

**A COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY FOR LANDER COUNTY 2020 THROUGH 2025**



A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR LANDER COUNTY 2020 THROUGH 2025

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Lander County Comprehensive Economic Development Strategy 2020 through 2025

Economic Development Vision

What We Want: While respecting our community’s existing cultural identity, Lander County will enhance the quality of life of our various communities.

How We Will Get It: Lander County will aggressively pursue, create and implement programs and projects that create business opportunities and economic prosperity through the diversification of the County’s local economy.

Lander County Comprehensive Economic Development Strategy 2020 through 2025

Priority Goals

Goal No. 1: Establish broadband connectivity throughout the county by July 2021 in partnership with the Northeastern Nevada Regional Development Authority and other communities throughout northeastern Nevada and the state of Nevada.

Goal No. 2: Expand the existing water line to the airport in Battle Mountain by July 2020.

Goal No. 3: Create and complete a new sewer system near the Battle Mountain Airport by June 2023.

Goal No. 4: Complete the needed infrastructure for the Battle Mountain industrial park by 2022 in order to increase the overall size and capacity of the Battle Mountain industrial park by 20 percent.

Goal No. 5: Create a multi-use vehicle testing facility in Lander County by 2024.

Goal No. 6: Attract alternative agriculture manufacturing that creates and provides greater than ten new jobs at \$500,000 within five years.

Goal No. 7: Establish a new workforce development program that exposes trade skills to 6 through 12 grades with graduation program that creates +5 graduates annually by 2022/2023 in partnership with the Northeastern Nevada Regional Development Authority, neighboring counties and communities in northeastern Nevada, and key educational institutions.

Goal No. 8: Expand three-phase power to Battle Mountain Airport industrial area by December 2020.

Goal No. 9: Increase tourism revenue by 20 percent in Lander County during a five-year period.

Goal No. 10: Acquire four telemedicine units (two in Battle Mountain, one in Austin, one in Kingston) within three years.

Goal No. 11: Establish entrepreneurial work spaces with five rentable units by 2020.

1.0 Executive Summary

This University Center for Economic Development technical report serves as the final five-year Comprehensive Economic Development Strategy for Lander 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 in Lander County, participating public sector, private sector and non-profit representatives identified six 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 and addressing the following conditions:

- **Condition 1:** Increase exportable goods and services (focus on small business creation and development).
- **Condition 2:** Increase the overall quality and quantity of a 'homegrown' workforce that lives and works in Lander County, thereby decreasing the number of workers that live in a neighboring county and work in Lander County.
- **Condition 3:** Measurable decrease in poverty rates in Lander County.
- **Condition 4:** Increase revenue for Lander County (tax revenue from other sources other than Net Proceeds) and for private businesses (increased business activity, revenues, and profitability).
- **Condition 5:** Increase the industry portfolio and the types of businesses currently operating in Lander County beyond the existing mix of primary industry sectors, specifically mining and agriculture.
- **Condition 6:** Increase the overall health, well-being, and care of the county's existing and future residential population (including increased services, alternatives, recreation opportunities, etc. for the county's senior population through additional housing development and more active senior living options).

While successful implementation of this five-year Comprehensive Economic Development Strategy will require the collaborative and combined efforts of various public sector, private sector and non-profit organizations, agencies, firms and representatives, the Lander Economic Development Authority will continue to serve as the Comprehensive Economic Development Strategy Committee for Lander County. The Lander Economic Development Authority will be responsible for the annual evaluation and required reporting of 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 Lander County for 2020 through 2025 and identify priority projects for each year of this five-year period. Due to significant decreases in countywide and regional 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 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 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 Lander County, 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)

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- 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 (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 Battle Mountain, Nevada on July 15, 2019 and July 16, 2019 and on August 12, 2019 and August 13, 2019 and contains the required elements of the new five-year Comprehensive Economic Development Strategy for Lander County for 2020 through 2025. A number of the various elements found in this five-year 2020 Comprehensive Economic Development Strategy for Lander County are included in the five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. Unless otherwise indicated, both the Lander Economic Development Authority 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 Lander County.

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 Lander County.

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, Lander County has prepared one in order to consolidate and codify a growing body of policy concerning the economic and fiscal viability of Lander County.

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 statewide 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 statewide 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 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 Lander County Comprehensive Economic Development Strategy for 2020 through 2025 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 Lander 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 Lander County as completed by the workshop participants who participated in the first and second community and county-level Comprehensive Economic Development Strategy workshops for Lander County held on July 15, 2019 and July 16, 2019 and on August 12, 2019 and August 13, 2019 in Battle Mountain, Nevada. This section also presents a final evaluation of the 2014 Comprehensive Economic Development Strategy for Lander County received and approved by the Lander County Planning Commission on Wednesday, March 12, 2014 and by the Lander County Board of County Commissioners on Thursday, March 13, 2014.

4.1 Developing a Community and Regional Economic Development Network

During the two community and county-level Comprehensive Economic Development Strategy workshops for Lander County held on July 15, 2019 and July 16, 2019 and on August 12, 2019 and August 13, 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 Lander County. 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 Lander County:

- Nevada Gold Mines
- SSR Mining Marigold Mine
- Hecla Mining Company, Fire Creek Mine
- LCAT Public Transportation
- Lander County Board of County Commissioners
- SMD, the Battle Mountain Shop
- Railroad
- Wells Fargo

-
- Local Businesses
 - Nevada Governor’s Office of Economic Development
 - Nevada Department of Transportation

These collaborating individuals, organizations, and private sector firms directly engage in various economic development efforts throughout Lander County currently and represent a significant portion of the county’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 Lander County.

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 Lander County:

- Dr. Todd Thompson (Lander County School District Board of Trustees)
- Jason Bleak (Chief Executive Officer, Battle Mountain General Hospital)
- John Sherve (Field Manager, U.S. Bureau of Land Management, Battle Mountain District Office)
- Austin Chamber of Commerce
- Battle Mountain Chamber of Commerce
- Keith Westengard (Lander County Manager)
- Dan Landis (Lander County School District Superintendent)
- Quality Transport
- Ranches (throughout Lander County)
- Lander County Planning Commission
- Lander County Sheriff’s Office
- Lander County Fire Department
- Lander County Board to Manage Wildlife
- Public Land Use Advisory Council
- Nevada System of Higher Education (Great Basin College, University of Nevada Cooperative Extension)

These cooperating individuals, organizations, and private sector firms indirectly engage in various economic development efforts throughout Lander County. Workshop participants noted that each of these individuals, organizations, and private sector firms provide essential leadership throughout the county while also representing key emerging industry sectors and interest areas. Specifically, workshop participants noted that healthcare and education represent significant opportunities for Lander County as identified during the Strengths, Weaknesses, Opportunities, and Threats analysis presented in Section 5.0 of this Comprehensive Economic Development Strategy for Lander County and University Center for Economic Development technical report.

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 various economic development goals and objectives listed in Section 7.0 of this Comprehensive Economic Development Strategy for Lander County 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 Lander County 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 Lander County:

- Emergency Medical Service Workers and Providers
- Lander County Board of County Commissioners
- Keith Westengard (Lander County Manager)
- Airport (in both Austin and Battle Mountain)
- Robyn Veach
- Lander County Planning Commission
- Various Recreation Organizations and Clubs in Lander County
- Sororities
- Real Estate Agents
- Angie Gonzalez (Lander County Committee Against Domestic Violence)
- Garret Bakker
- Battle Mountain High School Rodeo Club
- Battle Mountain Depot and Mining Museum
- Churches and Religious Organizations in Lander County
- Veterans of Foreign Wars in Battle Mountain
- Frontier Community Coalition Lander County
- Senior Citizens Center (Battle Mountain)

These coordinating individuals, organizations, and private sector firms indirectly engage in various economic development efforts throughout Lander County. 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 includes 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 includes the efforts to recruit existing businesses and industries 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 Lander County held on July 15, 2019 and July 16, 2019 and on August 12, 2019 and August 13, 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 Lander County.

4.2.a Existing Creation Economic Development Initiatives

Workshop participants noted three organizations that are currently spearheading the majority of existing creation economic development initiatives in Lander County. First, the U.S. Small Business Administration, through the Nevada District Office and the Nevada Small Business Development Center, provides a number of business creation services for new businesses in Lander County ranging from financial assistance for new businesses through guaranteed loans made by area banks and non-bank lenders to free counseling, advice and information on starting, better operating or even expanding a small business through SCORE Counselors to even assistance to businesses owned and controlled by federally recognized socially and economically disadvantaged individuals through the Minority Enterprise Development Program. Through the Nevada District Office of the U.S. Small Business Administration, new businesses in Lander County can also take advantage of a number of special loan programs available for businesses in international trade as well as specific technical assistance and financial programs for women's owned and veteran's owned businesses.

Second, the Nevada Department of Business and Industry provides a variety of services that new businesses in Lander County can and are taking advantage of. The Nevada Department of Business and Industry provides a number of free planning and counseling services for new businesses as well as a step-by-step guide to starting a business in Nevada including assistance in complying with various state, local and occupational licensing requirements. In addition to its various technical assistance programs, the Nevada Department of Business and Industry also provides access to various sources of capital through a number of programs including the Industrial Development Revenue Bonds program, the New Markets Tax Credit Program, the Opportunity Zones Tax Incentive Program, and several other traditional and non-traditional funding sources.

Finally, as part of the Office of the Nevada Secretary of State, new businesses can take advantage of the state's Silver Flume Business Portal. New businesses can receive access to a New Business Checklist designed to help the new business owner(s) navigate a five-step step-by-step guide for new business creation. This step-by-step guide helps the new business owner(s) form and register their legal business entity in Nevada and obtain a required state business

license, navigate existing regulatory and/or licensing board requirements, access local licensing, zoning, utility usage, and other requirements specific to the physical location of the new business, identity specific employer requirements, and ensure compliance with all Nevada Department of Taxation requirements.

4.2.b Existing Attraction Economic Development Initiatives

Four separate organizations were identified by workshop participants in regards to the existing attraction economic development initiatives already being employed in and designed to attract existing business to Lander County. First, the Nevada Governor’s Office of Economic Development offers and maintains a number of state-level incentives including a set of various standard abatements (Sales and Use Tax Abatement, Modified Business Tax Abatement, Personal Property Tax Abatement, and Real Property Tax Abatement for Recycling), a Data Center Abatement, and an Aviation Parts Abatement.

The Northeastern Nevada Regional Development Authority currently offers a number of services designed to encourage existing business relocation to Lander County. The Northeastern Nevada Regional Development Authority manages the existing Zoom Prospector for the entire region, which includes Lander County, which allows existing businesses seeking relocation an opportunity to search for and find suitable business locations using existing real estate, demographic, and industry analysis. The Lander Economic Development Authority, in partnership with the Northeastern Nevada Regional Development Authority, actively markets Lander County to prospective individual businesses considering relocation to Lander County using a number of marketing initiatives including direct business recruitment and overall promotion of Lander County through general marketing programs.

NV Energy, Nevada’s largest utility company, provides a number of business energy services through its PowerShift program. As a way of reducing energy consumption and total costs, NV Energy’s Business Energy Services provides direct assistance in identifying energy efficiency opportunities for qualified existing businesses as well as providing energy-efficient equipment incentives for existing facility improvements, major renovations, and for new construction projects. Equipment, eligible through NV Energy’s Business Energy Services, includes lighting, HVAC systems, refrigeration, commercial kitchen equipment, and custom projects.

4.2.c Existing Retention Economic Development Initiatives

Many of Lander County’s existing retention economic development initiatives are designed to improve overall community development conditions in the county as well as providing networking and professional development opportunities to existing businesses and business owners that already operate locations in Lander County. For example, both the Austin Chamber of Commerce and the Battle Mountain Chamber of Commerce actively support buy-local campaigns and provide regular meetings and networking opportunities for existing businesses operating throughout the county.

University of Nevada Cooperative Extension, through the existing Lander County 4-H Program, administers a number of programs in a variety of curriculum and content areas and the Lander

County School District’s existing Career and Technical Education (CTE) Program provides training in a number of professional areas including Emergency Medical Technician, Nursing Assistant, Ornamental Horticulture/Greenhouse Management, Veterinary Science, and Welding Technology. Great Basin College, as part of the Nevada System of Higher Education, also offers college credit for additional CTE/MBT training and education in a number of related areas. Each of these initiatives, in partnership with the various mining companies already operating in Lander County, are designed to further develop Lander County’s existing workforce so that existing firms will have a pool of trained individuals to support existing and expanded operations.

Significant recent investments made by the Battle Mountain General Hospital have significantly improved the overall quality of life in Battle Mountain and for all of Lander County and northeastern Nevada by offering a number of new and expanded medical and community services. Battle Mountain General Hospital offers a number of medical services including an expanded radiology department, respiratory services, physical therapy services, and long-term care. Battle Mountain General Hospital’s community services include a Caregiver Support Group, an expanded set of telemedicine services, and Community Care Program.

4.2.d Existing Expansion Economic Development Initiatives

Many of the existing expansion economic development initiatives, as identified by workshop participants, are similar to existing attraction economic development initiatives. Lander County depends on the various standard abatements (Sales and Use Tax Abatement, Modified Business Tax Abatement, Personal Property Tax Abatement, and Real Property Tax Abatement for Recycling), the Data Center Abatement program, and the Aviation Parts Abatement program currently offered and administered by the Nevada Governor’s Office of Economic Development. The Nevada Governor’s Office of Economic Development also administers the Nevada Catalyst Fund, a grant program designed to bolster efforts designed to attract new businesses to the state and assist with the substantial expansion of any existing business.

Lander County also takes advantage of the NV Energy’s Business Energy Services, part of NV Energy’s PowerShift program. As previously mentioned, NV Energy’s Business Energy Services provides direct assistance in identifying energy efficiency opportunities for qualified existing businesses as well as providing energy-efficient equipment incentives for existing facility improvements, major renovations, and for new construction projects as a way of reducing energy consumption and total costs. Equipment, eligible through NV Energy’s Business Energy Services, includes lighting, HVAC systems, refrigeration, commercial kitchen equipment, and custom projects.

4.3 Identifying Possible New Creation, Attraction, Retention, and Expansion Economic Development Efforts

Workshop participants who participated in the two community and county-level Comprehensive Economic Development Strategy workshops for Lander County held on July 15, 2019 and July 16, 2019 and on August 12, 2019 and August 13, 2019, using Stronger Economies Together Module 2, *Exploring Your Region’s Economic and Demographic Foundation*, were asked to

identify possible new creation, attraction, retention, and expansion strategies and initiatives that should be incorporated into the development of a new five-year Comprehensive Economic Development Strategy for Lander County. Some of these possible new creation, attraction, retention, and expansion efforts are also currently being considered and developed but additional investment will be needed.

4.3.a New Creation Economic Development Initiatives

Workshop participants agreed that additional engagement with organizations such as JOIN, the U.S. Small Business Development Administration and the Nevada Small Business Development Center, and the Northeastern Nevada Regional Development Authority will be needed to further support the creation of new businesses and entrepreneurial efforts in Lander County. Specifically, workshop participants noted that new businesses require additional technical and financial assistance to further develop their business and entrepreneurial concepts. Workshop participants further noted that each of these organizations will be needed in specifically targeted industry sectors that Lander County has targeted as part of its new five-year Comprehensive Economic Development Strategy.

Continued and additional investment through the state's Main Street Program, for both Austin and Battle Mountain, can further assist Lander County's overall efforts in improving the general physical environment for new business creation and start-up activities. Offered and administered through the Nevada Governor's Office of Economic Development, the Main Street Program is a holistic approach to 'main street revitalization' that involves aesthetics, business creation and retention, and new housing development. Combined with this initiative, workshop participants noted the need for additional investment in needed infrastructure, the development of shared co-working spaces to support entrepreneurial start-up efforts, and the development of additional affordable and attainable housing options for existing and new residents in Lander County. Workshop participants also noted the importance of developing new financial and non-financial incentives at the county level that can be used to support new business creation and start-up efforts.

4.3.b New Attraction Economic Development Initiatives

In addition to the expanded use of the Nevada Governor's Office of Economic Development Main Street Program, workshop participants noted that both the Lander Economic Development Authority and the Northeastern Nevada Regional Development Authority need to more actively use existing online and website resources as part of the county's overall new business attraction strategy. Workshop participants noted that current online and website resources are largely used passively and that a more aggressive and direct online and website resource strategy is needed in order to market Lander County to new prospective businesses. This more aggressive and direct online and website resource strategy should include direct site selector initiatives in order to match the needs of existing businesses interested in relocating or opening new operations in Lander County with existing physical assets and locations throughout the county.

Workshop participants further noted that future infrastructure development should be tied to the specific needs of existing businesses interested in relocating or opening new operations in

Lander County. While general improvement in basic infrastructure in both Austin and Battle Mountain is needed, medium and large scale businesses may require specific infrastructure improvements in order to support relocated and new operations in the county. Workshop participants noted that specific infrastructure investments can be made as an alternative to direct financial incentives and can also be made in ways that benefit the entire county including existing residents and businesses already living and operating in Lander County.

4.3.c New Retention Economic Development Initiatives

Workshop participants generally noted that existing businesses in Lander County either fail or choose to relocate out of Lander County for a number of reasons. Existing businesses either cannot find the necessary workers to support existing operations, do not have a large enough customer base to support existing operations, or choose to relocate to other communities that are already making significant investments in the improvement of their community's existing aesthetics and housing supply. While workshop participants noted that Lander County and the communities of Austin and Battle Mountain have made significant progress in reversing the historical external perception of Lander County, workshop participants noted that continued investment in improving this external (and even internal) perception is still needed.

Specifically, workshop participants noted ongoing investments in sustainably building a growing population and workforce base, critical to supporting existing commercial and business operations in the county, will require additional investment in infrastructure, housing supply, and basic amenities. Continued implementation of and investment through the Nevada Governor's Office of Economic Development's Main Street Program, coupled with focused support and assistance for new housing development, is one way workshop participants suggested that Lander County could improve the physical, social, and cultural assets of the county. Workshop participants also noted that possible use of the State of Nevada's Knowledge Fund, also administered by the Nevada Governor's Office of Economic Development, could further assist Lander County's overall efforts to spur research and commercialization of research in targeted areas of economic growth already being developed by private sector firms operating throughout the county.

