prefabricated and manufactured housing products that have become increasingly in demand in major urban and metropolitan population centers such as Sacramento, California, the California Bay-Area, and the Reno-Sparks metropolitan statistical area located to the west and the Salt Lake City metropolitan statistical area located to the east. Specifically, the production and use of 'tiny homes' and other similar prefabricated manufactured homes could potentially be a high growth area for the City of Carlin given the community's central geographic location and access to major roadway and railroad transportation networks. The focus on developing a 'tiny homes' and prefabricated housing economic cluster in Carlin can also take advantage of the simultaneous effort to further develop vocational and trade skills of the community's and surrounding area's civilian workforce. While additional workers, securing of key inputs into production, location, space, builders, contractors and other related assets and inputs into production will be needed, this type of specific mid-sized manufacturing could significantly diversify the community's existing economic base.

The further development of an engineering and architecture economic cluster in Carlin has the potential of taking advantage of an already trained regional civilian workforce with engineering and architecture training and experience while also providing opportunity for growth in a variety of other related and even unrelated economic clusters and industry and occupation sectors. Logistics, transportation, supply chain management, renewable energy development, and existing and future mining and natural resource extraction activities throughout the northeastern Nevada region each need a continual supply of engineers and architects to support existing and expanded operations. While Carlin will need to attract a new civilian workforce and population with at least some experience in engineering and architecture and support the development of additional training, education, and certification in these areas, Carlin's central geographic location with both west to east and north to south connection to the rest of the northeastern Nevada region makes the community an ideal location for developing this type of economic cluster. Initial investment and pursuit of developing this economic cluster should focus specifically on chemical engineering, electrical engineering, and mechanical engineering in order to support existing industry and occupation sectors that already have a significant presence throughout the northeastern Nevada region.

7.0 Vision, Goals, and Objectives

This section presents an overview of the results for Stronger Economies Together Module 5, *Defining Your Regional Vision and Goals*, and Strong Economies Together Module 6, *Discovering Assets and Barriers*, completed by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and the second workshop held on August 19, 2019 and August 20, 2019.

7.1 Development of a Strategic Economic Development Vision

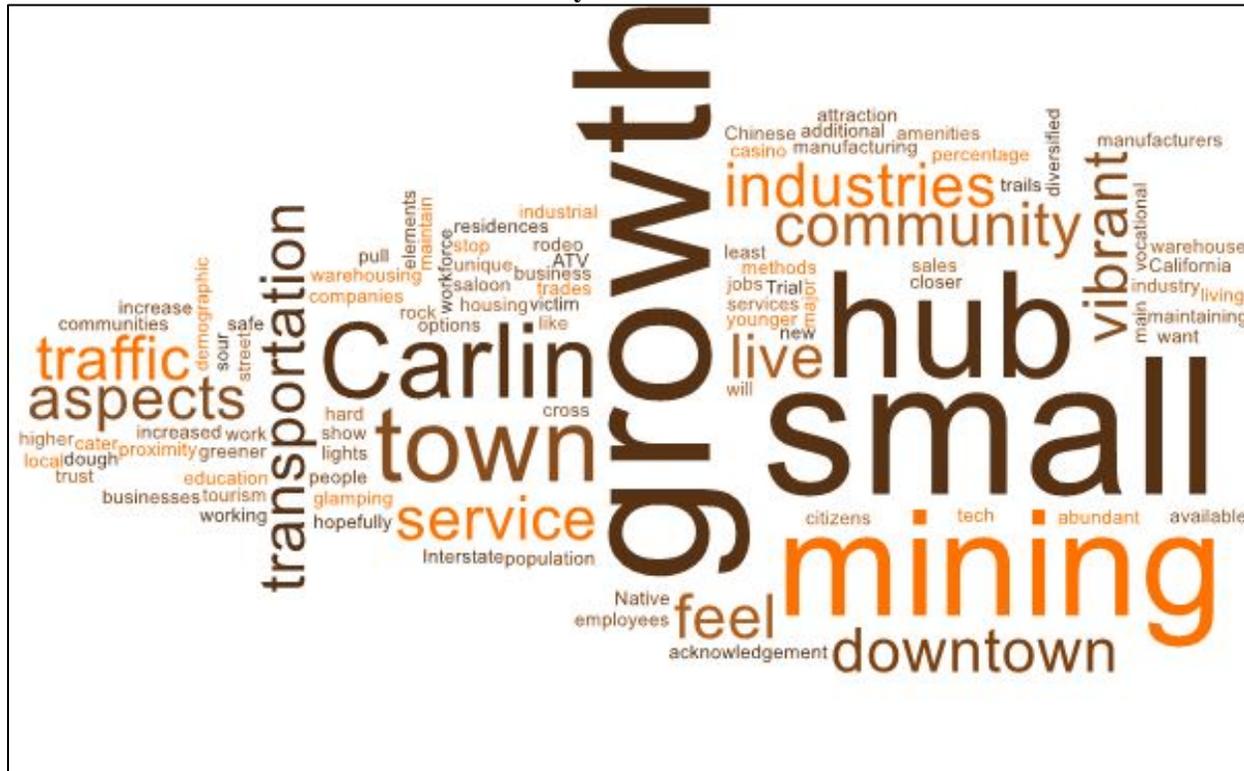
A strategic economic development vision statement should describe the general direction of where a community or region is headed and what the community and region aims to achieve by the end of the strategic plan's five-year planning horizon. While falling short of providing day-by-day instruction, the strategic economic development vision statement should provide a general overview of the desired course and direction of the finalized strategic economic development plan. An effectively worded strategic economic development vision statement should be graphic, directional, focused, flexible, feasible, desirable, and easy to communicate. The strategic economic development vision statement provides *criteria* through which day-to-day activities and short-term decisions can be evaluated. Ultimately, day-to-day activities and short-term decisions are evaluated by how they contribute to the achievement of the desired course and direction described in the strategic vision statement.