4.3.d New Expansion Economic Development Initiatives

Many of the new expansion economic development initiatives identified by workshop participants are similar to the various new creation, new attraction, and new retention economic development initiatives already identified. Specifically, workshop participants noted that continued implementation of and investment in infrastructure, housing supply, and basic amenities throughout and within Lander County will be needed to grow the county's overall economic base and the ability of existing firms to expand current operations. Workshop participants further noted that continued investment in the county's existing workforce, through a number of ongoing and desired workforce development efforts, will be needed in order to provide the county's private sector firms with the workforce needed to support expanded commercial and private sector operations.

Workshop participants specifically noted continued and improved investment in the existing industrial park, located in Battle Mountain adjacent to the Battle Mountain Airport, as a critical element of any future business expansion effort. While the existing industrial park has enough available land to support medium and large commercial and industrial activities, this uniquely equipped industrial park requires further investment in infrastructure to support these activities. Continued implementation of and investment through the Nevada Governor’s Office of Economic Development’s Main Street Program can also improve the current physical conditions of critical commercial corridors in both Austin and Battle Mountain.

4.4 Review and Evaluation of the 2014 Comprehensive Economic Development Strategy for Lander County

In 2014, Lander County completed and adopted a five-year Comprehensive Economic Development Strategy. Since 2014, the Lander Economic Development Authority has largely been responsible for the administration and implementation of the various existing strategies and initiatives outlined in the 2014 Comprehensive Economic Development Strategy for Lander County. As part of the development of a new five-year Comprehensive Economic Development Strategy for Lander County, workshop participants who participated in the two community and county-level Comprehensive Economic Development Strategy workshops for Lander County held on July 15, 2019 and July 16, 2019 and on August 12, 2019 and August 13, 2019 were asked to evaluate each of the 2014 Comprehensive Economic Development for Lander County’s eight issues by identifying completed and ongoing projects and initiatives for each issue. The results of this assessment were used to build a new set of goals, objectives and conditions for Lander County’s new five-year Comprehensive Economic Development Strategy outlined in Section 7.0 and Section 8.0 of this University Center for Economic Development technical report.

- **Issue No. 1 (from 2014): Redevelopment and enhancement of property in need of revitalization.**

Related to this issue, Lander County and community leaders had developed the goal of identifying properties and specific areas in both Austin and Battle Mountain most in need of revitalization and to pursue appropriate redevelopment efforts in partnership with private property owners. Workshop participants noted a mixed level of progress in regard to this issue, noting that significant public and private investment has been made in the physical improvement and rehabilitation of critical properties in both Austin and Battle Mountain. Existing physical revitalization and rehabilitation efforts have included continued implementation of the Nevada Governor’s Office of Economic Development’s Main Street Program and identification and investment into historic properties and structures located throughout Lander County. Workshop participants noted that further redevelopment and enhancement of property in need of revitalization should remain a critical focus in Lander County’s new five-year Comprehensive Economic Development Strategy.

- **Issue No. 2 (from 2014): Enhance appearance of gateways, main streets, and business corridors.**

The 2014 Comprehensive Economic Development Strategy for Lander County outlined the need of updating and implementing a Gateway Master Plan for key gateways, main streets, and business corridors in Lander County and workshop participants noted a mixed level of progress in regard to this issue. Most notably, workshop participants noted the continued investment and improvement in a ‘civic and educational super block’ located in Battle Mountain generally bounded by Altenbrug Avenue, E 6th Street, and Weaver Avenue. This ‘civic and educational super block’ includes the new Battle Mountain Elementary School, the new Battle Mountain Pool and Recreation Center, and significant improvements made to Elquist Park.

Other notable investments that have been made to the appearance of gateways, main streets, and business parks over the past five years has included the development and completion of a new Visitors and Welcome Center in Austin and the development and completion of several new streetscaping improvements made to Broad Street and Front Street in Battle Mountain. Current efforts underway related to the enhanced appearance of gateways, main streets, and business corridors in Lander County include the development of an official Gateway Master Plan and fundraising initiatives for the additional improvement of non-motor vehicle trails and streetscaping in Battle Mountain. Workshop participants noted that further enhancement of the appearance of gateways, main streets, and business corridors in Lander County should remain a critical issue as part of the new five-year Comprehensive Economic Development Strategy for Lander County.

- **Issue No. 3 (from 2014): Participate in land use planning for future development.**

Updating and further implementation of the Lander County Master Plan as needed in both Austin and Battle Mountain was a critical issue identified in the 2014 Lander County Comprehensive Economic Development Strategy. Workshop participants noted that Lander County is currently working on a comprehensive update to the existing Lander County Master Plan that was originally approved by the Lander County Planning Commission in August 2010 and by the Lander County Board of County Commissioners in October 2010. This current comprehensive update to the existing Lander County Master Plan, according to workshop participants, should take into consideration many of the new economic development issues and concerns identified throughout this University Center for Economic Development technical report.

Most notably, workshop participants indicated that the update to the current Lander County Master Plan should take into account the specific infrastructure needs identified as critical to supporting existing and future business creation, attraction, retention, and expansion efforts. This consideration should be done generally and specifically in-terms of some of the new emerging industry sectors in Lander County and throughout the state of Nevada that were not in existence in 2010 when the current Lander County Master Plan was first developed and adopted. Most notably, the state of Nevada and the Nevada

State Legislature approved the legal production and use of cannabis effective on January 1, 2017. The current 2010 Lander County Master Plan does not currently take into consideration this relatively new legislative development and will need to be updated and revised in order to provide existing and new businesses an opportunity to take advantage of developments in this relatively new industry sector in Nevada.

- **Issue No. 4 (from 2014): Development of a Lander County Capital Improvement and Infrastructure Plan specifically for economic development purposes.**

Workshop participants noted that little to no progress has been made in developing a Lander County Capital Improvement and Infrastructure Plan specifically for economic development purposes since the approval and adoption of the 2014 Comprehensive Economic Development Strategy for Lander County. Workshop participants did note, however, that as part of the current efforts to update the 2010 Lander County Master Plan, Lander County staff has started a comprehensive assessment of existing infrastructure conditions and estimated future infrastructure needs. While a specific Lander County Capital Improvement and Infrastructure Plan specifically for economic development purposes is likely not needed at this time, workshop participants noted a strong desire for the current efforts to assess current and future infrastructure conditions and also needs to take into account the economic development goals and objectives outlined in Section 7.0 and Section 8.0 of this new five-year Comprehensive Economic Development Strategy for Lander County.

- **Issue No. 5 (from 2014): Development and Business Incentives for Existing and New Businesses.**

As previously stated, many of the existing development and business incentives that Lander County utilizes to support existing and new business development are largely administered by external economic development organizations and entities. However, workshop participants did note that the recent current development of a uniquely equipped industrial park in Battle Mountain located adjacent to the Battle Mountain Airport and the continued development and implementation of the Nevada Governor's Office of Economic Development's Main Street Program represent two internal to Lander County initiatives designed to build a set of development and business incentives for existing and new businesses.

Workshop participants further noted that both the Lander Economic Development Authority and the Northeastern Nevada Regional Development Authority are currently exploring the further development of new development and business incentives tied to both the uniquely equipped industrial park in Battle Mountain and continued implementation of the Main Street Program. Additional political and administrative support from the Lander County Board of County Commissioners and the government of Lander County will be needed in order to make additional progress in addressing this critical issue first identified in the 2014 Comprehensive Economic Development Strategy for Lander County.

- **Issue No. 6 (from 2014): Employment opportunities and development of the labor force.**

Workshop participants noted considerable progress in creating new employment opportunities throughout Lander County and in developing the county's overall workforce over the past five years. While private sector firms operating in Lander County still rely heavily on the workforce living in neighboring counties, Lander County, the Lander County School District, and the Lander Economic Development Authority have each made the overall development and improvement of the county's workforce a top priority through a number of new initiatives including, but not limited to, improved partnerships between the county and the school district and the county's largest employers and the further development and expansion of the Lander County School District's Career and Technical Education (CTE) programs. As previously mentioned, the Lander County School District's CTE Program provides training in a number of professional areas including Emergency Medical Technician, Nursing Assistant, Ornamental Horticulture/Greenhouse Management, Veterinary Science, and Welding Technology. Great Basin College, as part of the Nevada System of Higher Education, also offers college credit for additional CTE/MBT training and education in a number of related areas and professional fields. According to the Lander County School District, nearly one-third of the graduating high school class in Lander County now graduates with an Associate's Degree.

A primary area that still requires additional attention, according to the Lander County School District, is the continued recruitment of licensed and qualified teachers in a number of areas and disciplines. The Lander County School District is already developing and implementing a number of teacher recruitment tools including the use of signing bonuses and housing allowances. The Lander County School District also continues to work with Great Basin College and major employers in Lander County to further identify critical workforce development needs and develop additional CTE/MBT training and education programs. Further development of basic amenities and the county's housing supply as part of a new five-year Comprehensive Economic Development Strategy for Lander County, according to workshop participants, is a vital foundational step needed to further develop and create new employment opportunities in the county.

- **Issue No. 7 (from 2014): Capture of local residential market demand within the county.**

While workshop participants noted that there is still considerable market demand 'leakage' from Lander County's existing residential population to surrounding counties throughout northeastern Nevada, workshop participants did note that the past five years have seen considerable improvement in the overall commercial base and that a larger portion of local market demand is being satisfied by local commercial and private sector firms. Since adoption and implementation of the 2014 Comprehensive Economic Development Strategy for Lander County, a number of new firms and expanded existing firms have emerged in a number of critical sectors. A new bait shop and renovation of

existing hotel and motel properties have bolstered the county's tourism and recreation industry sector. The opening of Battle Mountain Dental, along with new auto mechanic and gasoline shops, offer expanded service retail opportunities to local residents and new dining locations and restaurants offer both existing residents and visitors expanded entertainment and food options.

Workshop participants noted that a number of new initiatives, including a new civic center, reuse of the existing and historic courthouse in Battle Mountain, and further development of the industrial park in Battle Mountain will provide even additional recreation and commercial opportunities for both existing residents of Lander County and visitors to the community. While significant progress has been made in capturing local residential market demand within the county, workshop participants indicated that this economic development issue from 2014 remains and should remain a central focus of the new five-year Comprehensive Economic Development Strategy for Lander County.

- **Issue No. 8 (from 2014): Continued implementation of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan.**

The various elements and strategies contained and outlined in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan for Lander County served as the primary basis of the 2014 Comprehensive Economic Development Strategy for Lander County. Since the adoption and implementation of the 2014 Comprehensive Economic Development Strategy for Lander County, Lander County and, specifically, the Lander Economic Development Authority have made significant progress in achieving the various elements and strategies of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan. These accomplishments have also been achieved through both direct and indirect partnerships with various other organizations including the Austin Chamber of Commerce, the Battle Mountain Chamber of Commerce, the Lander County School District, the Lander County Tourism and Visitors Authority, and the Northeastern Nevada Regional Development Authority.

As part of a new five-year Comprehensive Economic Development Strategy for Lander County, workshop participants noted a number of current initiatives that are already being considered, developed, and implemented that are directly related to the various elements and strategies contained in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan for Lander County. Most notably, workshop participants pointed out that Lander County and the Lander Economic Development Authority are considering developing a number of new business creation, attraction, retention, and expansion incentives in addition to the incentives already offered through various regional and state economic development organizations. Continued implementation of and investment through the Nevada Governor's Office of Economic Development's Main Street Program coupled with focused support and assistance for new housing development are two ways in which workshop participants suggested that Lander County could continue to implement and achieve the various elements of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan

as part of the new five-year Comprehensive Economic Development Strategy for Lander County.

Workshop participants further noted that continued expansion and improvement of the Battle Mountain Hospital, coupled with further support of privately offered medical services, should also be considered as part of this new five-year Comprehensive Economic Development Strategy as a way of further achieving the various elements of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan for Lander County. Further development of the various CTE/MBT programs offered by the Lander County School District and Great Basin College were also identified as critical ‘next steps’ in achieving these various elements as part of the new five-year Comprehensive Economic Development Strategy for Lander County.

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 Lander County held on July 15, 2019 and July 16, 2019 and on August 12, 2019 and August 13, 2019 in Battle Mountain, 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 Lander County and the Northeastern Nevada Regional Development Authority

Ten separate socio-demographic and economic categories were examined by participants of the July 15, 2019 and July 16, 2019 Lander County Comprehensive Economic Development Strategy Workshop No. 1 held in Battle Mountain, 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 communities of Lander County, the town of Austin, and the town of Battle Mountain are highlighted.

Between 2013 and 2017, Lander County's total population increased from an estimated 5,844 total individuals in 2013 to an estimated 5,887 total individuals in 2017, a net increase of 43 total individuals or 0.7 percent. The town of Austin's total residential population decreased significantly between 2013 and 2017, decreasing from an estimated 580 total individuals in 2013 to an estimated 411 total individuals in 2017, a net decrease of 169 total individuals or -29.1 percent. The town of Battle Mountain's total residential population increased from an estimated 5,264 total individuals in 2013 to an estimated 5,476 total individuals in 2017, a net increase of 212 total individuals or 4.0 percent.

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.

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

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 communities of Lander County, the town of Austin, and the town of Battle Mountain are highlighted.

Between 2013 and 2017, the median age in Lander County increased from an estimated 37.3 years of age in 2013 to an estimated 37.8 years of age in 2017, a net increase of 0.5 years or 1.3 percent. The median age for the town of Austin increased significantly between 2013 and 2017, increasing from an estimated 34.2 years of age in 2013 to an estimated 53.9 years of age in 2017, a net increase of 19.7 years or 57.6 percent. In the town of Battle Mountain, the median age decreased between 2013 and 2017, decreasing from an estimated 37.8 years of age in 2013 to an estimated 36.8 years of age in 2017, a net decrease of 1.0 year or -2.6 percent.

Comparatively, 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.

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

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 communities of Lander County, the town of Austin, and the town of Battle Mountain are highlighted.

Between 2013 and 2017, the total number of households in Lander County increased from an estimated 2,010 total households in 2013 to an estimated 2,183 total households in 2017, a net increase of 173 total households or 8.6 percent. The total number of households in the town of Austin increased from an estimated 207 total households in 2013 to an estimated 228 total households in 2017, a net increase of 21 total households or 10.1 percent. The total number of households in the town of Battle Mountain increased from an estimated 1,803 total households in 2013 to an estimated 1,955 total households in 2017, a net increase of 152 total households or 8.4 percent.

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 in the 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.

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

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 communities of Lander County, the town of Austin, and the town of Battle Mountain are highlighted.

Between 2013 and 2017, the average household size for all of Lander County decreased, decreasing from an estimated household size of 2.87 people per household in 2013 to an estimated 2.67 people per household in 2017, a net decrease of approximately 0.20 people per household or -7.0 percent. In the town of Austin, the average household size decreased significantly between 2013 and 2017, decreasing from an estimated 2.78 people per household in 2013 to an estimated 1.79 people per household in 2017, a net decrease of approximately 0.99 people per household or -35.6 percent. In the town of Battle Mountain, the average household size also decreased significantly between 2013 and 2017, decreasing from an estimated 4.08

people per household in 2013 to an estimated 2.77 people per household in 2017, a net decrease of approximately 1.31 people per household or -32.1 percent.

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 state of Nevada statewide 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 communities of Lander County, the town of Austin, and the town of Battle Mountain are highlighted.

Countywide, median household income for all of Lander County increased between 2013 and 2017, increasing from an estimated median household income of \$72,742 in 2013 to an estimated median household income of \$79,865 in 2017, a net increase of approximately \$7,123 or 9.8 percent. In the town of Austin, median household income increased between 2013 and 2017,

increasing from an estimated median household income of \$43,809 in 2013 to an estimated \$45,570 in 2017, a net increase of approximately \$1,761 or 4.0 percent. In the town of Battle Mountain, median household income increased between 2013 and 2017, increasing from an estimated median household income of \$76,090 in 2013 to an estimated median household income of \$83,521 in 2017, a net increase of approximately \$7,431 or 9.8 percent.

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 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 communities of Lander County, the town of Austin, and the town of Battle Mountain are highlighted.

Countywide, median family income for all of Lander County increased significantly between 2013 and 2017, increasing from an estimated median family income of \$75,857 in 2013 to an estimated median family of \$96,250 in 2017, a net increase of approximately \$20,393 or 26.9 percent. In the town of Austin, median family income increased significantly between 2013 and 2017, increasing from an estimated median family income of \$60,278 in 2013 to an estimated median family income of \$107,639 in 2017, a net increase of approximately \$47,361 or 78.6 percent. In the town of Battle Mountain, median family income also increased significantly between 2013 and 2017, increasing from an estimated median family income of \$80,313 in 2013 to an estimated median family income of \$94,265 in 2017, a net increase of approximately \$13,952 or 17.4 percent.

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

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 communities of Lander County, the town of Austin, and the town of Battle Mountain are highlighted.

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

Between 2013 and 2017, per capita income for all of Lander County increased modestly, increasing from an estimated per capita income of \$29,800 in 2013 to an estimated per capita income of \$30,256 in 2017, an estimated increase of just \$456 or 1.5 percent. In the town of Austin, per capita income increased significantly between 2013 and 2017, increasing from an estimated per capita income of \$17,523 in 2013 to an estimated per capita income of \$35,814, a net increase of approximately \$18,291 or 104.4 percent. In the town of Battle Mountain, per capita income decreased between 2013 and 2017, decreasing from an estimated per capita income of \$31,153 in 2013 to an estimated per capita income of \$29,839 in 2017, a net decrease of approximately \$1,314 or -4.2 percent.

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 communities of Lander County, the town of Austin, and the town of Battle Mountain are highlighted.

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

Countywide, the percent of total population living below the poverty line for all of Lander County increased significantly between 2013 and 2017, increasing from an estimated 9.3 percent in 2013 to an estimated 13.2 percent in 2017, a net increase of 3.9 percent or 41.9 percent. The percent of total population living below the poverty line in just the town of Austin decreased significantly between 2013 and 2017, decreasing from an estimated 15.2 percent in 2013 to an estimated 0.2 percent in 2017, a net decrease of 15.0 percent or -98.7 percent. The percent of total population living below the poverty line for just the town of Battle Mountain increased significantly between 2013 and 2017, increasing from an estimated 8.7 percent in 2013 to an estimated 14.1 percent in 2017, a net increase of 5.4 percent or 62.1 percent.

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 communities of Lander County, the town of Austin, and the town of Battle Mountain are 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 civilian workforce (people aged 16 years or older) for all of Lander County increased slightly, increasing from an estimated 4,397 total workers in 2013 to an estimated 4,422 total workers in 2017, a net increase of just 25 total workers or 0.6 percent. In the town of Austin, the total civilian workforce decreased slightly between 2013 and 2017, decreasing from an estimated 364 total works in 2013 to an estimated 357 total workers in 2017, a net decrease of just seven total workers or -1.9 percent. In the town of Battle Mountain, the total civilian workforce increased slightly between 2013 and 2017, increasing from an estimated

4,033 total workers in 2013 to an estimated 4,065 total workers in 2017, a net increase of just 32 total workers or 0.8 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 communities of Lander County, the town of Austin, and the town of Battle Mountain are 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 estimated civilian unemployment rate for all of Lander County declined significantly, decreasing from an estimated 11.2 percent in 2013 to an estimated 7.6 percent in 2017, a net decline of 3.6 percent or -32.1 percent. In the town of Austin, the estimated civilian unemployment rate also declined significantly between 2013 and 2017,

declining from an estimated 17.7 percent in 2013 to an estimated 12.1 percent in 2017, a net decline of 5.6 percent or -31.6 percent. In the town of Battle Mountain, the estimated civilian unemployment rate also declined significantly, decreasing from an estimated 10.7 percent in 2013 to an estimated 7.4 percent in 2017, a net decline of 3.3 percent or -30.8 percent.

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 Lander County held on July 15, 2019 and July 16, 2019 were asked to identify a set of specific conditions to be addressed as part of the new Comprehensive Economic Development Strategy for Lander County. 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?

Three specific conditions and three additional general conditions for Lander County were identified by workshop participants.

5.2.a Condition 1: Stagnate Population Growth

Although Eureka County and White Pine County both experienced population decline between 2013 and 2017, declining by -4.2 percent and -1.6 percent respectively, workshop participants who attended the first community and county-level Comprehensive Economic Development Strategy workshop for Lander County noted that Lander County's overall population growth was fairly stagnant between 2013 and 2017, increasing by only 0.7 percent over this four-year period. Workshop participants noted that, while the town of Battle Mountain's total population grew

modestly between 2013 and 2017, increasing by 4.0 percent over this four-year period, the town of Austin's total population declined significantly, declining by -29.1 percent between 2013 and 2017.

While Lander County's population growth places the county within the "middle of the pack" of the five-county northeastern Nevada region, workshop participants noted that the county's overall population places it fourth overall, behind Elko County's total population of 52,377 residents, Humboldt County's total population of 17,088 residents, and White Pine County's total population of 9,858 residents. As a result, Lander County is highly dependent on the residential populations of the region's other counties for a workforce. Lander County's overall economic growth is generally limited due to the county's relatively low population levels and generally anemic population growth. Lander County's existing population is not sufficient enough to support expanded business growth and is just sufficient enough to support existing business and commercial activity. This condition is compounded by the county's overall median age that has increased by 0.5 years of age, or 1.3 percent, between 2013 and 2017. Lander County's aging population, especially in the town of Austin where the median age has increased from an estimated 34.2 years of age in 2013 to an estimated 53.9 years of age in 2017, further limits the county's ability to support new business and commercial activity as a growing portion of Lander County's residential population continues to retire out of the existing residential workforce.

5.2.b Condition 2: Low-Income and Poverty Rates

While Lander County's median household income (\$79,865 in 2017), median family income (\$96,250 in 2017), and per capita income (\$30,256 in 2017) placed the county among the top counties in the northeastern Nevada region (first in median household income, second in median family income, and third in per capita income), several of these measures of income have grown at considerably less rates than the other counties within the region. Between 2013 and 2017, median household income in Lander County grew by 9.8 percent (third highest growth rate), median family income in Lander County grew by 26.9 percent (highest growth rate), and per capita income in Lander County grew by just 1.5 percent (fifth highest growth rate).

More concerning than the inconsistent levels and growth rates in the various measures of income has been the sharp increase in the percentage of Lander County's total population living below the poverty line. Between 2013 and 2017, the total percentage of individuals living throughout Lander County below the poverty line increased from 9.3 percent in 2013 to 13.2 percent in 2017, a net increase of 3.9 percent or percentage increase of 41.9 percent. This increase was the largest among all five counties within the Northeastern Nevada Regional Development Authority region. The percent of total population living below the poverty line increased by 2.7 percent or 30.7 percent in Elko County and by just 0.1 percent or a percentage increase of 0.8 percent in White Pine County. The percentage of total population living below the poverty line in both Eureka County and Humboldt County decreased significant between 2013 and 2017, declining by a total of 3.9 percent or a percentage decrease of -28.1 percent in Eureka County and declining by a total of 3.2 percent or a percentage decrease of -26.0 percent in Humboldt County between 2013 and 2017.

As a result of these trends, Lander County could likely see a sharp increase in the demand for various social services compounded by a sharp decrease in the amount of money that individuals have to spend on supporting business and commercial growth in the county. Continued inconsistent levels of growth in income coupled with the sharp increase in the percentage of total population living below the poverty line could potentially retard Lander County's ability to successfully recruit and even retain new and existing businesses.

5.2.c Condition 3: Increasing Number of Households, Decreasing Average Housing Size

Between 2013 and 2017, the total number of households in Lander County increased significantly, increasing from an estimated 2,010 total households in 2013 to an estimated 2,183 total households in 2017. This net increase of 173 new households between 2013 and 2017 puts Lander County second in the Northeastern Nevada Regional Development Authority region only to Elko County and the percentage increase of 8.6 percent was the largest throughout the region over this four-year period. Simultaneously, the average household size for all Lander County, and for the county's largest two population centers in Austin and Battle Mountain, decreased significantly between 2013 and 2017. Between 2013 and 2017, the average household size for all of Lander County decreased from an estimated 2.87 people per household in 2013 to an estimated 2.67 people per household in 2017, a net decline of 0.20 people per household or -7.0 percent. Comparatively, the average household size in the town of Austin decreased from an estimated 2.78 people per household in 2013 to an estimated 1.79 people per household in 2017, a net decline of 0.99 people per household or -35.6 percent. In the town of Battle Mountain, the average household size decreased from an estimated 4.08 people per household in 2013 to an estimated 2.77 people per household in 2017, a net decline of 1.31 people per household or -32.1 percent. The net and percentage declines in Austin and Battle Mountain were the largest for the four-year period for the entire Northeastern Nevada Regional Development Authority region.

In general, workshop participants noted that, as a result of increasing population levels and decreasing average household sizes, Lander County's total population is becoming increasingly spread out and less geographically dense. Over time, Lander County will have to continue to spread out both needed infrastructure and public services resulting in increasing costs over time. Eventually, limited resources dedicated to economic development, supporting and encouraging overall economic growth and expansion, and even helping to attract and retain a younger population may need to be reallocated to growing existing infrastructure and public service networks over an increasingly spread out and less geographically dense residential population. Workshop participants noted that a primary economic development goal for the next five years between 2020 and 2025 should be focused on improving and rehabilitating the existing housing stock, especially in the town of Austin and in the town of Battle Mountain, in order to help concentrate populations within the county's existing built environments.

5.2.d Other Conditions Noted

Workshop participants noted three additional conditions of particular importance to Lander County that should be incorporated into the county's new five year strategic economic development plan, including: (1) federal government ownership patterns of land within Lander County, (2) development of new infrastructure designed to support revitalization of existing built

environments, and (3) recruitment and development of specific trade workers. In regard to the current federal government ownership patterns of land within Lander County, the current ‘checkerboard’ pattern makes contiguous development challenging and increases the complexity and cost of providing needed infrastructure designed to support new development and the revitalization of existing built communities. Certainly, future development will require additional investment in new infrastructure but existing infrastructure within Lander County’s existing built environments will require significant upgrading and improvement.

A significant obstacle that prohibits new development is a general lack of workers with necessary trade skills including, but not limited to, carpenters, electricians and technicians, plumbers, mechanical operators, and other related skill sets. Because Lander County is highly dependent upon the workforce living in adjacent counties and communities outside Lander County, workshop participants noted that the internal development of new trade skill workers must be a significant part of Lander County’s new five year Comprehensive Economic Development Strategy. Not only will the development of new trade skill workers within the county create new higher paying and higher skill positions, the development of new trade skill workers within the county will also help Lander County pursue other economic development strategies and activities.

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 Lander County held on July 15, 2019 and July 16, 2019 were asked to answer three questions regarding Lander County’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 Lander County’s existing community culture and identity in order to identify possible economic development strategies that may or may not be appropriate for the county to pursue.

In general, workshop participants agreed that, if this community (all of Lander County) were a person, this person would likely be a male and rather extroverted. While being a bit out of shape physically, this individual would likely wear Carhart clothing and steel toed boots indicating that the individual would be hard working and fairly active outdoors for both work and recreation. Workshop participants overwhelmingly agreed that this person would likely be conservative in terms of their political ideology and beliefs, would almost certainly attend social gatherings and parties, and enjoys being the ‘center of attention’. This individual, true to their western heritage, would also prefer ‘bang bang shot ‘em up’ action movies as opposed to other genres.

If this community (all of Lander County) was an automobile, workshop participants generally agreed that a crew cab pickup truck with power windows and seats, a grill, and tinted windows would best reflect Lander County’s overall community culture and identity. This pickup truck would likely have over 100,000 miles on the odometer and, while being recently paid off, would also be moderately dusty and would also likely require some general maintenance and basic repair. This reflects the general consensus that future economic development strategies for Lander County for the next five years should strongly but not exclusively focus on various existing business retention and expansion efforts and on the overall rehabilitation and revitalization of the county’s existing built environments.

In regard to a musical score, workshop participants agreed that the song “Midnight Girls in a Sunset Town” by Sweethearts of the Rodeo would best exemplify Lander County’s overall community culture and identity. The song “Midnight Girls in a Sunset Town” generally refers to the dual nature of living in a small town with lyrics such as “I was born in a small town...we knew everyone for miles around...we lived here all our lives”. Workshop participants noted that Lander County’s overall ‘small town nature’ means that individuals know and care about their neighbor and their community but it can also mean that it can be difficult to pursue individual goals and aspirations without having to first have them vetted by the community. Workshop participants concluded that any future economic development strategy(ies) for the next five years will have to be developed inclusively with the needs of individual residents and individual existing businesses taken into account.

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 Lander County held on July 15, 2019 and July 16, 2019 and the second workshop held on August 12, 2019 and August 13, 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)?

The purpose of each of these questions is to provide a general insight into areas of strength and weakness for both the community, Lander County as a whole, and for the entire region, the five counties of the Northeastern Nevada Regional Development Authority combined. The results of this community assessment exercise were eventually incorporated into the development of a comprehensive economic development vision and set of economic development goals and

objectives for Lander County’s new five year Comprehensive Economic Development Strategy for the 2020 to 2025 period.

5.4.a What do you like about your community?

Figure 5.1 presents a word cloud of the most common responses to the question, *What do you like about your community?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019.

**Figure 5.1 – What do you like about your community?
Lander County**



Workshop participants noted a number of individual things, ranging from the community’s existing culture and identity to specific improvements, services, and resources that they currently liked about Lander County. Specifically, in regard to Lander County’s existing community culture and identity, workshop participants noted that the county has retained its ‘small town feel’ while still having basic services provided for, that people know each other, and that individuals tend to have a volunteer spirit in helping others in need. In regard to specific improvements, services, and resources, workshop participants noted a number of positives including a highly rated K-12 primary and secondary public education system, a new Recreation Center, continued investment in and improvement of the county’s Rodeo grounds and golf course, and the recent development and completion of a new county administrative complex.

Workshop participants also noted that Lander County significantly benefits from having easy and broad access to various natural resources that support a variety of economic activities.

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 Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019.

**Figure 5.2 – What do you dislike about your community?
Lander County**



Workshop participants noted a number of conditions that they either disliked about Lander County or could use improvement. Specifically, workshop participants noted that the community has not historically been welcoming to new businesses and, while that has changed somewhat in recent years, it still remains a general impediment to future economic development and new business creation and recruitment efforts. Workshop participants further noted that Lander County has historically been, and to a degree remains, largely dependent on one or two primary industry sectors. It was generally agreed to that, as part of a new five year Comprehensive Economic Development Strategy, overall economic diversification should be made a priority. However, workshop participants noted the need to build future economic diversification efforts upon existing industry sectors in order to ensure that the county's existing industry sectors remain relatively strong. Workshop participants also noted that the development

of new housing alternatives and choices along a diverse set of income ranges will also be needed in order to support future economic development initiatives over the next five years.

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 Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019.

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



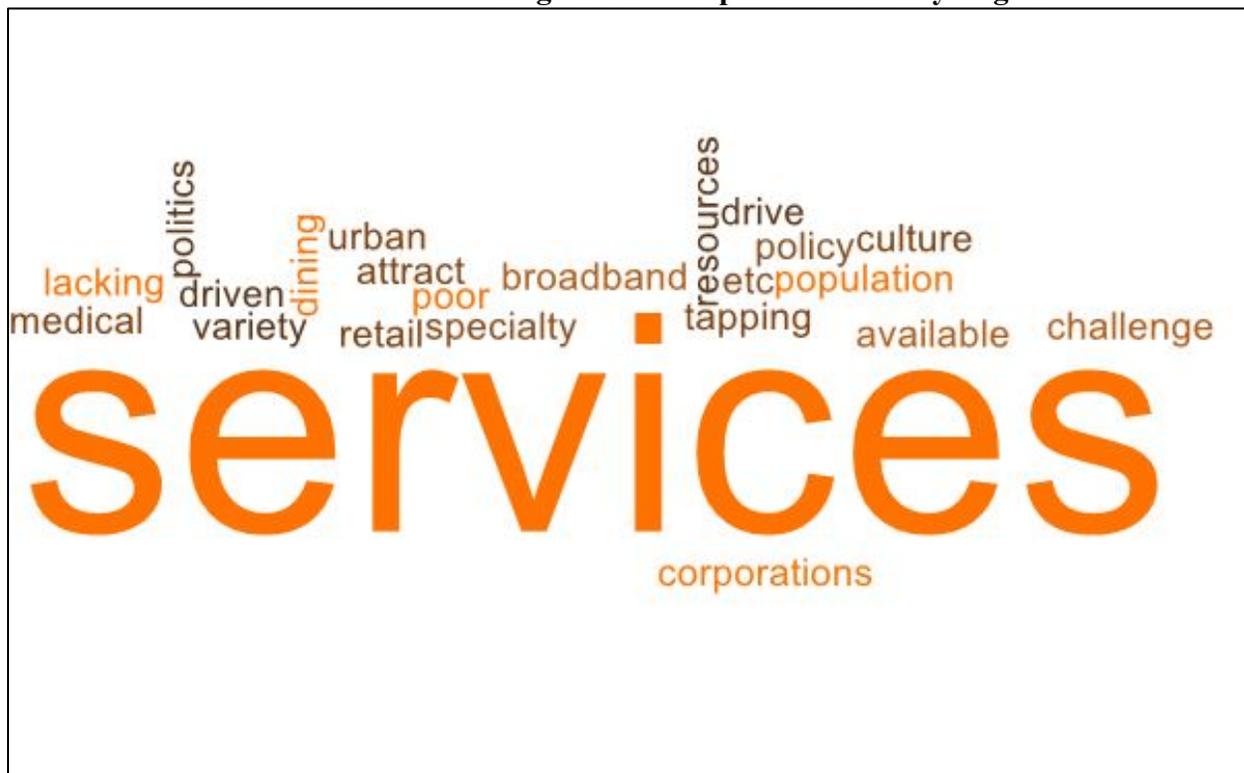
Workshop participants unanimously agreed that the region’s existing sense of community and the availability of a diverse set of publicly and privately offered services are the two most liked characteristics of the Northeastern Nevada Regional Development Authority region. In regard to community, the phrases ‘welcoming communities’, ‘each community has something unique’, and ‘industries are invested in the communities’ were used to describe the Northeastern Nevada Regional Development Authority region. Workshop participants further noted that the five county Northeastern Nevada Regional Development Authority region is a ‘self-contained economic system’ where new business development and recruitment and existing business retention and expansion efforts have been strongly tied to the development of the region’s primary mining and agricultural industry sectors. While individual communities such as the town of Austin or the town of Battle Mountain may not have the specific services or products

that residents demand, most basic services and products can largely be obtained in other communities located within the five county northeastern Nevada region.

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 Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019.

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



While workshop participants generally agreed that the five county Northeastern Nevada Regional Development Authority region can generally satisfy the demand for basic services and products with regional supply, workshop participants generally agreed that the region largely lacks a more diverse set of public and private sector provided services and products. Publicly, workshop participants generally noted a lack of specialty medical services and more advanced and relatively available broadband and telecommunication services. Privately, workshop participants generally noted a lack of specialty retail, commercial and even industrial services and employment opportunities unless those services and employment opportunities are directly tied to the mining and agricultural industry sectors. Workshop participants further noted that, while the region itself can be defined by a tight-knit and collaborative culture, existing policy decisions and political systems do, at times, create a divide between established populated

communities and less populated areas within the region. At times, this divide has hampered larger regional collaborative economic development efforts.

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 Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019 were asked to complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for Lander County. The results of this SWOT analysis are presented in this sub-section. *Strengths* are defined as characteristics of Lander County that give the county an economic development advantage over others and *weaknesses* are defined as characteristics of Lander County that place 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 Lander County could potentially take advantage of and *threats* are elements within the external environment that may derail the economic development efforts of Lander County over the next five years.