Participants who participated in the first and second community and county-level Comprehensive Economic Development Strategy workshops for the City of Carlin were asked to complete a number of individual, small group, and large group exercises designed to develop a new strategic economic development vision for the City of Carlin's new five-year Comprehensive Economic Development Strategy. As part of Stronger Economies Together Module 5, *Defining Your Regional Vision and Goals*, workshop participants were first asked to answer, first individually and then in small groups, three separate questions, including:

- What will your community and region look like in 20 to 30 years?
- How and where do people in your community live and work?
- What are your personal hopes and aspirations for your community and region?

Figure 7.1 presents a word cloud that summarizes the answers for each of these three questions as provided by workshop participants for the both the individual and small group activities.

Figure 7.1 – Preliminary Development of a Strategic Economic Development Vision for the City of Carlin



Workshop participants identified a number of common themes as part of their individual and shared economic development vision and future for the City of Carlin ranging from an expectation of new growth including growth in a series of related and unrelated industry and occupation sectors to mining and natural resource extraction to maintaining the community’s existing ‘small town’ feel and rural western heritage and history to a community with a renewed vibrancy with improved public sector services and private sector commercial and retail opportunities. In regard to new growth including growth in a series of related and unrelated industry and occupation sectors to mining and natural resource extraction, workshop participants noted opportunities to become a central hub for both upstream and downstream parts of the region’s larger mining and natural resource extraction industry and occupation sector. Workshop participants further noted that Carlin’s unique geographic location and access to major transportation networks makes the community and ideal location for new small to mid-sized manufacturers and warehousing and logistics companies.

Additional areas of future growth for the City of Carlin, as identified by workshop participants, include continued development and growth of the community’s existing tourism and visitor industry and occupation sector. Workshop participants noted that the community is already working toward improving access to the community’s and surrounding area’s collection of outdoor recreation and entertainment venues and opportunities and has also begun the process of marketing the community’s unique history and heritage sites to key national and international markets. As Carlin’s tourism and visitor industry and occupation sector continues to grow, workshop participants noted that there will be increased opportunity for new commercial and

retail firms, accommodation and food service firms, and new businesses in a variety of related industry and occupation sectors to take advantage of increased tourist and visitor activity.

Based upon the three specific themes and targets set by workshop participants for the City of Carlin's future strategic economic development initiatives, workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop held on July 22, 2019 and July 23, 2019, and based upon the revisions made by workshop participants who participated in the second workshop held on August 19, 2019 and August 20, 2019, the following new five-year strategic economic development vision statement was developed:

***What We Will Do:** The City of Carlin will create, grow and sustain a thriving community for our citizens, our families, our children, our businesses, and our visitors.*

***How We Will Do It:** The City of Carlin will build our capacity to support the economic, social, fiscal, and cultural characteristics of our community through business and job creation and community improvement.*

As part of this new five-year strategic economic development vision statement for the City of Carlin, workshop participants noted the importance of supporting sustainable growth while protecting the community's existing history and cultural heritage and identity. Workshop participants further noted the importance of ensuring that new community and economic development initiatives be directly tied to improving the overall well-being and quality of life of the community's existing residential population and business community. Ultimately, workshop participants expressed their belief that the City of Carlin, in partnership with key stakeholders and community and economic development partners, should focus its efforts in building the community's capacity to support new sustainable growth by focusing on the continued improvement of key public infrastructure assets, the diversification of the community's existing stock of both owner-occupied and renter-occupied housing, and by improving access to and use of the area's many significant outdoor recreation and entertainment opportunities and major historical and cultural heritage sites.

Workshop participants further noted that successful achievement of the new five-year strategic economic vision statement for the City of Carlin means providing the community's existing and future residential population with access to needed services, commercial and retail opportunities, and new employment opportunities. Each of the accompanying strategic economic development goals and objectives identified in this new five-year Comprehensive Economic Development Strategy for the City of Carlin is designed to improve needed services, encourage development of new commercial and retail opportunities, and create new employment opportunities while addressing critical need areas in the areas of housing and infrastructure development.