5.5.a Strengths

Figure 5.5 presents a word cloud of the various economic development strengths of Lander County as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019.

Workshop participants noted a number of equally weighted economic development strengths. These various economic development strengths range from a number of specific tangible assets, such as the existence of major infrastructure, to a number of specific services that Lander County currently provides to Lander County's own geographic location and natural resources. In regard to specific tangible assets, workshop participants noted that Lander County, especially the town of Battle Mountain, has immediate access to both a major railway and U.S. Interstate 80 and that Lander County is currently investing in significant upgrades to and around the airport located in the town of Battle Mountain. Access to a major railway, U.S. Interstate 80 and an improved airport with an adjacent and uniquely equipped industrial park are critical tangible assets that can be used to support future economic development efforts. Workshop participants further noted the significant investments that Lander County and the Lander County School District have made in improving the county's existing K-12 primary and secondary educational services. Combined with the existence of a satellite campus for Great Basin College, part of the Nevada System of Higher Education, there exists significant educational resources that are already helping to build a highly skilled and competitive workforce.

Lander County is also centrally located within the Northeastern Nevada Regional Development Authority region, with both U.S. Interstate 80 (northern end of Lander County) and U.S.

Highway 50 (southern end of Lander County) providing significant transportation connections with the rest of the region and larger metropolitan urban centers to the west and east of Lander County. Lander County also benefits from an abundance of natural resources and amenities helping fuel continued growth and expansion of the county’s existing primary mining and agricultural industry sectors. Lander County’s significant natural amenities also supports continued growth of the county’s existing and expanding outdoor recreation and tourism industry sectors. Further investment in these natural amenities could potentially support additional commercial and retail development throughout the county.

**Figure 5.5 – Economic Development Strengths
Lander County**



5.5.b Weaknesses

Figure 5.6 presents a word cloud of the various economic development weaknesses of Lander County as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019.

Workshop participants noted a number of critical economic development weaknesses in Lander County, chief among them is the current state of the county’s existing workforce. As noted earlier, Lander County’s relatively small residential population when compared to the neighboring counties of Elko County to the east and Humboldt County to the west combined with the aging of the county’s existing population has forced the county to become highly

dependent on the workforce living in neighboring counties. The continued decline in the county's unemployment rate, which has declined from an estimated 11.2 percent in 2013 to an estimated 7.6 percent in 2017, a net decline for 3.6 percent or 32.1 percent, combined with a fairly anemic increase in the county's overall civilian workforce, increasing from an estimated 4,397 total individuals in 2013 to an estimated 4,422 total individuals in 2017, a net increase of just 25 total individuals or 0.6 percent, means that the county does not have any surplus workforce to support future business recruitment, retention and expansion efforts.

**Figure 5.6 – Economic Development Weaknesses
Lander County**



Additional economic development weaknesses, as identified by workshop participants, included a number of leadership and community engagement issues. Specifically, workshop participants noted that a significant portion of the county's existing public sector and private sector leadership and overall population have adopted 'anti-growth' positions that have created a perception that Lander County will not support new business recruitment, expansion or retention efforts.

Workshop participants also noted a number of specific areas in which further public sector and private sector investment will be needed in order to support future economic development efforts including, but not limited to, additional housing options for a wider variety of socio-demographic and income groups, new medical services and resources to support a growing population, and the need for new infrastructure in critical areas within the county's existing population centers. New engagement between the public sector and private sector and the identification and successful

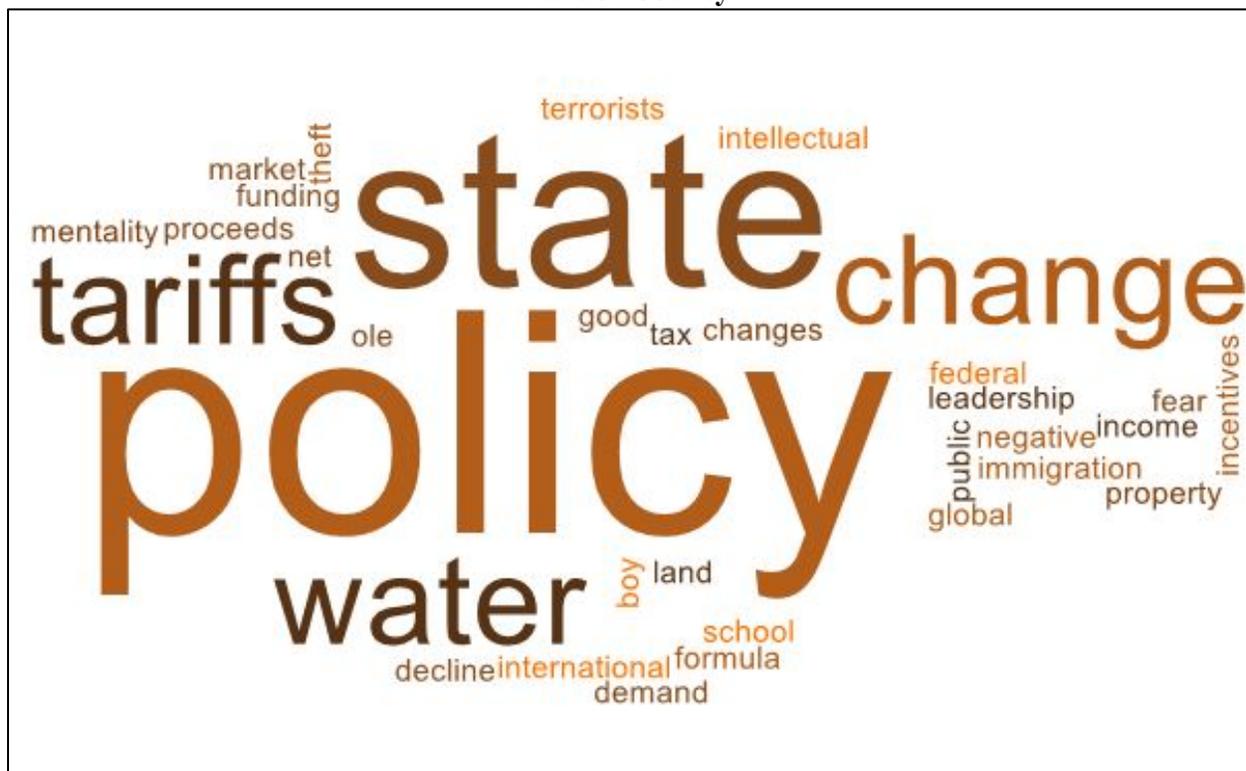
development, and even the potential to develop new national security-based and focused industry sectors.

Specific industry sectors, such as renewable energy, transportation, and manufacturing, were each identified as possible economic development opportunities for Lander County. In regard to manufacturing, workshop participants noted that new manufacturing opportunities, especially related to existing industry sectors already well established in Lander County like mining and agriculture, could significantly increase overall economic activity throughout the county. A number of workshop participants noted that alternative agricultural products and creating more value-added opportunities for agricultural products already produced in Lander County represent significant economic development opportunities for the county and for the entire Northeastern Nevada Regional Development Authority region.

5.5.d Threats

Figure 5.8 presents a word cloud of the various economic development threats for Lander County as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019.

**Figure 5.8 – Economic Development Threats
Lander County**



Workshop participants identified four primary areas of possible threats that could potentially derail and interfere with future economic development efforts in Lander County, including: (1) leadership, (2) state policy changes, (3) federal policy changes, (4) international concerns. In regard to potential leadership threats, workshop participants noted that current resistance to change in Lander County could morph into policies that directly limit and prohibit new economic development efforts and strategies. Current policy initiatives at the state level, including the potential change in the way that the net proceeds tax on minerals is estimated and allocated, the potential development of a state income tax in Nevada, possible changes in the way state economic development incentives are allocated, potential changes in the state of Nevada’s school funding formula, and even possible changes in state water and natural resource management policies could derail local economic development efforts and strategies in Lander County.

Federally, current conflicts with major foreign trade partners and the continued presence and use of tariffs may shrink the size of and access to potential foreign markets for products, goods and services produced in Lander County by current and future businesses. Workshop participants also noted that continued uncertainty regarding federal immigration and migration policy could potentially starve key businesses in Lander County’s key industry sectors, especially agriculture, of a needed workforce. And while workshop participants generally noted that current public land, water, and other federal natural resource policies have been somewhat advantageous, at least presently, for Lander County private-sector interests, future possible changes in these areas may introduce unwanted and potentially harmful uncertainty into future economic development and private-sector planning decision making processes.

Internationally, workshop participants noted a number of potential threats that, if realized, could significantly curtail local economic development efforts and strategies in Lander County. The use of retaliatory tariffs, in response to U.S. established and imposed tariffs, may shrink the size of and access to potential foreign markets for products, goods and services produced in Lander County by current and future businesses. Due to Lander County’s relatively small population base and the relatively small population base of the entire region and the entire state of Nevada, individual firms in Lander County’s primary industry sectors, especially in mining and agriculture, already depend almost exclusively on the ability to export locally produced products, goods and services to national and global markets. The potential for globally disruptive events, including possible future terrorist attacks, global health crises, and other ‘black swan’ events may drastically shrink and reduce global market demand for products, goods and services produced in Lander County.

5.6 Assessment of Lander County’s Economic Development Capacity

During the second community and county-level Comprehensive Economic Development Strategy workshop for Lander County held on August 12, 2019 and August 13, 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 Associations. The results of this assessment are presented here.

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

While workshop participants noted a the persistence of a general ‘anti-growth’ attitude in Lander County, workshop participants also noted that individual people are generally supportive of business interests and growth. Workshop participants did note, however, that this general level of support of business interests is very much vocationally focused and, while some harbor a general fear of growth and change, individuals tend to support industries and firms that have a strong vocational focus. Workshop participants further noted that the community is strongly supportive and even defensive of the county’s existing primary industry sectors, including mining and agriculture. Historically, economic development efforts and strategies in Lander County have tended to focus on supporting further growth of each of these two primary industry sectors almost to the exclusion of any efforts and strategies that would seek to diversify the economic base of the county.

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

The typical and mostly default position in Lander County toward government programs and incentives has largely been antagonistic. A strong belief in Lander County exists that government’s role is not to directly intervene in and support specific market and private-sector activities. The community has a very strong independent culture and mindset that has historically prevented the public sector, specifically the government of Lander County, in developing and implementing explicit economic development policies and strategies designed to diversify the county’s overall economic base. However, workshop participants noted that this historical antagonism toward government programs and incentives is largely due to a failure to properly inform and educate the public about the role that government programs and incentives can play in a larger economic development and diversification strategy. Workshop participants noted that future economic development efforts and strategy should focus on showing how specific government programs and incentives could potentially benefit people and businesses on an individual level.

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

Overall, workshop participants unanimously agreed that residents throughout Lander County strongly prefer and support developmental programs such as workforce development and technical assistance programs designed to support existing individual and business efforts. While residents will generally support developmental programs over redistributive programs, Lander County has no real history of using more redistributive oriented programs such as redevelopment or tax increment financing to support and spearhead different economic development strategies.

Incremental introduction of ‘test run’ redistributive economic development programs could potentially be used to build future support for new and expanded economic development approaches and strategies that would utilize more redistributive methods. However, workshop

participants noted a strong preference for the development of more developmental programs, such as the development of a comprehensive workforce development program built upon existing efforts already being implemented by the Lander County School District and other partner organizations.

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

In general, workshop participants noted a strong history of public-private collaboration throughout Lander County's history. Notable partnerships and collaborative initiatives have typically emerged between Lander County, the Lander County School District and individual firms within the county's primary industry sectors of mining and agriculture. Financial and in-kind contributions provided by active mining companies in Lander County to the development of the new Lander County Recreation Center in the town of Battle Mountain and to numerous scholarships offered to graduates of the Lander County School District are examples of some of the very successful public-private collaborations in Lander County that have resulted in new public assets and the continued development of the county's workforce.

Lander County has also had a strong positive and collaborative relationship with other educational institutions, for example Great Basin College and University of Nevada Cooperative Extension, and the various farms and ranches operating throughout Lander County. These public sector and private sector organizations, for example, routinely partner on a variety of initiatives ranging from water projects to grazing interests in order to further support and protect the county's vital agricultural sector. These collaborative initiatives between various public sector and private sector entities have been both formal and informal as well as more ad hoc as situations necessitate and more structured and long-term.

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

While workshop participants generally agreed that individuals in Lander County would generally prefer to preserve their current quality of life, workshop participants indicated that individuals in Lander County would likely not have a strong preference for either promoting or curtailing future growth. As already alluded to, workshop participants generally agreed that any future policy or strategy that would either promote or curtail growth would be evaluated on the actual impacts that any individual may or may not experience. Workshop participants unanimously agreed that significantly more education of and engagement with the public is needed in order to move the perception of growth away from a more negative perception to a more positive one. Ultimately, the success or failure of any future economic development initiative or strategy will be directly tied to the ability of those responsible for its development and implementation to demonstrate the positive benefits of future growth on the community's existing quality of life.

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

Historically, workshop participants noted a general unwillingness by key members of the community to share power and empower others to develop and implement new economic development initiatives and strategies. However, workshop participants noted that, over the past

several years, the community has become increasingly more collaborative and that individuals and individual firms have become increasingly willing to ‘pitch in’ on developing and implementing new economic development initiatives and strategies designed to diversify the county’s existing economic base. Similar to the answers provided to the other questions as part of this economic development capacity assessment, workshop participants agreed that significantly more education of and engagement with the public and key stakeholders is needed in order to move the perception of growth away from a more negative perception to a more positive one and as a way of aligning individual personal interests with wider community-based economic development interests.

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

While workshop participants generally agreed that individual citizens in Lander County are generally resistant to change, their resistance usually changes to support once the individual fully understands what the change means for them personally and how the change can positively impact their own quality of life. Again, workshop participants unanimously agreed that significantly more education of and engagement with the public and key stakeholders is needed in order to move the perception of growth away from a more negative perception to a more positive one. Ultimately, workshop participants further agreed that once the change has occurred and once the impacts of that change have been found to be positive, individuals become generally supportive of that initiative. For example, workshop participants noted general initial opposition to the development of a number of new county and community assets including the development of the new Lander County Recreation Center and the new Lander County Administrative Complex in the town of Battle Mountain. But once both projects were completed and individuals began utilizing both community assets, individual citizens and residents eventually became supportive of both initiatives.

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

Given the importance of Lander County’s abundant natural resources, workshop participants outlined a strong preference for conservation and for the protection of the community’s vital natural resources. The protection of water quality and availability, current and future access to public lands and open spaces for recreation and tourism, further responsible development of precious metals and industrial minerals, and the use of land to support current and future agricultural uses were the most important environmental issues highlighted by workshop participants. Workshop participants unanimously agreed that utilization and preservation of various natural and environmental resources are critical to supporting the county’s primary economic sectors, including mining, agriculture, and tourism. Continued growth of these primary economic sectors will greatly depend upon the ability to conserve these natural resources and assets to ensure long-term economic growth, sustainability, and profitability.

5.7 Assessment of Community Environmental Factors for Lander County

During the second community and county-level Comprehensive Economic Development Strategy workshop for Lander County held on August 12, 2019 and August 13, 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 and economic development professionals as soon as possible and is likely 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 environment, economic development policy decisions can 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 further be used to assess the overall relative competitive strength of the factor 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 Lander County is positioned to support and manage future growth and development.

5.7.a Economic Base

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

Table 5.11 – Economic Base	
Lander County Comprehensive Economic Development Strategy Workshop	
Sub-Factor	Average Score
Lack of Dependency on a Single Firm or Industry	1.0
Capacity to Diversify	2.0
Willingness to Diversify	2.0
Average Score – Economic Base	1.7

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 score of 1.0, workshop participants generally agreed that Lander County’s current economic base is highly dependent on a few primary firms and industry sectors, most notably the mining and

agricultural sector. Historically, Lander County’s economy has experienced significant swings of boom and bust due to national and global commodity prices for various precious metals, industrial minerals, and agricultural products. With an average score of 2.0 for capacity to diversify and an average score of 2.0 for willingness to diversify, workshop participants noted a moderate current ability to diversify and a moderate current willingness to diversify in the county. Workshop participants noted that, in order to build future capacity to diversify and a greater willingness to diversify, future economic development efforts and strategies must initially focus on the benefits of diversification to individuals and individual firms currently residing and operating throughout Lander County.

5.7.b Workforce Characteristics

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

Table 5.12 – Workforce Characteristics Lander County Comprehensive Economic Development Strategy Workshop	
Sub-Factor	Average Score
Workforce Size	2.0
Total Employment (If Unemployment Rate is high, mark “Low)	3.0
Proportion in Low Wage Positions	2.0
Average Score – Workforce Characteristics	2.0

Workforce characteristics consists of three separate components, including overall workforce size, the total level of employment (or unemployment) in the community, and the proportion of the current workforce in relatively low wage positions. With an average score of 2.0 for workforce size, workshop participants indicated that, while Lander County is heavily dependent upon the workforce living in neighboring counties for its own workforce, firms operating in Lander County have successfully been able to recruit the necessary workers needed to support current commercial activities without too much difficulty.

With an average score of 3.0, workshop participants generally indicated that Lander County has historically and recently enjoyed relatively low unemployment rates and, with an average score of 2.0, workshop participants generally indicated that a significant number of individuals working in Lander County enjoy relatively high paying wages as a direct result of taking advantage of relatively high pay and high skill employment opportunities in the county’s existing mining and natural resource extraction industry sector. However, workshop participants noted that building a larger residential population and a larger internal workforce is vital to supporting future business recruitment, retention and expansion efforts.

5.7.c Skill

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

Workforce skill characteristics consists of two separate components, including the percentage of the total workforce competent in technology-oriented firms and the percentage of the total workforce competent in professional-oriented firms. With average scores of 2.0 for each of these individual components, workshop participants generally indicated that a moderate percentage of Lander County’s existing workforce is competent in the necessary skill sets required by various technology-oriented firms and various professional-oriented firms. Workshop participants noted that firms within the existing mining industry sector have supported a number of workforce development efforts. Furthermore, several initiatives launched by the Lander County School District have also significantly improved the overall skill set of the county’s total workforce.