7.2 Development of a Set of New Strategic Economic Goals and Objectives

According to the US Department of Agriculture Rural Development's Stronger Economies Together (SET) strategic planning curriculum, SMART goals should be specific, m measurable,

attainable, relevant, and time framed. A *specific* goal clearly states what should be achieved and where efforts will be focused. A *measurable* goal provides a plan to track and assess progress made in achieving the goal and establishes milestones to be achieved during the strategic plan's implementation. An *attainable* goal takes into account the availability of needed resources while also recognizing the factors that might prevent the organization from achieving the goal. A *relevant* goal provides an idea as to why it is important for the organization to achieve it by outlining the benefit of achieving the goal. A *time framed* goal is one that has a clearly defined target date for accomplishing the goal.

Using the definitions of a SMART goal provided above, workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and in the second workshop held on August 19, 2019 and August 20, 2019 were asked to develop a set of new strategic economic development goals for the City of Carlin's new five-year Comprehensive Economic Development Strategy. As one group, workshop participants developed the eight new separate strategic economic development goals listed here.

- **Goal No. 1:** By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements.
- **Goal No. 2:** By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project.
- **Goal No. 3:** By FY 2020-21, an attainable funding source will be identified and secured in order to replace and rehabilitate essential infrastructure.
- **Goal No. 4:** Identify and successfully recruit and open a reputable financial institution with full banking services that would serve Carlin by July 1, 2020.
- **Goal No. 5:** By 2021, develop a framework of incentives to recruit targeted industries.
- **Goal No. 6:** Develop a Community Development Corporation (CDC) or equivalent economic development organization (Board, Chamber, or Business Association) by July 1, 2020 to recruit targeted businesses.
- **Goal No. 7:** By July 1, 2023, identify, plan and develop at least one market-rate housing project.
- **Goal No. 8:** By July 1, 2024, complete at least one tourism-related project and/or initiative.

The development of an accompanying implementation plan for each new strategic goal and objective begins with identifying the various assets an organization has at its immediate disposal to use in achieving a stated goal or objective. Assets can be divided into four categories, including: (1) people, (2) physical resources, natural and human made, (3) voluntary associations, strategic partnerships, and (4) local formal institutions.

People assets are the talents and skills of people both within and outside the organization that have access to and can provide important resources the organization will require. Physical resources, both natural and human made, include water and land-related amenities, vacant and underutilized buildings, historical and cultural sites, technology and equipment, and other physical ‘things’ the organization can use or deploy to achieve organizational goals and objectives. Voluntary associations, generally thought of as strategic partnerships, consist of relationships between the organization and other agencies, entities, and even other organizations that can be counted on to assist the organization in achieving mutually shared goals and objectives. Local formal institutions are other organizations, typically a government or government agency, which can provide programs, facilities and services to the organization. These local formal institutions tend to carry out specific functions vital to the long-term sustainability of the organization’s efforts.

The second step in developing an accompanying implementation plan involves identifying the needed capital that the organization does not currently have but will need to achieve a specific organizational goal and objective. Capital can be divided into seven interdependent categories, including: (1) natural, (2) cultural, (3) human, (4) social, (5) political, (6) financial, and (7) built.

Natural types of capital include the quality and quantity of natural and environmental resources. Cultural types of capital include the values, norms, beliefs and traditions of the community(ies) the organization operates within and of the internal and external individuals who regularly engage with the organization. The education and skills of organizational members and the learning opportunities and programs designed to build organizational leadership are used to measure human capital. Social capital includes the internal and external connections among people and the organization. Political capital refers to the ability of the organization or individuals to influence and enforce rules and regulations and can also refer to the organization’s degree of access to influential people and decision makers. Political capital can also be measured by the degree of stakeholder engagement with the organization. Financial capital is the ‘cash’ and other financial assets the organization will need to develop and implement its own efforts. Built capital typically includes the infrastructure, including facilities, services, and physical structures, needed in order to support organizational activities.

The third and final step in building an implementation plan includes exploring the possible barriers that might arise during implementation and that could prevent an organization from successfully achieving all or part of a specific strategic goal and objective. Barriers are forces that might hinder successful achievement of a specific organizational goal or the successful implementation of the overall strategic plan. Barriers can arise from within or outside the organization or can arise simultaneously from within and outside the organization. Ultimately, successful implementation of an organizational strategic plan involves developing countermeasures to reduce resistance to implementation and overcome possible barriers as they arise.

The following is a list of the five new strategic economic development goals for the City of Carlin’s new five-year Comprehensive Economic Development Strategy, including the asset

needs, capital needs, and potential barriers for each new strategic economic development goal as developed by workshop participants.

- **Goal No. 1:** By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements.

Assets:

- City of Carlin Public Works Department
- PER Report has been Completed
- Far West
- Nevada Division of Environmental Protection
- Nevada Department of Transportation
- Nevada Division of Wildlife
- Farmers and Agricultural Producers
- Conservation District (sewer and water, Chines Gardens)
- Need to Ensure Ownership of the Related Infrastructure

Capital:

- Money and Needed Financial Resources
- Changes to Key State Requirements/Regulations
- Successful Recruitment and Agreement(s) with Needed Contractor(s), Developer(s), Engineer(s)
- Needed Materials, Supplies and Equipment
- Water (Protection and Improvement)
- Water Rates (Money); Required Community Cultural Shift to Support implementation of Water Rates

Barrier(s):

- Barrier: money and other needed financial resources to complete it (some internal resistance but mostly external)
 - Internal or External Source: external with some internal community resistance
 - Impact Goal or Impact Entire Plan: impacts the entire plan
 - Solution(s): education of key elected and appointed officials, securing of grants and a grant writer (local or regional); engage the U.S. Department of Agriculture Rural Development; education and engagement with the public
- **Goal No. 2:** By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project.

Assets:

- Land Near Senior Center is Already Owned (location)
- Housing Survey (Senior Center) in Carlin
- Clinic

-
- Seniors (ability to pay)
 - Demand Exists for Additional Senior Housing and/or an Assisted Living Facility
 - Entertainment and Services for Seniors (for seniors and the public)

Capital:

- Money and Other Needed Financial Resources including Private Sector Investment
- A Developer and Builder with Needed Expertise
- Grant Connections (state and federal)
- Post-Construction: staff with needed skills
- Facilitator, Manager, Operator

Barrier(s):

- Barrier: money and needed financial resources, developer, and builder all needed to be identified and secured
 - Internal or External Source: external source
 - Impact Goal or Impact Entire Plan: impacts just the goal
 - Solution(s): solve with effective marketing and recruitment; partnership with Nevada Gold Mines and other local/regional mining companies
- **Goal No. 3:** By FY 2020-21, an attainable funding source will be identified and secured in order to replace and rehabilitate essential infrastructure.

Assets:

- U.S. Environmental Protection Agency and the Nevada Division of Environmental Protection
- Nevada Department of Transportation
- U.S. Department of Agriculture and the U.S. Economic Development Administration
- Nevada Governor's Office of Economic Development and the Northeastern Nevada Regional Development Authority
- Elko County
- Municipal Bonding Capacity (Money)
- City of Carlin Public Works Department (Money)
- Nevada Gold Mines
- Far West (completion of required survey), PER Report

Capital:

- Needed Money and Financial Resources (Matching Funds)
- Grant Writer (state, local, regional)
- Time (need to dedicate the necessary staff time)

-
- Knowledge of Available and Potential Sources of Funds; complete a workshop with the City Council, recruit and identify needed engineers and technical support, education and training of key stakeholders
 - Communication with Citizens and the Public
 - Development of Critical Timelines and Appropriate Milestones

Barrier(s):

- Barrier: community attitude and potential resistance
 - Internal or External Source: internal to the community (the public)
 - Impact Goal or Impact Entire Plan: impacts the entire plan
 - Solution(s): education of the public and key stakeholders; demonstrate and prove the benefits to the community and to individuals in achieving the goal; demonstrate the long-run costs of not accomplishing this plan as a way to sell achievement of this goal to the public and to the entire community
- **Goal No. 4:** Identify and successfully recruit and open a reputable financial institution with full banking services that would serve Carlin by July 1, 2020.

Assets:

- Land
- Buildings that can be a Bank Again (existing facilities)
- Demand Exists (miners with increase)
- Political Support Exists
- Two Credit Unions Already Operating in the City of Elko (extension branch for Carlin)

Capital:

- Needed Community Survey to Show Demand (proof of demand)
- Supporting Businesses that will Use the Financial Institution
- Manager(s)/Operator(s); the Financial Institution and/or Credit Union
- Selected and Secured Facility (with completed needed improvements)
- Political and Cultural Shift (trust that the financial institution will not close and relocate out of the community)

Barrier(s):

- Barrier: need a willing financial institution to relocate or open a branch in Carlin
- Internal or External Source: external source
- Impact Goal or Impact Entire Plan: impacts just the goal (potential impact on other related goals)
- Solution(s): sell the benefit of achieving this goal to the community; aggressive recruitment and outreach; comparison with out-of-town banking costs; get local businesses to support achievement of the goal

-
- **Goal No. 5:** By 2021, develop a framework of incentives to recruit targeted industries.