Table 5.13 – Workforce Skill Characteristics Lander County Comprehensive Economic Development Strategy Workshop	
Sub-Factor	Average Score
Percent Competent in Technology-Oriented Firms	2.0
Percent Competent in Professional-Oriented Firms	2.0
Average Score – Workforce Skill	2.0

However, with an average score of 2.0 for workforce skill characteristics in general, workshop participants indicated that there still remains a significant need to invest in expanding existing workforce development programs and to create new programs that will further improve the overall technology-oriented and professionally-oriented skill set of the county’s workforce. Continued development and improvement of the county’s existing workforce was identified by workshop participants as a primary area of focus for the next five years.

5.7.d Land and Physical Capital

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

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. With an average overall score of 2.4 for land and physical capital, workshop participants noted that the availability of vacant land, the availability of underused land, existing access to utilities, and overall access to transportation each represent a moderate to high economic development asset for Lander County. Availability of vacant land to support future economic development

efforts received a high score with an average of 3.0 and the availability of underused land to support future economic development efforts received a moderate score with an average of 2.0. Workshop participants did note that current patterns of federally owned land throughout Lander County do represent a significant challenge but that the county has been successful in resolving and mitigating the impacts of this barrier in the past.

Table 5.14 – Land and Physical Capital Lander County Comprehensive Economic Development Strategy Workshop	
Sub-Factor	Average Score
Availability of Vacant Land	3.0
Availability of Underused Land	2.0
Access to Utilities (Including Communication)	2.0
Access to Transportation (Highways, Airports, etc.)	2.5
Average Score – Land and Physical Capital	2.4

Access to utilities, including communication utilities, received a moderate average score of 2.0. Workshop participants noted that, while existing utilities and access to utilities are sufficient to support existing levels of economic activity, considerable future investment in new utilities and overall improvement in utility access will be needed to support future economic development activities. With an average score of 2.5, workshop participants noted that access to transportation is a moderate to high level economic development asset for Lander County. As previously mentioned, Lander County has historically been able to utilize its central location and access to U.S. Interstate 80 and a major railroad network in the northern portion of the county and U.S. Highway 50 in the southern portion of the county as part of its overall economic development and . Workshop participants did note that further investment into the existing airport in the town of Battle Mountain and additional north-south connections between the northern and southern portions of the county will be needed to support future economic development initiatives and strategies.

5.7.e Energy

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

Energy consists of three separate components, including reliability, access, and price. With an average score of 2.0 for energy, and an average score of 2.0 for reliability, access and price, workshop participants generally agreed that current levels of reliability, access, and price of energy in Lander County represent moderate levels of economic development assets for the county. Relative to other counties and communities throughout the Northeastern Nevada

Regional Development Authority region and throughout the state of Nevada, workshop participants generally agreed that the reliability, access to, and price of energy in Lander County is fairly competitive.

Table 5.15 - Energy	
Lander County Comprehensive Economic Development Strategy Workshop	
Sub-Factor	Average Score
Reliability	2.0
Access	2.0
Price	2.0
Average Score – Energy	2.0

While workshop participants noted a fairly significant competitive advantage in regard to the reliability, access, and price of electricity in Lander County, workshop participants also noted that additional investment in energy access will be needed to support future business and industrial development. Specifically, workshop participants identified a number of needed energy infrastructure needs at the designated industrial park in the town of Battle Mountain that will be needed to support future growth and development.

5.7.f Financial Capital

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

Table 5.16 – Financial Capital	
Lander County Comprehensive Economic Development Strategy Workshop	
Sub-Factor	Average Score
Predisposition of Local Banks to Lend	1.0
Ability to Secure Gap Financing	1.0
Ability to Secure Venture Capital	1.0
Ability to Secure Angel Capital	1.0
Average Score – Financial Capital	1.0

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 identified financial capital, with an overall average score of 1.0, as one of the weakest economic development assets in Lander County. The predisposition of local banks to lend, the ability to secure gap financing, the ability to secure venture capital, and the ability to secure angel capital also received average scores of 1.0 from workshop participants. In general, workshop participants agreed that the lack of available financial capital has been a primary barrier to new business creation and existing business retention and expansion in Lander County.

Workshop participants noted that significant improvements in the availability of financial capital, either by encouraging existing local banks to lend, creating new sources of gap financing, and creating new sources of both venture and angel capital for start-up businesses and entrepreneurs should all be a priority focus for Lander County’s future economic development initiatives and strategies. Workshop participants suggested that future efforts to create new sources of capital should include working collaboratively with large firms currently operating in Lander County and throughout the Northeastern Nevada Regional Development Authority region as a way of creating new pools of start-up venture and angel capital.

5.7.g Tax Structure

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

Table 5.17 – Tax Structure	
Lander County Comprehensive Economic Development Strategy Workshop	
Sub-Factor	Average Score
Favorability to Businesses	3.0
Favorability to Retirees	3.0
Favorability to Residents	3.0
Average Score – Tax Structure	3.0

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 score of 3.0, workshop participants unanimously agreed that Lander County’s overall tax structure is a primary economic development advantage for the county. Workshop participants noted that the lack of any income tax, relatively low property tax and sales tax rates, and relatively low business license fees creates an extremely favorable tax environment for individual businesses, individual retirees, and individual residents. Workshop participants unanimously agreed that Lander County’s extremely favorable tax structure should

be better marketed and communicated to potential new businesses and residents as part of any future set of economic development initiatives and strategies.

5.7.h Regional Culture

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

Table 5.18 – Regional Culture	
Lander County Comprehensive Economic Development Strategy Workshop	
Sub-Factor	Average Score
Support for Business	2.0
Willingness to Risk Personal Capital (Personal Funds)	1.5
Willingness to Accept Possible Externalities (Market Risk)	2.0
Willingness to Alter the Status Quo	3.0
Average Score – Regional Culture	2.1

With an average overall score of 2.1, workshop participants indicated a moderate level of support within the wider northeastern Nevada region’s and community’s culture for the business community in general and the overall willingness of individuals to accept the risk associated with business start-up and entrepreneurial activities. While willingness to alter the status quo in order to support new growth and economic development was ranked as high with an average score of 3.0, general support for the business community was ranked moderate with an average score of 2.0, personal willingness to risk personal capital was ranked between low and moderate with an average score of 1.5, and the willingness to accept possible externalities was ranked moderate with an average score of 2.0.

Workshop participants indicated that future business start-up and entrepreneurial development strategies will need to focus on minimizing the amount of personal risk that individuals face and helping individuals overcome the obstacles to success that inherently exist in new business creation activities in order to encourage individuals to engage in new business start-up and entrepreneurial efforts. Additional education of and outreach with the public and prospective new business owners and entrepreneurs was identified as one way in which the overall

willingness to risk personal capital, the overall willingness to accept possible externalities and market risk, and the overall willingness to alter the status quo could potentially be improved.

5.7.i Geography

Table 5.19 presents the results of the environmental factors assessment for geography. The average score for each individual sub-factor and for the primary environmental factor based on the 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, the community’s proximity to key economic centers, and the community’s overall access to national and international markets. Workshop participants ranked Lander County’s geography, with an average overall score of 2.1, as a moderate economic development asset. While workshop participants highlighted Lander County’s central geographic location within the Northeastern Nevada Regional Development Authority region, workshop participants also noted that certain commercial and industrial development initiatives will be somewhat difficult to complete given the county’s climate, topography, proximity to key economic centers, and the community’s ability to access vital national and international markets.

Table 5.19 - Geography	
Lander County Comprehensive Economic Development Strategy Workshop	
Sub-Factor	Average Score
Desirability of Climate	2.0
Desirability of Topography	2.0
Proximity to Key Economic Centers	2.5
Access to National and International Markets	2.0
Average Score – Geography	2.1

Workshop participants ranked both the desirability of climate and the desirability of topography as moderate, each with an average score of 2.0. Access to national and international markets was also ranked moderate with an average score of 2.0. Workshop participants, however, did score Lander County’s existing proximity to key economic centers throughout the region and even to much of the western United States as moderate to high with an average score of 2.5. Existing transportation assets such as U.S. Interstate 80, a major railroad, and the airport in the town of Battle Mountain and U.S. Highway 50 in the southern portion of the county are major transportation assets that have enabled Lander County to broaden its economic reach. Further development, utilization and marketing of these transportation assets will be a vital element of the county’s future economic development initiatives and strategies.

5.7.j Research Environment

Table 5.20 presents the results of the environmental factors assessment for research environment. The average score for each individual sub-factor and for the primary environmental factor based on the 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 ranked the overall research environment of Lander County as low, with an overall average score of 1.0. Each individual component, including linkages to universities, access to the Internet and broadband connectivity, and access to private laboratories as low as well, each with an average score 1.0. Workshop participants noted that overall general improvement in Internet and broadband connectivity should be a primary area of focus for the county’s overall economic development strategy. Workshop participant generally agreed that future investment in overall Internet and broadband connectivity would significantly improve overall business recruitment, retention and expansion efforts and would significantly improve individual residential access to broader markets.

Table 5.20 – Research Environment Lander County Comprehensive Economic Development Strategy Workshop	
Sub-Factor	Average Score
Linkage to University(ies) (Public and Private Colleges)	1.0
Access to the Internet and Broadband Connectivity	1.0
Access to Private Laboratories (Research Facilities)	1.0
Average Score – Research Environment	1.0

Improved linkages to universities and access to private laboratories, as determined by workshop participants, should also be tied to continued development and growth of the county’s existing primary industry sectors, including mining and agriculture. Workshop participants generally agreed that Lander County could benefit by creating additional down-stream and up-stream value chain linkages within these primary industry sectors by improving the overall linkages with both public and private universities and by improving the overall access to private laboratories and research facilities.

5.8 Standard, Creative, and Tactical Placemaking Assessment

During the second community and county-level Comprehensive Economic Development Strategy workshop for Lander County held on August 12, 2019 and August 13, 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.

Table 5.21 – Standard, Creative, and Tactical Placemaking Assessment Question 1 through Question 10 Lander County 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		

Workshop participants generally noted a number of community assets that contributes to Lander County’s overall sense of community including the encouragement of art in public places, a number of festivals, fairs, and outdoor concerts, regular Farmer’s Markets, utilization of public and institutional buildings as focal points within the community, active engagement and promotion of historic preservation, and dedicated public spaces and buildings with historic significance. Lander County also has an active visitors and convention bureau and there are two active chambers of commerce, one in the town of Austin and one in the town of Battle Mountain.

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.

Table 5.22 – Standard, Creative, and Tactical Placemaking Assessment Question 11 through Question 18 Lander County 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	

Workshop participants agreed that the current land use master plan encourages the creation of quality public spaces and encourages the development of spaces in dense areas of the community for various social and community gathering activities. Lander County also has an existing sign ordinance that permits a number of decorative banners and appropriate temporary signs to advertise festivals and special events. Lander County’s existing land use master plan, zoning ordinances, and codes also permits food trucks and carts on public spaces and also allows related commercial activities near existing recreational and/or heritage sits.

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.

Table 5.23 – Standard, Creative, and Tactical Placemaking Assessment Question 19 through Question 32 Lander County 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	

For the remaining 14 questions, workshop participants identified a number of critical standard, creative, and tactical placemaking areas in which the county could improve in. Specifically, workshop participants noted that the county does not have any type of entrepreneurship incubator, innovation incubator, kitchen incubator, or other similar program at any level of development. Other areas of standard, creative, and tactical placemaking efforts lacking in Lander County, according to workshop participants, include the development of any type of public transportation including ride-share, car-share or bike-share programs. Another area that workshop participants identified as lacking in-terms of standard, creative, and tactical placemaking includes the development of additional standards for the type and quality of building materials for public buildings.

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?”.

In regard to evaluating Lander County’s Baseline Capacity, in-terms of the county’s overall community and economic development readiness, workshop participants answered “Yes” to all but one question. Workshop participants noted that the county and the county’s private sector have significantly invested in a number of baseline community and economic development assets including ensuring that the county’s water system meets and exceeds various state and federal standards and that the existing water system is capable of supporting future growth. Workshop participants further noted that the county has encouraged the use of water meters for individual residential and business properties and that the current waste water system meets and exceeds applicable state and federal standards and is sufficient to support future growth. One area requiring additional investment and attention, according to workshop participants, is the development of a storm water drainage and flood retention system designed to protect critical community and economic development assets.

Other critical areas of existing public services currently include an adequate road and street system, fire protection services, police and law enforcement services, and available emergency medical services. Lander County also benefits from having a well-developed set of clinical and primary care health services and a hospital located in the town of Battle Mountain. Workshop participants further noted the availability of local immunization services, the presence of an assisted living facility, and the availability of single and multi-family rental housing for low to moderate income level households.

While there is room for improvement, workshop participants further noted the general availability of phone services and local Internet access and the presence of various local

businesses that provide basic goods and services to the existing residential population. However, workshop participants did note that local phone services, access to Internet and broadband communication services, and expanded retail and commercial services will need to be expanded upon in order to support future residential and business growth and development.

Table 5.24 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Baseline Capacity Statements and Table 5.25 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Civic Capacity Statements.

Table 5.24 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Baseline Capacity Statements						
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					

Unlike their answers for Baseline Capacity, workshop participants answered “Yes” for just two of the Civic Capacity statements, noting that there currently is a recognized community and economic development group with structures and procedures designed to sustain positive action

throughout the community and that the county’s current economic development processes are open and participatory.

Table 5.25 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Civic Capacity Statements						
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						
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 answered “Actively Making Progress” to seven total Civic Capacity statements, noting that county is making progress in developing a clear vision for its present and future, that the county is making progress in considering its own strengths, weaknesses, opportunities and threats in developing its comprehensive strategic economic development plan, and that the county is making active progress in taking into account various regional and statewide economic development strategies and opportunities. Workshop participants answered “Little Progress to Date” for nine Civic Capacity statements and answered “No Action Yet” for four additional Civic Capacity Statements. Specifically, workshop participants answered “No Action Yet” in celebrating community successes, in developing skills and technical knowledge for the community’s leaders that are needed to work effectively in the community, to developing a culture of entrepreneurship that recognizes and rewards new ideas, innovations, partnership, and collaboration, and in ensuring that existing community boards, organizations and councils/commissions have no open positions and that a pool of volunteers to fill vacancies if they arise exists.

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” for ten total statements, answered “Actively Making Progress” for four total statements, answered “Little Progress to Date” for seven total statements, and answered “No Action Yet” for six total statements. Key areas of needed improvement in regard to overall Economic Development Capacity included the establishment or group that can provide broker assistance to start-up businesses or entrepreneurs, broker assistance to help retain and expand existing local businesses and industries, and focus on targeted recruitment of new retail, service, and industrial businesses. There has also been little progress made in increasing the stock of available buildings zoned for and ready for occupancy of industrial uses at reasonable market rates. Little progress has also been made in encouraging local business owners and industry representatives to commit to working with the community on identifying and completing needed economic development improvements and in further diversifying the county’s overall economic base.

Table 5.26 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Economic Development Capacity Statements						
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						
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 six Economic Development Capacity statements that workshop participants answered “No Action Yet”, workshop participants identified three specific Economic Development Capacity areas that should be part of the focus for any future comprehensive economic development plan for Lander County. Workshop participants expressed a desire for improving the overall availability of financial resources that are available for future business and industrial development, for creating a focused business development organization that will coordinate local efforts and market the community’s available assets in order to develop, negotiation and close future public-private partnerships, and to further develop a capable and productive workforce needed to fuel future business and industrial development efforts.

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 13 total statements, answered “Actively Making Progress” for three total statements, answered “Little Progress to Date” for one individual statement, and answered “No Action Yet” for two statements.

Workshop participants noted that the county has actively made progress in making community clean-up and beautification a top priority, in cultivating a positive working relationship with the private sector, and in developing sustainable approaches to community and economic development. One area that the county has made little progress in, according to workshop

participants, has been the development of childcare services sufficient to meet current local needs.

Table 5.27 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Community Development Capacity Statements						
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					

Workshop participants further noted that no action has been taken in developing a public transportation system and that no action has been taken in developing a specific youth center or youth-oriented services that are not directly tied to the existing services and programs offered through the Lander County School District. Workshop participants indicated that the development of a youth center and additional youth-oriented services will be needed in order to attract additional population to the county in order to support future growth of the county's available workforce.

In regard to Part 2 of the Standard, Creative, and Tactical Placemaking Assessment, workshop participants noted four general areas in which additional investment will be needed. Specifically, workshop participants advocated for additional support for and growth in an active arts community in order to improve the overall attractiveness of the community to new potential residents. Workshop participants further noted that additional retailers should be actively recruited and that developing a comprehensive entrepreneurship incubator, innovation incubator, kitchen incubator or similar programs could significantly improve the county's existing retail and commercial sector. Additionally, workshop participants noted that investment and encouragement of additional ride-share programs for within-county and outside-county travel is needed to offset the lack of available public transportation within Lander County and throughout the Northeastern Nevada Regional Development Authority region.

6.0 Analysis: Community, Regional, and Industry Assessment

This section presents an overview of industry and workforce characteristics for Lander County provided by the Nevada Governor’s Office of Economic Development as well as a comprehensive overview of the results 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 Lander 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 the total number of jobs between 2013 and 2018 and the location quotient for the 15 largest industry sectors in Lander County as provided by the Nevada Governor’s Office of Economic Development. The industry sectors with positive growth in the total number of new jobs between 2013 and 2018 are highlighted.

In both 2013 and 2018, the Mining, Quarrying, and Oil and Gas Extraction industry sector was the single largest industry sector in Lander County, employing a total of 2,109 individuals in 2013 and employing a total of 2,123 individuals in 2018, a net increase of 104 total jobs or 5.0 percent. The Mining, Quarrying, and Oil and Gas Extraction industry sector had a location quotient of 141.56 in 2018, making this industry sector the single largest exporting industry sector in Lander County.

Government was the second largest industry sector in Lander County in both 2013 and 2018, employing a total of 575 individuals in 2013 and a total of 554 total individuals in 2018. While Government was the second largest industry sector in Lander County, total employment in the Government industry sector declined by a total of 21 total jobs or -4.0 percent between 2013 and 2018. The Government industry sector was also one of just three industry sectors in Lander County with a location quotient greater than 1.0 in 2018, with a location quotient of 1.02. Retail

Trade was the third largest industry sector in Lander County in both 2013 and 2018, employing a total of 281 individuals in 2013 and a total of 229 individuals in 2018, decreasing between 2013 and 2018 by a total of 52 jobs or -19.0 percent. The Retail Trade industry sector was a net importer in 2018, with a location quotient of just 0.62 indicating that the existing Retail Trade industry sector in Lander County was unable to satisfy local market demand for various retail goods and services.

Table 6.1 – Industry (Employer) Characteristics Lander 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
Mining, Quarrying, and Oil and Gas Extraction	2,019	2,123	104	5.0%	141.56
Government	575	554	-21	-4.0%	1.02
Retail Trade	281	229	-52	-19.0%	0.62
Accommodation and Food Services	133	135	2	2.0%	0.43
Transportation and Warehousing	190	119	-71	-37.0%	0.91
Agriculture, Forestry, Fishing and Hunting	99	109	10	10.0%	2.57
Other Services (except Public Administration)	92	87	-5	-5.0%	0.51
Arts, Entertainment, and Recreation	87	51	-36	-41.0%	0.81
Administrative and Support and Waste Management	30	36	6	20.0%	0.16
Construction	207	31	-176	-85.0%	0.15
Health Care and Social Assistance	25	22	-3	-12.0%	0.05
Finance and Insurance	12	17	5	42.0%	0.12
Real Estate and Rental and Leasing	15	14	-1	-7.0%	0.24
Manufacturing	31	13	-18	-58.0%	0.04
Professional, Scientific, and Technical Services	12	10	-2	-17.0%	0.04

Source: Nevada Governor's Office of Economic Development

Of the 15 industry sectors listed in Table 6.1, only three other industry sectors, in addition to the Mining, Quarrying, and Oil and Gas Extraction industry sector, recorded positive growth in new employment between 2013 and 2018 in Lander County. Between 2013 and 2018, the total number of jobs provided in the Accommodation and Food Services industry sector increased from a total of 133 jobs in 2013 to a total of 135 jobs in 2018, a net increase of just two additional jobs or 2.0 percent. The total number of jobs provided in the Agriculture, Forestry,

Fishing and Hunting industry sector increased from a total of 99 jobs in 2013 to a total of 109 jobs in 2018, a net increase of just ten additional jobs or 10.0 percent. The Agriculture, Forestry, Fishing and Hunting industry sector was also one of just three industry sectors in Lander County with a location quotient greater than 1.0 in 2018, with a location quotient of 2.57. The total number of jobs in the Administrative and Support and Waste Management industry sector increased from a total of 30 jobs in 2013 to a total of 36 jobs in 2018, a net increase of just six additional jobs or 20.0 percent.

Table 6.2 presents the change in total number of jobs between 2013 and 2018 and the location quotient for the 20 largest occupation sectors in Lander County as provided by the Nevada Governor's Office of Economic Development. The industry sectors with positive growth in the total number of new jobs between 2013 and 2018 are highlighted.

In both 2013 and 2018, Construction and Extraction was the single largest occupation sector in Lander County, employing a total of 948 individuals in 2013 and employing a total of 904 individuals in 2018. Despite the importance of the Construction and Extraction occupation sector to Lander County's overall economic base, the total number of individuals employed in the Construction and Extraction occupation sector decreased by a total of 44 jobs, or -5.0 percent, between 2013 and 2018. The Construction and Extraction occupation sector was one of just seven occupation sectors with a location quotient greater than 1.0 in 2018, with a location quotient of 5.46.

The Installation, Maintenance, and Repair occupation sector was the second largest occupation sector in Lander County in both 2013 and 2018, employing a total of 483 individuals in 2013 and employing a total of 469 individuals in 2018, decreasing between 2013 and 2018 by a total of 14 jobs or -3.0 percent. The Installation, Maintenance, and Repair occupation sector also had a location quotient greater than 1.0 in 2018, with a location quotient of 3.31. The Transportation and Material Moving occupation sector was the third largest occupation sector in Lander County in 2013 and 2018, employing a total of 483 individuals in 2013 and employing a total of 441 individuals in 2018, decreasing between 2013 and 2018 by a total of 42 jobs or -9.0 percent. The Transportation and Material Moving occupation sector also had a location quotient greater than 1.0 in 2018, with a location quotient of 1.79.

Of the 20 occupation sectors listed in Table 6.2, only four occupation sectors recorded positive growth in total employment between 2013 and 2018 in Lander County. Between 2013 and 2018, the total number of jobs in the Production occupation sector increased from 197 total jobs in 2013 to 215 total jobs in 2018, a net increase of 18 total jobs or 9.0 percent. The total number of jobs in the Life, Physical, and Social Science occupation sector increased from 123 total jobs in 2013 to 128 total jobs in 2018, a net increase of just five total jobs or 4.0 percent. The total number of jobs in the Protective Service occupation sector increased from 45 total jobs in 2013 to 69 total jobs in 2018, a net increase of 24 total jobs or 53.0 percent. The total number of jobs in the Farming, Fishing, and Forestry occupation sector increased from 49 total jobs in 2013 to 42 total jobs in 2018, a net increase of just three total jobs or 6.0 percent. The only other non-negative occupation sector, in-terms of job growth, was the Community and Social Service occupation sector, with a total number of jobs of 17 in both 2013 and 2018.

Table 6.2 – Occupation (Employee) Characteristics Lander 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
Construction and Extraction	948	904	-44	-5.0%	5.46
Installation, Maintenance, and Repair	483	469	-14	-3.0%	3.31
Transportation and Material Moving	483	441	-42	-9.0%	1.79
Office and Administrative Support	303	250	-53	-17.0%	0.47
Production	197	215	18	9.0%	1.01
Sales and Related	208	168	-40	-19.0%	0.47
Management	193	168	-25	-13.0%	0.82
Food Preparation and Serving Related	161	149	-12	-7.0%	0.49
Education, Training and Library	140	137	-3	-2.0%	0.67
Life, Physical, and Social Science	123	128	5	4.0%	4.32
Architecture and Engineering	140	116	-24	-17.0%	1.89
Healthcare Practitioners and Technical	111	82	-29	-26.0%	0.41
Building and Grounds Cleaning and Maintenance	81	69	-12	-15.0%	0.52
Protective Service	45	69	24	53.0%	0.85
Business and Financial Operations	77	69	-8	-10.0%	0.37
Farming, Fishing, and Forestry	49	52	3	6.0%	1.94
Personal Care and Service	53	51	-2	-4.0%	0.33
Healthcare Support	34	25	-9	-26.0%	0.25
Community and Social Service	17	17	0	0.0%	0.28
Computer and Mathematical	16	15	-1	-6.0%	0.14

Source: Nevada Governor's Office of Economic Development

In addition to the Construction and Extraction occupation sector, the Installation, Maintenance, and Repair occupation sector, and the Transportation and Material Moving occupation sector, just four other occupation sectors had location quotients greater than 1.0 in 2018. In 2018, the location quotient for the Production occupation sector was 1.01 and the location quotient for the

Life, Physical, and Social Science occupation sector was 4.32. The location quotient for the Architecture and Engineering occupation sector in 2018 was 1.89 and the location quotient for the Farming, Fishing, and Forestry occupation sector in 2018 was 1.94.

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 Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019 were asked to identify the specific demand conditions, factor conditions, firm strategy, rivalry and composition, and related and supporting industries for Lander County using the industry sector and occupation sector data 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?

Demand conditions are defined as the conditions that influence demand for goods or services produced in a community or defined region. Chief among the demand conditions for Lander County identified by workshop participants were those conditions directly related to the Mining, Quarrying, and Oil and Gas Extraction industry sector and the Construction and Extraction occupation sector. Workshop participants noted that there is a significant opportunity in Lander County to capture other production, processing, manufacturing, transportation and logistical activities associated with both industry and occupation sectors. Further investment in existing transportation infrastructure, including existing major federal interstates and highways in the county, existing state highways, and rail and air infrastructure, would allow existing firms in both industry and occupation sectors to center more of their value added production in Lander County. Additional transportation infrastructure investment would also allow other firms in other industry and occupation sectors, most notably the Transportation and Warehousing industry sector and the Agriculture, Forestry, Fishing and Hunting industry sector, to further expand their current operations.

Workshop participants also noted additional demand conditions for the Arts, Entertainment, and Recreation industry sector and the Retail Trade industry sector. In regard to Arts, Entertainment, and Recreation, workshop participants identified a number of specific demand conditions including increased demand for arts, entertainment, and recreation opportunities and for additional special events. Workshop participants noted that additional investment in the

Accommodation and Food Services industry sector, specifically increasing the number of available lodging establishments in Lander County, is needed in order to expand and grow both the Arts, Entertainment, and Recreation industry sector and the Retail Trade industry sector.

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. Chief among the factor conditions identified by workshop participants included the need to further improve both the quantity and quality of water to support specific industry sectors including the Transportation and Warehousing industry sector, the Agriculture, Forestry, Fishing and Hunting industry sector, and the Manufacturing industry sector. Workshop participants further noted a number of critical infrastructure improvements needed to support growth of specific industry sectors. Specifically needed infrastructure improvement investment, as identified by workshop participants, include improvement in water storage and delivery, sewer systems, improvement in county-owned and maintained roads, general improvement in broadband and telecommunication infrastructure, electricity, and improved ‘curb appeal’ through investment in curbs, gutters and sidewalks. Workshop participants also identified two specific needed major infrastructure projects including the expansion of a railroad spur in Battle Mountain and the improvement of the airports and airfields in Austin, Battle Mountain, and Kingston.

Another critical factor condition, as identified by workshop participants, directly relates to the county’s existing workforce. While workshop participants noted that the county’s existing workforce is relatively highly skilled, Lander County still heavily depends on the importation of a workforce from surrounding counties and population centers in order to satisfy the demand for workers in the county’s primary industry sectors. Workshop participants noted that additional investment in building a larger population base will be needed in order to support future growth throughout the county’s primary industry sectors. The approval and development of additional housing units, across a variety of types and income categories, is needed in order to attract new residents to the county. Further investment in Lander County’s public schools, continued growth of and investment in Lander County’s Retail Trade industry sector, and continued investment in various amenities and public space aesthetics are specific factor conditions, as identified by workshop participants, needed to attract new residents and new workers to Lander County.

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. Overall, workshop participants noted that there is significant potential for Lander County’s overall mix and composition of businesses due to the ongoing development of a new Federal lands bill that will provide significantly new amounts of land to support future private sector development and investment. Lander County’s existing primary industry sectors, as identified by workshop participants, including Mining, Quarrying, and Oil and Gas Extraction, Government, and Agriculture, Forestry, Fishing and Hunting, will benefit significantly from the existing Federal lands bill. Based upon the existing mix of businesses in Lander County, workshop participants noted significant opportunities in the areas of aerospace, advanced manufacturing, technology, and the trades (specifically HVAC technicians, electricians, and plumbers).

Workshop participants also noted that future growth in the Accommodation and Food Services industry sector will require future investment in the general aesthetics of key commercial corridors through the continued implementation of the state’s Main Street Program. Workshop participants suggested developing a refurbishment and revitalization program targeting existing hotel and motel properties located throughout Lander County. The establishment of a targeted abatement program or match program could be used to incentivize general investment in the county’s Accommodation and Food Services industry sector. Workshop participants noted that improvement and investment in the revitalization and improvement of the county’s existing hotel and motel property stock is essential to supporting growth and expansion in other targeted industry and occupation sectors.

Related and supporting industries are defined as the firms within and between industries that buy and sell from each other and, 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 the need for more customers (buyers) and suppliers (individual firms) in the service retail area to the internal production and sale of major commodity products currently used by major community and regional employers including firms in the Mining, Quarrying, and Oil and Gas Extraction industry sector. Increased production of irrigation equipment and parts, tractors, and other major farm and ranch pieces of equipment within the community and throughout the region could further support individual firms in the Agriculture, Forestry, Fishing and Hunting industry sector and improved farm-to-table program development and implementation could expand local and regional consumption of farm products produced by these firms. Workshop participants also noted the potential for hemp production by firms in the Agriculture, Forestry, Fishing and Hunting industry sector already operating in Lander County. Nationally, the demand for hemp has increased significantly but individual farms in Lander County have been slow to shift production to this particular crop.

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 Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019 were asked to identify specific industry and occupation clusters that Lander County, 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?

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- What industries may be viable future local and regional industries?
 - What industries are declining in your community and region but may be worth reviving?

Workshop participants identified six specific industry sectors and areas that should be explored further. Chief among the industry sectors workshop participants identified as worth further exploration included the Manufacturing industry sector. Workshop participants noted that expanded production in machine working, mining related manufacturing, and parts, chemical and equipment production are areas in which growth in the county's existing Manufacturing industry sector could help support and grow activity in existing critical industry and occupation sectors. The recruitment of firearm and firearm related manufacturing is another specific area of manufacturing that Lander County could directly take advantage of through the direct recruitment of existing firearm and firearm related manufacturers from California and throughout various northwestern states. Other key industry sectors and areas that workshop participants identified as deserving further exploration include transportation (industrial, hauling of freight and ore, etc.), healthcare (both services and equipment), the trades (vocational and trades programming), tourism, and defense and aerospace.

Only two industry sectors and areas that should be avoided or de-prioritized were identified by workshop participants. First, workshop participants noted that renewable energy should be avoided and de-prioritized as part of Lander County's new five-year Comprehensive Economic Development Strategy. Workshop participants noted that there is little to no support or interest in further investment into large scale renewable energy production in Lander County. Furthermore, workshop participants noted that the availability of land to support large scale renewable energy production in Lander County is quickly running out and that available land could be used to support the development of new and emerging industry sectors that produce more and higher-paying jobs. Second, workshop participants noted that active and direct investment in gambling and gaming-related tourism should also be avoided. Workshop participants noted that gaming-related tourism and gambling has never been a significant industry sector or area for Lander County and that investment in natural resource and outdoor-based recreation is a better fit for the community's existing culture and identity.

Five separate industry sectors and areas that may be viable in the near future were identified by workshop participants. Specifically, workshop participants identified defense contracting (for aerospace and space exploration), alternative agriculture (hemp production), high tech transportation development (electric and autonomous vehicles), manufacturing and test center, and automation as industry sectors and areas that might be viable in the near future for Lander County. Workshop participants selected these five industry sectors and areas because each of these industry sectors and areas can take advantage of existing strengths and assets that already exist in the county including an already fairly high skilled workforce, a large availability of land needed to support these sectors and areas, and the relatively strong access to larger regional, national and international markets that already exists in Lander County. Each of these industry sectors and areas are also natural extensions of existing industry sectors and areas that already have a large presence in Lander County including the Mining, Quarrying, and Oil and Gas Extraction industry sector, the Transportation and Warehousing industry sector, the

Manufacturing industry sector, the Agriculture, Forestry, Fishing and Hunting industry sector, and the Professional, Scientific, and Technical Services industry sector.

Workshop participants identified three specific industry sectors and areas that, despite their recent decline, should be revisited as part of Lander County's new five-year Comprehensive Economic Development Strategy. First, workshop participants suggested revisiting investment strategies for the Accommodation and Food Services industry sector with specific focus on improvement in the county's stock of non-gaming lodging properties. Workshop participants noted that the county is in need of additional non-gaming property hotel and motel rooms in the county's primary population centers, including Austin, Battle Mountain, and Kingston, in order to support increased tourism. Second, workshop participants suggested increased investment in the Transportation and Warehousing industry sector through targeted investment in the county's existing airports and airfields located in Austin, Battle Mountain, and Kingston. Increased capacity at each of these locations would allow for increased 'fly-in' tourism, increased use of public lands by federal and state agencies for various training purposes, and for the further support of firms in the Mining, Quarrying, and Oil and Gas Extraction industry sector already operating in Lander County. And third, workshop participants suggested additional investment in non-gaming oriented tourism as an area of possible future investment as part of the county's new five-year Comprehensive Economic Development Strategy. While tourism has generally declined in Lander County over the past few years, the county's many natural resources and assets could potentially be better developed and marketed to a wider audience of individuals seeking a 'authentic western outdoor experience' in order to further grow the county's existing Arts, Entertainment, and Recreation industry sector.

6.4 Developing Strategies for Targeted Community and Regional Industry and Occupation Clusters

As part of Stronger Economies Together Module 4, *Exploring Strategies for Enhancing the Regional Economy*, participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019 were 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 Lander County's new five-year Comprehensive Economic Development Strategy. As part of this process, workshop participants first evaluated the overall capacity of five specific industry and occupation clusters including healthcare, the trades, manufacturing, transportation, and tourism.

First, in the healthcare industry and occupation sector and area, workshop participants indicated that the overall capacity to support future growth is average, noting that there has been significant investment made into existing healthcare infrastructure, notably the continued expansion of the Battle Mountain Hospital, and into new healthcare technology, including the development of new telemedicine services. Limiting factors preventing future growth in the healthcare industry and occupation sector and area are mostly focused on the availability of a skilled and qualified workforce needed in this industry and occupation sector and area. Second,

in the trades industry and occupation sector and area, workshop participants noted that the overall capacity to support future growth is relatively low. While there is significant demand for increased trades and vocational skilled workers throughout Lander County and throughout the Northeastern Nevada Regional Development Authority region, additional investment in various trades and vocational training programs will be needed. Specifically, workshop participants suggested investing in the future expansion of existing trades and vocational training programming currently offered through the Lander County School District.