Assets:

- City of Carlin City Council, City Manager, and Planning Board
- City-Owned Property
- Nevada Governor’s Office of Economic Development and the Northeastern Nevada Regional Development Authority
- Wells Rural Electric Company
- Nevada Department of Transportation
- Frontier

Capital:

- This Goal is Achievable with the Resources and Capital the City of Carlin already has at its disposal
- Additional Knowledge of and Education and Training about the use of Possible Incentives (particularly the incentives that other organizations, like the Nevada Governor’s Office of Economic Development, can employ to help achieve this goal)
- University of Nevada, Reno and Other Elko County communities including the City of Wells and the City of West Wendover
- Nevada Small Business Development Center and the Rural Nevada Development Council needed to provide technical knowledge and needed training and education

Barrier(s):

- Barrier: internal city department “hits”, money, and resources
 - Internal or External Source: internal (staff, department, sources)
 - Impact Goal or Impact Entire Plan: could impact just the goal and the entire plan
 - Solution(s): need to provide education and training to key stakeholders and to the entire community regarding the longer-term organizational and community-wide benefits of achieving this goal
- **Goal No. 6:** Develop a Community Development Corporation (CDC) or equivalent economic development organization (Board, Chamber, or Business Association) by July 1, 2020 to recruit targeted businesses.

Assets:

- Nevada Governor’s Office of Economic Development and the Northeastern Nevada Regional Development Authority
- Elko County Board of County Commissioners and Local Government Officials at the Municipal and County Level

-
- Nevada State Bank (Megan)

Capital:

- Rural Nevada Development Council
- Knowledge and Education (budget, structure)
- Money and Other Needed Financial Resources
- Investors (to provide money and other needed financial resources)
- Political Support from Key Elected Officials
- Cultural ‘Switch’ and Engagement of the Community

Barrier(s):

- Barrier: needed knowhow and expertise is lacking, lack of direction (citizen and community pushback)
 - Internal or External Source: internal (includes City of Carlin City Council, City Manager, Departments, City Employees as well as the public and private sector employees)
 - Impact Goal or Impact Entire Plan: impacts just the goal (could impact the rest of the plan)
 - Solution(s): educate the public and key stakeholders with workshops and recruitment, additional communication and engagement with the public and business community
- **Goal No. 7:** By July 1, 2023, identify, plan and develop at least one market-rate housing project.

Assets:

- Land and Location
- Power
- Demand Exists
- Engineering Work has been Completed
- Water and Sewer and Other Infrastructure Needed is Available Now
- Motivated Local and Public Officials and Community Leaders
- Public-Private Partnerships in Place

Capital:

- Money and Other Needed Financial Resources
- Developer(s) and Builder(s)
- Additional Required Infrastructure
- Applicable Changes to City of Carlin Zoning Ordinances and Building Requirements
- Assessment Values
- Help with Personal Financing (Nevada Rural Housing)

Barrier(s):

- Barrier: developer(s) and builder(s), assessment impacts needed to be resolved, need impacts that will spread to other parts of the community
 - Internal or External Source: external source
 - Impact Goal or Impact Entire Plan: impacts just the goal
 - Solution(s): manufactured home inspector (not in place yet but working on it); aggressive recruitment of a developer(s) and builder(s)

 - Barrier: “it’s never happened before, we’ve been sold this opportunity before” attitude exists; “believe it when I see it” mentality exists in the community
 - Internal or External Source: internal source
 - Impact Goal or Impact Entire Plan: impacts just the goal with potential of impacting other related goals
 - Solution(s): need one small successful housing project and development to be completed; involvement and engagement with the public; could potentially scale back the scope of this goal and project; need to create city-level incentives and revise zoning codes and ordinances as needed
- **Goal No. 8:** By July 1, 2024, complete at least one tourism-related project and/or initiative.

Assets:

- Interest in Foreign/Chinese Visitors Exists as a Potential Target Market
- Existing Museum
- Cemetery
- Nevada Division of Tourism and Cultural Affairs (Travel Nevada)
- Elko County Recreation Board
- Elko Convention and Visitors Authority
- ABC Foundation (San Francisco, California)
- Regional Museums
- Historical Society
- Money and Other Needed Financial Resources Already in Place

Capital:

- Additional Money and Needed Financial Resources to Support Additional Development and Marketing
- Private Sector Partnerships, Owners, Operators
- Marketing Plan
- Required Infrastructure
- Nevada Department of Tourism and Cultural Affairs (Travel Nevada) and tourism and visitor groups located/operating outside Nevada; tourism-related partnerships and efforts

-
- Market Sharing Efforts
 - Tour Buses
 - Supporting Businesses and Private Sector Involvement

Barrier(s):

- Barrier: private investment needed
- Internal or External Source: external source
- Impact Goal or Impact Entire Plan: impacts just the goal
- Solution(s): need to recruit and secure developer(s), operator(s) and manager(s); offer incentives; down-size the scope of the project and the overall goal (create alternative uses or a multi-use approach for existing tourism and visitor assets)

- Barrier: local cultural resistance and opposition
- Internal or External source: internal source (community)
- Solution(s): minor barrier but still exists and must be addressed; skepticism of the unknown and unfamiliar must be addressed; need to ‘sell’ achievement of the goal to the public and existing and new businesses

8.0 Plan of Action and Evaluation and Performance Measures

This section presents an overview of the results for Stronger Economies Together Module 7, *Planning for Success*, and Strong Economies Together Module 8, *Measuring for Success*, completed by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and in the second workshop held on August 19, 2019 and August 20, 2019.