Third, workshop participants noted medium to high capacity to support further growth in the manufacturing industry and occupation sector and area. Workshop participants noted that Lander County has already committed approximately \$7.5 million in various improvements for the industrial park located in Battle Mountain adjacent to the Battle Mountain Airport with nearly half of that commitment having already been spent. Fourth, workshop participants noted medium to high capacity to support further growth in the transportation industry and occupation sector and area. While Lander County already benefits from existing significant infrastructure assets (federal Interstate and highways, state highways, major railroad infrastructure, and airports and airfields), significantly more investment in the revitalization of state-owned transportation infrastructure by various state agencies, including the Nevada Department of Transportation, is needed. Workshop participants noted that existing and emerging industry standards need to be better understood and incorporated into the future investment of the county's existing transportation infrastructure.

Fifth, and finally, workshop participants noted limited capacity in supporting future growth in the county's existing and future tourism industry and occupation sector and area. With a noted desire to move away from gaming and gambling-related tourism and a noted desire to take better advantage of existing natural and outdoor tourism-related assets, workshop participants further noted the need to develop a much stronger regional approach to tourism-related economic development strategies. The need for additional marketing dollars and private investment into the development of new hotels, motels, accommodations and refurbishment and revitalization of existing hotel and motel properties were each identified as critical elements for improving the county's overall tourism industry and occupation sector and area.

Workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019 were also asked to develop a list of possible creation, attraction, retention, and expansion strategies for each of these five targeted industry and occupation sectors and areas that could potentially be incorporated into Lander County's new five-year Comprehensive Economic Development Strategy. These various creation, attraction, retention, and expansion strategies are either currently being employed and could be expanded upon or should be developed as part of the county's new five-year Comprehensive Economic Development Strategy.

The following is a list of the various *creation* strategies developed by workshop participants:

- **Small Business Development:** workshop participants expressed a strong desire for active engagement by the Nevada Small Business Development Center in providing technical

and financial assistance to new small business start-ups in Lander County; improved technical assistance should include additional provision and analysis of market data to prospective new business start-ups.

- **Entrepreneurial Education:** workshop participants indicated that, in addition to direct small business development and technical and financial assistance, additional entrepreneurial education is needed; workshop participants suggested increased partnership with organizations such as the Ozmen Center for Entrepreneurship (part of the College of Business at the University of Nevada, Reno); workshop participants suggested developing and implementing a comprehensive entrepreneurship curriculum throughout the Lander County School District.
- **Infrastructure Investment:** through the continued implementation of the state's Main Street Program, administered by the Nevada Governor's Office of Economic Development, workshop participants identified the need for increased infrastructure investment in critical commercial corridors in both Austin and Battle Mountain (sidewalks, curbs, gutters, etc.) as a way of improving the general walkability and appeal of possible new business creation areas.
- **Development and Use of Incentives:** in addition to increased technical and financial assistance, workshop participants identified the need for targeted incentives designed to encourage new business creation in selected industry and occupation sectors and industries; development and use of incentives should be done locally and regionally and in coordination with existing state programs offered through the Nevada Governor's Office of Economic and the Nevada Department of Business and Industry.
- **Improved Marketing:** workshop participants noted the need for a general improvement in the overall economic development marketing of the county and the county's various population centers including Austin, Battle Mountain, and Kingston; enhanced economic development marketing efforts should be coordinated with various regional efforts including the efforts of the Northeastern Nevada Regional Development Authority.
- **Development of Specific Professional Programs:** the Lander County School District offers a number of Career and Technical Education (CTE) programs including education and training for Emergency Medical Technician (EMT), Nursing Assistant (NA), Ornamental Horticulture/Greenhouse Management, Veterinary Science, and Welding Technology; workshop participants expressed support for increased funding and support of Certified Nursing Assistant (CAN) and EMT dual credit programs tied to advanced placement and graduation in college-level courses and programs.

The following is a list of the various *attraction* strategies developed by workshop participants:

- **Use of Site-Selector Tools and Resources:** workshop participants noted that the Northeastern Nevada Regional Development Authority has already invested in developing an extensive online site-selector tool; workshop participants expressed a strong desire for Lander County and the Lander Economic Development Authority to

more actively use this existing regional tool and resource to more actively attract existing businesses to Lander County.

- **Conferences, Trade Shows, and Expos:** additional proactive recruitment of existing businesses in targeted industry and occupation sectors and areas was identified by workshop participants as a critical attraction strategy that should be incorporated into Lander County’s new five-year Comprehensive Economic Development Strategy; in addition to actively attending more conferences, trade shows, and expos, workshop participants suggested holding an annual or bi-annual ‘reverse expo’ held in Lander County where industry leaders and business owners are invited to participate in.
- **Development and Use of Incentives:** in partnership with key state (Nevada Governor’s Office of Economic Development, Nevada Department of Business and Industry) and regional (Northeastern Nevada Regional Development Authority) strategic partners, workshop participants identified the need to create and use specifically targeted technical and financial incentive tools as part of the county’s overall business attraction strategy; this effort should also include the offering and provision of targeted infrastructure development in specific geographic areas, most notably the new industry park located in Battle Mountain adjacent to the Battel Mountain Airport; enhanced usage of existing incentive packages, including the use of Opportunity Zone funding, should be utilized as part of the county’s new five-year Comprehensive Economic Development Strategy. It should be noted, however, that Elko County is the only county within the northeastern Nevada region with an active Opportunity Zone and, because of the unique qualifications that exist for establishing an Opportunity Zone, a new one and the subsequent use of the associated Opportunity Zone incentives in Lander County may not be possible within the five-year scope of this new Comprehensive Economic Development Strategy for Lander County.

The following is a list of the various *retention* and *expansion* strategies developed by workshop participants:

- **Influencing Key Local and State Public Policy Decisions:** workshop participants noted a number of critical local and state public policy areas that have a direct impact on the ability of existing businesses to expand their current operations and on the decision of existing businesses to either stay or leave Lander County; workshop participants noted that the Lander Economic Development Authority and other key economic development strategic partners, notably the Austin Chamber of Commerce and the Battle Mountain Chamber of Commerce, must actively ensure that policy decisions have positive impacts on businesses already operating in Lander County.
- **Development and Use of Incentives:** while a number of technical and financial economic development incentives are already used in Lander County to retain and expand existing businesses, workshop participants noted that the improved use of these incentives could improve the overall ability of the county to retain and expand existing businesses already operating throughout Lander County (for example, NV Energy’s various business energy services through its PowerShift program and the various incentives and programs offered

and administered by the Governor's Office of Economic Development including the state's Main Street Program).

- **Growing and Improving the County's Existing Workforce:** a key barrier facing existing businesses already operating in Lander County is the availability of a trained and appropriately skilled workforce; workshop participants highlighted the many scholarships for continued education offered by major employers already operating throughout Lander County that could be better focused on developing the county's existing workforce; continued investment and expansion of Lander County School District's various Career and Technical Education programs coupled with improved usage of similar programs offered through Great Basin College should be incorporated into the county's new five-year Comprehensive Economic Development Strategy; workshop participants also noted that a renewed focus on growing the county's residential population is essential to supporting the growing needs that existing employers have for additional labor.

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 Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 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.

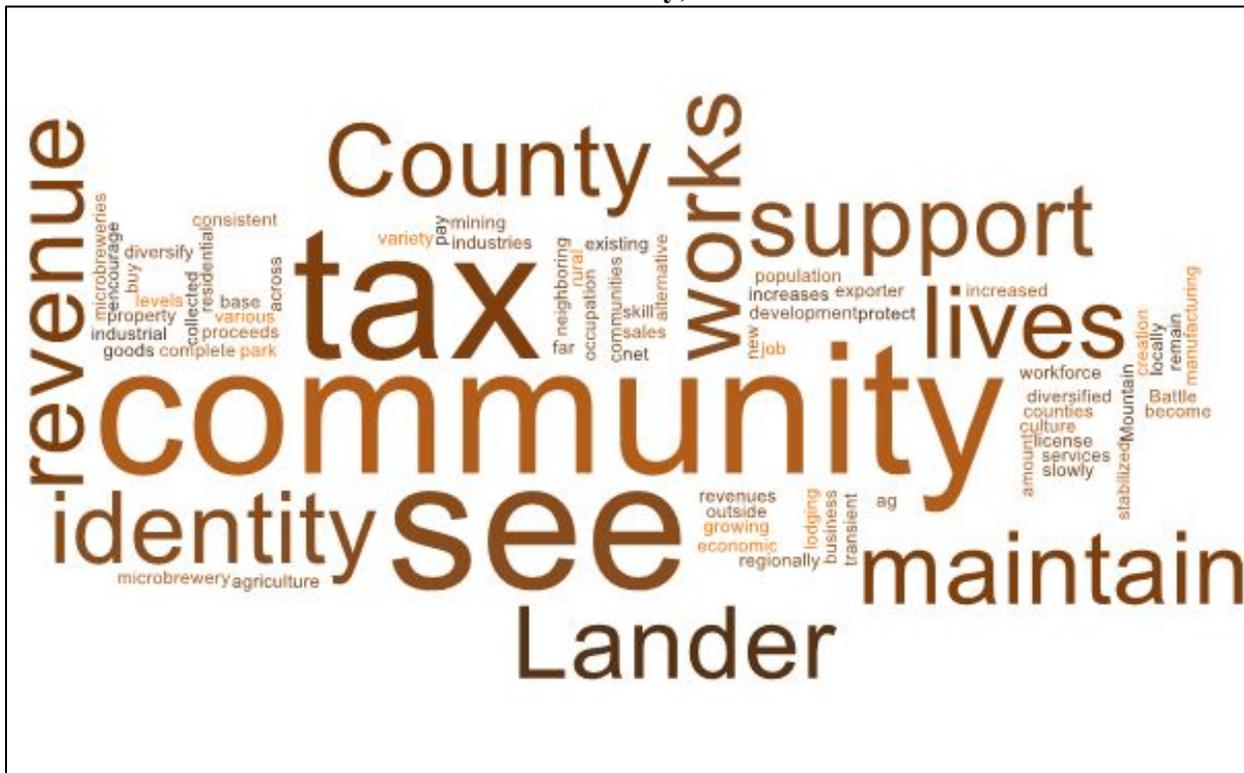
Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019 were asked to complete a number of individual, small group, and large group exercises designed to develop a new strategic economic development vision for Lander County'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.

As part of Stronger Economies Together Module 5, *Defining Your Regional Vision and Goals*, workshop participants were then asked to draft their own strategic economic development vision for Lander County. Figure 7.2 presents a word cloud that summarizes the various draft strategic economic development vision statements as developed by workshop participants.

Figure 7.2 – Preliminary Development of a Strategic Economic Development Vision for Lander County, Part 2



A common element of the various draft strategic economic development vision statements developed by workshop participants was the general desire to see measurable increases in the amount of tax revenues (sales tax, property tax, business license revenue, transportation occupancy and lodging tax revenue) generated and collected annually in Lander County as a result of improved and increased economic activity. While workshop participants noted that Lander County’s relatively low tax environment is a primary economic development strength, increased tax revenue amounts, due to an overall increased level of economic activity, could potentially be used to make additional needed investments in a number of community development initiatives including increased investment in public K through 12 education and workforce development, needed infrastructure improvements, general beautification of public spaces and recreational areas, and other critical services Lander County’s existing residential and business community need.

Workshop participants further noted a strong desire for increased community support of existing and new economic and community development initiatives. While workshop participants noted the importance of maintaining Lander County’s rural and western heritage and identity,

workshop participants also noted the need for improved community engagement and participation from the county's existing residential population and business community. As part of this new five-year Comprehensive Economic Development Strategy, workshop participants underscored the general importance of communicating the benefits of a well-crafted and properly executed strategic economic development plan, including improved employment opportunities, improved commercial and retail services, and an increase in the opportunity for general upward mobility and business development for the county's existing residential population and business community.

Based upon the initial draft of the new strategic economic development vision for Lander County as developed by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Lander County held on July 15, 2019 and July 16, 2019 and based upon the revisions made by workshop participants who participated in the second workshop held on August 12, 2019 and August 13, 2019, the following new strategic economic development vision statement was developed:

What We Want: While respecting our community's existing cultural identity, Lander County will enhance the quality of life of our various communities.

How We Will Get It: Lander County will aggressively pursue, create and implement programs and projects that create business opportunities and economic prosperity through the diversification of the County's local economy.

The new strategic economic development vision statement for Lander County's new five-year Comprehensive Economic Development Strategy for 2020 through 2025 is divided into two separate parts. The first part, ***What We Want***, illustrates the desire of workshop participants to protect the community's existing culture and identity by protecting and improving upon the existing quality of life that already exists in Lander County. This first part recognizes a desire to improve upon that quality of life through the completed activities listed in the second part of the new strategic economic development vision statement. The second part, ***How We Will Get It***, outlines a general strategy for Lander County's future economic development initiatives by focusing on economic diversification through the pursuit, creation and implementation of new economic development programs and projects as outlined in the new strategic economic development goals and objectives listed in the next sub-section of this University Center for Economic Development technical report.

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 **s**pecific, **m**easurable, **a**ttainable, **r**elevant, and **t**ime 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 Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019 were asked to develop a set of new strategic economic development goals for Lander County's new five-year Comprehensive Economic Development Strategy. In small groups, workshop participants developed a total of 11 separate strategic economic development goals. Individual workshop participants were then asked to prioritize each drafted strategic economic development goal by voting. The following is a list of the SMART goals developed by the small groups and the number of individual votes each SMART goal received.

- **Goal No. 1** (5 votes): Establish broadband connectivity throughout the county by July 2021 in partnership with the Northeastern Nevada Regional Development Authority and other communities throughout northeastern Nevada and the state of Nevada.
- **Goal No. 2** (4 votes): Expand the existing water line to the airport in Battle Mountain by July 2020.
- **Goal No. 3** (4 votes): Create and complete a new sewer system near the Battle Mountain Airport by June 2023.
- **Goal No. 4** (4 votes): Complete the needed infrastructure for the Battle Mountain industrial park by 2022 in order to increase the overall size and capacity of the Battle Mountain industrial park by 20 percent.
- **Goal No. 5** (4 votes): Create a multi-use vehicle testing facility in Lander County by 2024.
- **Goal No. 6** (3 votes): Attract alternative agriculture manufacturing that creates and provides greater than ten new jobs at \$500,000 within five years.
- **Goal No. 7** (1 vote): Establish a new workforce development program that exposes trade skills to 6 through 12 grades with graduation program that creates +5 graduates annually by 2022/2023 in partnership with the Northeastern Nevada Regional Development Authority, neighboring counties and communities in northeastern Nevada, and key educational institutions.
- **Goal No. 8** (0 votes): Expand three-phase power to Battle Mountain Airport industrial area by December 2020.

-
- **Goal No. 9** (0 votes): Increase tourism revenue by 20 percent in Lander County during a five-year period.
 - **Goal No. 10** (0 votes): Acquire four telemedicine units (two in Battle Mountain, one in Austin, one in Kingston) within three years.
 - **Goal No. 11** (0 votes): Establish entrepreneurial work spaces with five rentable units by 2020.

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 11 new strategic economic development goals for Lander County'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** (5 votes): Establish broadband connectivity throughout the county by July 2021 in partnership with the Northeastern Nevada Regional Development Authority and other communities throughout northeastern Nevada and the state of Nevada.

Assets:

- Governor's Office of Economic Development
- Lander County (government of)
- Lander County School District
- Lander County Public Works Department
- Nevada Governor's Office of Science, Innovation and Technology
- Battle Mountain General Hospital; Hospital District
- Elko County Library System (local branches within Lander County)
- Nevada Department of Transportation

Capital Needs:

- Money (matching dollars and financial incentives)
- Broadband Provider (investor and primary provider)
- Resolution of Federal Regulations (Interstate 80/Highway 50)
- Easements along Public-Private Property
- IT Technical Requirements Known and Resolved; Hardware and Software Needs

Barriers:

- Barrier: Potential for Community 'Push-Back' and General Resistance (Austin)
- Impact Goal or Plan? Barrier Limited to the Goal
- Source of Barrier: Attitudinal Issues
- Solve Barrier: Educate the Public (involve schools, libraries, health care providers and centers)

-
- **Goal No. 2** (4 votes): Expand the existing water line to the airport in Battle Mountain by July 2020.

Assets:

- Lander County (government of)
- Partnerships with Private Landowners
- Contractors
- Fully Funded (money)
- Nevada Department of Transportation

Capital Needs:

- Public-Private Partnerships
- Landowner (easements resolved) with Money for Transfer
- Lander County (government of)

Barriers:

- Barrier: Agreement falls apart/Public-Private Fallout
 - Impact Goal or Plan? Impacts just the goal
 - Internal or External Source? Internal and External source
 - Source of Barrier: started attitudinal, just need the financial resources now
 - Solve Barrier: needed settlement of outstanding issues (sounds like a ‘go’)
- **Goal No. 3** (4 votes): Create and complete a new sewer system near the Battle Mountain Airport by June 2023.

Assets:

- Lander County (government of)
- Partnerships with Private Landowners
- Contractors
- Fully Funded (money)
- Nevada Department of Transportation

Capital Needs:

- Federal Aviation Administration Approval and Partnership
- Location – 500 feet away from Airport
- Need Additional \$7.5 million to be approved in the next Lander County (government of) budget; Tentatively Approved

Barriers:

- Barrier (1): Federal Aviation Administration
 - Impact Goal or Plan? Impact just the Goal
 - Source of Barrier? Regulatory Issue
 - Solve Barrier: find suitable site 5,000 feet from the Airport

 - Barrier (2): Finding a Suitable Location/Site
 - Internal or External Source? External
 - Source of Barrier? Lack of Awareness, General Ignorance
 - Solve Barrier: Education and Outreach
- **Goal No. 4** (4 votes): Complete the needed infrastructure for the Battle Mountain industrial park by 2022 in order to increase the overall size and capacity of the Battle Mountain industrial park by 20 percent.