8.1 Identifying Targeted Economic Development and Community Conditions

Stronger Economies Together Module 7, *Planning for Success*, asked workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and in the second workshop held on August 19, 2019 and August 20, 2019 to identify specific **conditions** that they would like to change as part of the successful implementation of the new five-year Comprehensive Economic Development Strategy. Workshop participants were also asked to identify accompanying **behaviors**, defined as the concrete actions that individuals or groups can take in order to alter the underlying conditions, and a set of accompanying **attitudes, behaviors, and skills**, defined as the elements individuals or a group needed to learn or develop in order to affect the desired change, for each identified condition. The following is a list of the five specific conditions, and the accompanying behaviors and attitudes, behaviors, and skills, as identified by workshop participants for each of the five new strategic economic development goals.

- **Condition No. 1:** Recruit and Increase the Number of Small Businesses in Downtown Carlin

Behavior(s):

- Local government (the City of Carlin) develops municipal-level incentives for new small businesses.
- Change applicable zoning laws and ordinances to support new small business development in the downtown area.

Attitude(s), Knowledge, and Skill(s):

- Attitude change needed in order to encourage steady and positive growth.

- **Condition No. 2:** Retain and Increase an Appropriately Skilled and Talented Local Civilian Workforce

Behavior(s):

- Develop a positive community attitude toward developing the community’s civilian workforce.
- Market the City of Carlin to potential new residents in order to grow the community’s existing civilian workforce in a sustainable manner.
- Aggressively, using appropriate tools and approaches, support the development of new housing.
- Focus revitalization and rehabilitation efforts on the beautification of the community.

Attitude(s), Knowledge, and Skill(s):

- Change the external perception that the City of Carlin is a bedroom community designed to serve other communities within the county and throughout the region.

- **Condition No. 3:** Increase Overall Community Satisfaction

Behavior(s):

- The City of Carlin, with other local public sector organizations, should actively community and engage the public and business community.
- Focus on the further rehabilitation and modernization of existing critical infrastructure and on the development of new infrastructure needed to support sustainable future community and economic growth.

Attitude(s), Knowledge, and Skill(s):

- Educate the public and the business community about the availability of public resources in order to increase overall public satisfaction and understanding of public sector driven community and economic development efforts.

- **Condition No. 4:** Attract a Younger Demographic to Live in the Community

Behavior(s):

- Aggressively market the community and engage community residents and the business community.
- The government of the City of Carlin should continue to position Carlin as a family-friendly community.
- Aggressively, using appropriate tools and approaches, support the development of new housing and, especially, the development of new senior housing.
- Recruit and work collaboratively with a developer with housing development experience in rural and non-metropolitan communities to develop additional owner-occupied and renter-occupied housing for all socio-demographic and economic groups.

Attitude(s), Knowledge, and Skill(s):

- Begin to change the perception that Carlin is just a bedroom community to a perception that Carlin is a community that supports and welcomes all socio-demographic and economic groups (with a particular focus on families and individuals of working age).
- **Condition No. 5:** Increase Revenue and Economic Activity from Local Tourism

Behavior(s):

- Aggressively market Carlin to key tourist and visitor groups (regionally, nationally, and internationally) with disposable income that can be spent in Carlin.
- Engage in appropriate revitalization and rehabilitation of the community including the community's downtown urban core and key tourist attractions, facilities and historical and heritage sites.

Attitude(s), Knowledge, and Skill(s):

- Encourage participation by local businesses and tourism-related groups in improving Carlin's tourism and hospitality industry and occupation sectors.
- Market the community to wider national and global tourism and visitor markets.
- Recruit key businesses that can support tourism and visitor related community and economic development efforts.

For each individual condition, and as part of the development of a specific action plan, workshop participants were asked to answer the following two questions for each accompanying **attitude**, **knowledge**, and **skill** developed by workshop participants identified for each of the five new strategic economic development goals: (1) What organizations and/or individuals in your community are currently contributing to achieving the attitudinal, knowledge, or skill set change you identified?, and (2) What are the missing pieces? What organization or individual can help achieve the attitudinal, knowledge, or skill set change you identified? The following is a list of the current and future organizations and/or individuals identified by workshop participants for each of the five new strategic economic development goals list above, developed as part of Stronger Economies Together Module 8, *Measuring for Success*.

- **Condition No. 1:** Recruit and Increase the Number of Small Businesses in Downtown Carlin

Existing Players:

- Northeastern Nevada Regional Development Authority
- City of Carlin City Government (all departments and divisions)
- City of Carlin City Manager's Office
- Mayor of the City of Carlin

Missing Pieces:

- Private Investment Private Sector Businesses
 - Citizens and Property Owners of Key Property located within the City of Carlin’s Historic Downtown Corridor
 - Regional Mining Companies
 - Key Partnerships between the City of Carlin, Other Cities and Communities Located throughout Elko County and Northeastern Nevada, and the Northeastern Nevada Regional Development Authority
- **Condition No. 2:** Retain and Increase an Appropriately Skilled and Talented Local Civilian Workforce

Existing Players:

- The Mayor and the City Council of the Government of the City of Carlin
- City of Carlin City Government (all departments and divisions)
- Local Business Owners (existing)
- Citizens and Local Area Residents
- Parks and Recreation/Equestrian Center
- Friends of the Library
- Senior Center
- Trucking, Industrial, and Manufacturing Industry and Occupation Sectors

Missing Pieces:

- Veterans
 - Elko County School District
 - Great Basin College (Nevada System of Higher Education)
 - Northeastern Nevada Regional Development Authority
 - Nevada Department of Transportation
 - Elko County Government (promotion of others as well)
 - Planning Organizations
 - Existing Businesses
 - Nevada Rural Housing
- **Condition No. 3:** Increase Overall Community Satisfaction

Existing Players:

- Department of Public Works (City of Carlin)
- Faith-Based Organizations
- City of Carlin City Government (website, social media)
- Community-Based Facebook Page (social media)
- Senior Center
- Elko County School District

Missing Pieces:

- One Central City of Carlin Facebook Page
 - City of Carlin Newsletter (digital calendar of events, activities and meetings)
 - American Legion, Veterans of Foreign Wars (Elko)
 - Local Citizens and Businesses
 - City Employees and Volunteers
- **Condition No. 4:** Attract a Younger Demographic to Live in the Community

Existing Players:

- Northeastern Nevada Regional Development Authority
- Department of Public Works (City of Carlin)
- Friends of the Library
- Elko County School District (local area public schools)
- 4-H (University of Nevada Cooperative Extension)
- Boys and Girls Clubs, Scouts (PT30)
- Churches and Other Faith-Based Organizations
- City of Carlin City Council, Mayor, and City Manager

Missing Pieces:

- Word-of-Mouth by Citizens and Businesses
 - Mines (promote Carlin as a destination community; internships with the Mines)
 - California Trail Center; Elko County
 - Chamber of Commerce
 - AmeriCorps/Volunteers
 - U.S. Bureau of Land Management; U.S. Forest Service (outdoor recreation; Nevada Department of Tourism and Cultural Affairs)
- **Condition No. 5:** Increase Revenue and Economic Activity from Local Tourism

Existing Players:

- Historical Society
- Department of Public Works (City of Carlin); Equestrian Center
- Elko County Recreation Board
- Northeastern Nevada Regional Development Authority
- City of Carlin City Council, Mayor, and City Manager

Missing Pieces:

- Potential Targeting of Key Markets in the State of Utah
- Development of a Possible Short-Line Engine; Use of Existing Old Equipment, Engines and Existing Facilities as a Regional Attraction
- Nevada Department of Tourism and Cultural Affairs (Travel Nevada)

-
- Elko Convention and Visitors Authority
 - Planning Board
 - Local and Area Mining Companies
 - Community Residents and Business Community
 - Planning Board
 - Property Owners/Private Investment
 - Code Enforcement (improved consistency in enforcement); Focus on Enforcement of Current Efforts
 - Prospective Developers (marketing)

Central to addressing each of these five conditions engagement with a variety of additional public sector organizations and with various state government and federal government representatives, various non-profit organizations that focus on specific community development issues, and the community's existing business community. Progress in addressing each of these five conditions, through achievement of each of the eight new strategic economic development goals for the City of Carlin, will also require additional community engagement and coalition building with the community's residential population in order to secure the necessary pooled financial and non-financial resources as needed.

8.2 Development of an Action Plan for the Strategic Economic Development Goals

The final component of Stronger Economies Together Module 8, *Measuring for Success*, completed by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Carlin held on July 22, 2019 and July 23, 2019 and the second workshop held on August 19, 2019 and August 20, 2019 was the creation of a general strategy and action plan for making progress for each of the five conditions as identified by workshop participants. Workshop participants were asked to develop a specific actionable item for each of the five conditions, identify a person(s) or organization(s) responsible for the actionable item, develop a realistic timetable for achievement of the actionable item, and then develop a basic checkpoint or benchmark.

- **Condition No. 1:** Recruit and Increase the Number of Small Businesses in Downtown Carlin
 - Develop and implement a comprehensive clean-up and beautification program of the existing historical downtown corridor including weed eradication and abatement and improvement to curbs, gutters, sidewalks, common areas, and public spaces. The City of Carlin's Department of Public Works and the existing code enforcement mechanism will be used to pursue this effort (additional money and financial resources may be needed). The City of Carlin City Council and City Manager will be responsible for oversight of this effort. This effort is to be completed within two to three years including development and implementation across the entire historical downtown corridor.

-
- Complete a City Plaza with needed visual changes including curb, gutter, and sidewalk improvements as needed. Expand existing green spaces with plants, irrigation lines and bike paths. Additional money and financial resources will be needed. The City of Carlin City Council, City Manager, Planning Board, Building Department, Historical Society, and the potential establishment of a redevelopment agency will be responsible for completing this initiative. Possible zoning code and ordinance changes may be needed. New construction and rehabilitation of historical buildings and sites, in partnership with the Historical Society, will also be pursued (manpower a potential barrier). This effort to be completed within two years (measurable improvement, Title III).
 - **Condition No. 2: Retain and Increase an Appropriately Skilled and Talented Local Civilian Workforce**
 - Housing development in association with veterans (tied to existing local and area mining operations), low-income (senior, affordable, and attainable). Focus on building and diversifying the community's existing stock of available owner-occupied housing and renter-occupied housing for all socio-demographic and economic groups.
 - Development and implementation of a comprehensive Community Clean-Up Program focusing on the mitigation and elimination of physical blight (abandoned vehicles, trailers, inspections of manufactured homes, weed and trash abatement and clean-up, etc.). Engage and employ volunteers via AmeriCorps.
 - Offer painting and rehabilitation incentives as well as relief from existing applicable codes and municipal regulations.
 - Explore the potential use and employ as appropriate property tax abatements and municipal-level incentives as part of a reinvestment matching program.
 - Explore and create if appropriate the creation of a new redevelopment district and redevelopment agency for the City of Carlin.
 - **Condition No. 3: Increase Overall Community Satisfaction**
 - Develop and implement a comprehensive community engagement plan and program. Develop and use a newsletter, town hall meetings, surveys (of residents and businesses), education (online and word of mouth), block parties, outdoor exercise equipment, trails, splash park, beatification, senior housing, and a community 'welcome wagon' for people that move here (brochures).
 - Build and develop a new Chamber of Commerce for the City of Carlin and encourage the development of a community business association for existing and new businesses.

-
- **Condition No. 4:** Attract a Younger Demographic to Live in the Community
 - Complete a Senior Housing project with the initial phase to include the successful development and occupancy of 20 new units. The City of Carlin will market and attract a developer with the requisite expertise (potential cost of \$5 million to \$6 million to complete). Identify the necessary land for completion of a new Senior Housing project (next to the existing community Senior Center). Needed infrastructure (sewer, water, roads, power, etc.) are already in place. Need to identify possible funding sources (federal, state, use of abatements and financial and non-financial incentives, etc.).

 - **Condition No. 5:** Increase Revenue and Economic Activity from Local Tourism
 - Key tourism assets to be further developed and marketed include the Museum, Gateway, and Chinese Gardens. The City of Carlin will develop a ‘things to do’ in Carlin marketing and tourism program for the community.
 - Tourism Board to develop and utilize a ‘Posting Board’ on site in town.
 - Develop and implement a comprehensive community marketing and tourism plan and program.
 - Develop ‘Community Site Tours’ similar to the town of Eureka in Eureka County and the town of Austin in Lander County. Utilize technology including GPS to create a coordinate-based community site tour that people can complete using their mobile devices.
 - Given the importance of the Chinese market and existing community historical and heritage sites (i.e. the Chinese Gardens), the City of Carlin will develop needed public signage in both English and Mandarin (modeled off of similar approaches in the City of Wells).
 - Key Players and Partners to include: Chinese Rail Road Workers Decedents Association, TS Ranch, Nevada Outback, Elko Convention and Visitors Authority, Minzhou (downtown area), San Francisco (ABC Peace Foundation), Tom Lester (local), City of Carlin City Council and City Government, Northeastern Nevada Regional Development Authority, Historical Society, other communities with similar tourism goals and assets (California Trail Center, town of Eureka, City of Elko, City of Ely).

For all five conditions, but especially for Condition 2, Condition 3, and Condition 5, workshop participants noted that continued improvement and rehabilitation of existing critical infrastructure and the continued development of new critical infrastructure will be needed. The recently completed PERS Report, completed by the City of Carlin, identified a number of pedestrian infrastructure needs including the development of ADA-compliant sidewalks, curbs,

gutters and roadway crossings as well as other general infrastructure improvements to the community's network of surface roadways and existing network of sewer and water lines. Workshop participants further noted that additional funding will be needed to complete these various infrastructure improvements and suggested that the City of Carlin aggressively seek out federal funding through both the U.S. Department of Agriculture Rural Development and the U.S. Economic Development Administration.