Assets:

- Lander County (government of)
- Nevada Department of Transportation
- Federal Aviation Administration
- Airport Engineers
- Land
- Dedicated Money
- Water Line Proposed
- Northeastern Nevada Regional Development Authority/Governor's Office of Economic Development
- Legal Team

Capital Needs:

- The Actual Infrastructure
- Public-Private Partnerships
- Landowner (easements resolved) with Money for Transfer
- Location – 500 feet away from Airport
- Need Additional \$7.5 million to be approved in the next Lander County (government of) budget; Tentatively Approved
- NV Energy Survey (use)
- Easements to NV Energy
- Need a 'Big' Customer to Justify Effort/Costs in Place

Barriers:

- Barrier: need to accomplish Goal 1, Goal 2, and Goal 3 in order to complete this goal; Main Obstacle/Barrier is the Federal Aviation Administration (across all of these goals)

-
- Impact Goal or Plan? Impact the Entire Plan
 - Solve Barrier: alternative is to find an alternative location; ‘back to square one’
 - NOTE: the barriers identified in Goal 1, Goal 2, and Goal 3 are barriers for Goal 4 as well
- **Goal No. 5** (4 votes): Create a multi-use vehicle testing facility in Lander County by 2024.

Assets:

- Lander County (government of)
- Nevada Gold Mines
- Tourism
- International Human Powered Vehicle Association (IHPVA)
- Universities
- Paralympics
- Google, Hewlett-Packard (HP)
- Land
- In-Kind Contributions
- Grant Monies

Capital Needs:

- Facility
- Passage of Proposed Federal Lands Bill
- Money for Conception/Contractors
- Local/International Partnerships
- Tenants/Testers
- US Bureau of Land Management
- Nevada Department of Transportation

Barriers:

- Barrier (1): failed Federal Lands Bill/slowed Federal land transfer of land
- Impact Goal or Plan? Impact just the Goal
- Internal or External Source? External
- Solve Barrier: have to overcome this barrier in order to accomplish/complete this goal

- Barrier (2): money for construction not available/unforeseen cost overruns that make the project too expensive/costly to complete; Phase 1 good, Phase 2 and beyond a challenge
- Impact Goal or Plan? Impact just the Goal
- Internal or External Source? External
- Solve Barrier: need alternative funding source (private sector investment)

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- **Goal No. 6** (3 votes): Attract alternative agriculture manufacturing that creates and provides greater than ten new jobs at \$500,000 within five years.

Assets:

- Existing Agricultural Producers
- University of Nevada Cooperative Extension
- Ely Silver Lion
- Soils/Natural Resources
- Transportation Network
- Dedicated Dollars/Monies for new Industrial Park

Capital Needs:

- Facility
- Infrastructure
- Grower/Producer Attitudinal Change (Hemp?); there is Regional Support for this Initiative
- Training Requirements? Occupational Safety and Health Administration (OSHA)
- Needed Equipment
- Possible Incentive Program to Change and Encourage Alternative Agriculture

Barriers:

- Barrier: lack of facility and space
 - Impact Goal or Plan? Significant impact on the entire Plan
 - Internal or External Source? External (private construction); Internal (permitting, incentive package)
 - Solve Barrier: might abandon alternative agriculture; target new use/industry(ies)
- **Goal No. 7** (1 vote): Establish a new workforce development program that exposes trade skills to 6 through 12 grades with graduation program that creates +5 graduates annually by 2022/2023 in partnership with the Northeastern Nevada Regional Development Authority, neighboring counties and communities in northeastern Nevada, and key educational institutions.

Assets:

- Programs at the Governor's Office of Economic Development (WIN)
- JOIN
- Lander County School District
- Great Basin College (wider Nevada System of Higher Education)
- Lander County (government of)
- Nevada System of Higher Education Workforce Development Officer

Capital Needs:

- A Teacher at the High School (Qualified, Responsible)
- Money for supplies, equipment, etc.
- Revenue Model – build a Sustainable and Sustaining Program

Barriers:

- Barrier: finding a qualified/responsible person/teacher; student interest doesn't materialize
 - Impact Goal or Plan? Impact just the Goal
 - Internal or External? External
 - Solve Barrier: Need money and investment dedicated from Lander County School District and the Nevada System of Higher Education
 - Solve Barrier: JOIN/Governor's Office of Economic Development as alternative funding and investment sources
- **Goal No. 8** (0 votes): Expand three-phase power to Battle Mountain Airport industrial area by December 2020.

Assets:

- Lander County (government of)
- NV Energy
- Land
- Dedicated Funds

Capital Needs:

- NV Energy Survey (use)
- Easements to NV Energy
- Need a 'Big' Customer to Justify Effort/Costs in Place

Barriers:

- Barrier: NV Energy survey results comes back negative/unfavorable
 - Impact Goal or Plan? Impact just the Goal
 - Internal or External Source? External
 - Solve Barrier: find alternative location/means of power or provider
- **Goal No. 9** (0 votes): Increase tourism revenue by 20 percent in Lander County during a five-year period.

Assets:

- Lander County Convention and Tourism Authority

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- Lander County (government of)
 - Chamber of Commerce (Austin and Battle Mountain)
 - Local Non-Profits
 - Marketing Capabilities and Dollars
 - Facilities and Recreation Opportunities
 - Battle Mountain Airport, Possible Use of Airfields in Austin and Kingston

Capital Needs:

- Need more Hotel Rooms; Improved Quality in New Rooms plus Refurbishment of Existing Hotel/Motel Rooms
- Enhance Attractions throughout the County
- More Marketing Efforts – Need “Spectacles” and Events
- Dedicated Money/Financial Resources
- U.S. Bureau of Land Management/U.S. Forest Service – Coordinate Efforts with Lander County Convention and Tourism Authority (and with Nevada Division of Tourism and Cultural Affairs, Travel Nevada)

Barriers:

- Barrier: fail to secure needed financial resources; fail to secure needed partnerships (State Offices, Federal Agencies, etc.)
 - Impact Goal or Plan? Impact just the Goal
 - Internal or External Source? Internal and External
 - Solve Barrier: explore other sources of needed financial resources; explore other potential partnerships (potential regional partnerships within the Northeastern Nevada Regional Development Authority and with other private-sector interests)
- **Goal No. 10** (0 votes): Acquire four telemedicine units (two in Battle Mountain, one in Austin, one in Kingston) within three years.

Assets:

- Nevada Health Center (Austin, information)
- Chief Executive Officer of the Battle Mountain General Hospital
- Nevada Health Department
- Governor’s Office of Economic Development (Vance)
- Current (and Future) Population Needs the Services

Capital Needs:

- Broadband Capacity
- Money and Financial Resources
- Training
- The Telemedicine Units
- Healthcare Providers (University Medical Center)

Barriers:

- Barrier: need money, dedicated funding source
 - Impact Goal or Plan? Impact just the Goal
 - Internal or External Source? Internal (Hospital, Lander County); Internal and External to the County – Provider Partnerships
 - Solve Barrier: Telemedicine Program that generates its own revenue stream as a LEASED ASSET
- **Goal No. 11** (0 votes): Establish entrepreneurial work spaces with five rentable units by 2020.

Assets:

- Ozmen Center for Entrepreneurship at the College of Business (University of Nevada, Reno)
- Entrepreneurs Assembly
- Old County Courthouse (co-workshop space?)
- People who want to be Entrepreneurs Already Living/Working in Lander County

Capital Needs:

- Ozmen Center for Entrepreneurship at the College of Business (University of Nevada, Reno)
- Entrepreneurs Assembly
- Private Investor/Investment
- Facility and Building (Site)
- Actual Entrepreneurs

Barriers:

- Barrier: suitable space/building/location
- Impact Goal or Plan? Impact just the Goal
- Internal or External Source? Internal and External (external if barrier remains all private-sector based)
- Solve Barrier: pursue, seek out, and secure Federal/state grant dollars to support entrepreneurship efforts in Lander County

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 Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 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 Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 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 six specific conditions, and the accompanying behaviors and attitudes, behaviors, and skills, as identified by workshop participants.

- **Condition 1:** Increase exportable goods and services (focus on small business creation and development).

Behavior: People and businesses need to think globally (at least nationally) in-terms of their possible markets; break the ‘good ‘ole boy’ mentality (traditional patterns).

Attitude, Knowledge, Skill: Individuals and businesses need a more thorough and comprehensive understanding and knowledge of the value to their business of working globally and how to become profitable by targeting markets located outside of Lander County and even outside the Northeastern Nevada Regional Development Authority region.

- **Condition 2:** Increase the overall quality and quantity of a ‘homegrown’ workforce that lives and works in Lander County, thereby decreasing the number of workers that live in a neighboring county and work in Lander County.

Behavior: Adopt a behavior that rewards investment in the county's own residential population and workforce (especially in the community's youth); adopt a wider understanding of how commuting patterns within the Northeastern Nevada Regional Development Authority's region impacts the local economic base of Lander County (people living outside Lander County but working in Lander County earn an income from businesses and firms operating within the county but export those income dollars to neighboring counties).

Attitude, Knowledge, Skill: Increased investment in vocational and trade employment opportunities and training can begin to create an attitude that places value in vocational and trade work; create an understanding that an individual can earn a significant earning with a set of vocational and trade skills.

- **Condition 3**: Measurable decrease in poverty rates in Lander County.

Behavior: Need to improve the wages paid to workers in Lander County (adjusting wages and ensuring growth in wages relative to growth in inflation and increases in the cost of living); individual workers also need to seek out better paying jobs by improving their marketable skill sets through additional training.

Attitude, Knowledge, Skill: Individual workers need to become more aware of the income that can be made and earned when the worker has sufficiently developed the vocational and trade skillset (attitude); development of a general set of marketable and usable vocational and trade skills (skill); individual firms pay wages and provide incomes that reward and attract vocational skilled workers, decrease turnover, and appreciate workers with additional vocational and trade skill training (business).

- **Condition 4**: Increase revenue for Lander County (tax revenue from other sources other than Net Proceeds) and for private businesses (increased business activity, revenues, and profitability).

Behavior: Individual firms need to improve the quality of their products and services (addition of competitors will help 'break' the existing monopolistic mindset present in the county's existing economic base) and individual people and consumers need to commit to buying local from existing and new retailers, sellers, and service providers in Lander County; both individual firms and individual people and consumers need to have more pride in their community.

Attitude, Knowledge, Skill: Individual firms need to learn how to capture additional local dollars from existing local residents and consumers and then actively alter their business practices accordingly (knowledge and skill); individual firms need to think about the larger *regional* market and become more competitive with regional competitors and more receptive to local consumer and client needs (attitude).

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- **Condition 5:** Increase the industry portfolio and the types of businesses currently operating in Lander County beyond the existing mix of primary industry sectors, specifically mining and agriculture.

Behavior: The community, as a whole, needs to adopt a ‘growth is a good’ (or, at least, a ‘growth in not bad’) mentality; the community, including individual residents, community leaders, and business owners, need to realize that economic diversification and diversity of the county’s economic base and industry profile is not a threat to existing firms in the county’s primary industry sectors and that ‘positive change’ is positive for the county and the individual communities.

Attitude, Knowledge, Skill: The community, as a whole, adopts a willingness to explore alternative and new industries and businesses (attitude); economic development leaders and professionals in the community must complete a proper due diligence and vetting of possible new businesses in new and diversified industry sectors.

- **Condition 6:** Increase the overall health, well-being, and care of the county’s existing and future residential population (including increased services, alternatives, recreation opportunities, etc. for the county’s senior population through additional housing development and more active senior living options).

Behavior: Individuals throughout the community need to adopt healthier habits and a healthier living perspective; the community, as whole, needs to accept the reality that the county has and will likely (for the foreseeable future) have a population with a relatively old median age, requiring the county and the community to actively work toward developing a plan to address a reality that emphasizes increasing the availability of senior-oriented services and housing alternatives.

Attitude, Knowledge, Skill: Lander County’s overall residential population is aging and a healthier lifestyle needs to be promoted for all age groups (knowledge); individuals need to know how to live a healthier lifestyle, how to care for different age groups within the population, and how to benefit from and use new technologies and new approaches to healthcare such as telemedicine (skill).

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 for each of the six conditions: (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 six identified conditions list above, developed as part of Stronger Economies Together Module 8, *Measuring for Success*.

- **Condition 1:** Increase exportable goods and services (focus on small business creation and development).

Current Organizations and Individuals: No current organization or individual identified.

Future Organizations and Individuals: Northeastern Nevada Regional Development Authority, Austin and Battle Mountain Chambers of Commerce, Nevada Governor's Office of Economic Development, U.S Department of Commerce, University of Nevada, Cooperative Extension, Nevada Small Business Development Center, Ozmen Center for Entrepreneurship (part of the College of Business at the University of Nevada, Reno).

- **Condition 2:** Increase the overall quality and quantity of a 'homegrown' workforce that lives and works in Lander County, thereby decreasing the number of workers that live in a neighboring county and work in Lander County.

Current Organizations and Individuals: Existing Mining Companies operating within Lander County, Lander Economic Development Authority, Lander County School District, Lander County Convention and Tourism Authority.

Future Organizations and Individuals: Austin and Battle Mountain Chambers of Commerce, Great Basin College and University of Nevada Cooperative Extension (entire Nevada System of Higher Education), Existing Tribal Councils and Tribal Communities, Increased Political Support from Local and State Leaders (County Commissioners, County Manager), Additional Financial Resources.

Workshop participants noted that a younger population will need to be targeted and that having younger (even single) individuals relocate to Lander County will help alter and improve the perception of Lander County and the conditions of individual communities within the county.

- **Condition 3:** Measurable decrease in poverty rates in Lander County.

Current Organizations and Individuals: Lander County Sheriff's Office, Manpower, Existing Mining Companies operating within Lander County.

Future Organizations and Individuals: Needed Community Coalition (possible high school leadership, etc.), JOIN, Community Action Committee/Coalition, Nevada System of Higher Education, Governor's Office of Economic Development, Substance Abuse Counselors and Additional Healthcare Workers, U.S. Bureau of Land Management, Nevada Division of Forestry.

- **Condition 4:** Increase revenue for Lander County (tax revenue from other sources other than Net Proceeds) and for private businesses (increased business activity, revenues, and profitability).

Current Organizations and Individuals: Northeastern Nevada Regional Development Authority, Lander Economic Development Authority, Lander County (government of), Lander County Convention and Tourism Authority.

Future Organizations and Individuals: Nevada Small Business Development Center and the U.S. Small Business Administration, State Elected Officials (Lieutenant Governor, etc.), Lander County Convention and Tourism Authority, Development of a Comprehensive Marketing Strategy (timely, community leaders and elected officials, live broadcast of events on raid, 102.7).

- **Condition 5:** Increase the industry portfolio and the types of businesses currently operating in Lander County beyond the existing mix of primary industry sectors, specifically mining and agriculture.

Current Organizations and Individuals: Cook House Museum, Existing Mining Companies operating within Lander County, Lander Economic Development Authority, Northeastern Nevada Regional Development Authority, Governor’s Office of Economic Development, Marijuana-Based Agricultural Co-Op, Community Leaders in Austin and Kingston.

Future Organizations and Individuals: Main Street Program (marketing), NV Energy Economic Development, Austin and Battle Mountain Chambers of Commerce, Battle Mountain General Hospital, Lander County School District, Nevada System of Higher Education (including Great Basin College and University of Nevada Cooperative Extension).

- **Condition 6:** Increase the overall health, well-being, and care of the county’s existing and future residential population (including increased services, alternatives, recreation opportunities, etc. for the county’s senior population through additional housing development and more active senior living options).

Current Organizations and Individuals: Battle Mountain General Hospital, Lander County Recreation Center (located in Battle Mountain), Frontier Action Group, Lander County (government of, including departments and divisions responsible for construction and maintenance of various recreational facilities and assets).

Future Organizations and Individuals: Increased Offerings through the Lander County Recreation Center (located in Battle Mountain), Frontier Action Group, Lander County (government of), Nevada Outdoors, Lander County School District (individual schools in Austin and Battle Mountain), Boys & Girls Club, Expanded “Senior Hour” (through Lander County School District).

For each of the six conditions listed above, workshop participants noted the importance of better involving the various tribal communities and tribal councils that currently reside and operate in Lander County and throughout the Northeastern Nevada Regional Development Authority region. Improved collaboration and involvement of local and regional tribal communities and tribal councils will be critical in achieving each of the six identified conditions. Workshop participants future noted that the region’s various tribal communities and tribal councils can offer a unique perspective and a unique set of resources and skill sets needed to address these six

conditions and that local and regional collaboration is critical. Historically, this type of collaboration has been done in an ad hoc way, largely focused on single one-off programs or projects. A more sustainable relationship between Lander County, the Lander Economic Development Authority and the Northeastern Nevada Regional Development Authority and the various local and regional tribal communities and tribal councils is needed in order to make meaningful progress in successfully addressing the six conditions listed here.

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 Lander County held on July 15, 2019 and July 16, 2019 and in the second workshop held on August 12, 2019 and August 13, 2019 was the creation of a general strategy and action plan for the achievement of each of the 11 strategic economic development goals developed during the previous Stronger Economies Together modules. Workshop participants were asked to develop a specific individual or set of actionable items for each of the 11 previously developed strategic economic development goals, 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.

- **Goal No. 1:** Establish broadband connectivity throughout the county by July 2021 in partnership with the Northeastern Nevada Regional Development Authority and other communities throughout northeastern Nevada and the state of Nevada.

Achievement of Goal No. 1 will be based upon the ability of both Lander County and the Lander Economic Development Authority to successfully apply for and receive grant funding from the Nevada Governor's Office of Science, Innovation and Technology. Additional actionable items associated with the achievement of Goal No. 1 include the identification of a potential service provider and the estimation of associated future costs and user rates identified by a resident/business survey for Lander County.

The Lander Economic Development Authority and Lander County (government of) will serve as the primary responsible parties for achieving this goal but additional partnership and collaboration with the Nevada Governor's Office of Science, Innovation and Technology will be needed. Other critical partners for this goal include the Northeastern Nevada Regional Development Authority, the Nevada Department of Transportation, and Lander County's Public Works Department. In order to achieve this goal, the development and completion of a business/resident survey for Lander County is the first needed step as a clearer understanding of county-wide Broadband service demand is needed.

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- **Goal No. 2:** Expand the existing water line to the airport in Battle Mountain by July 2020.

As this goal was developed in concert with existing telecommunication development plans already established for Lander County, workshop participants noted that individual timetables and key checkpoints and milestones have already been developed. Additional actionable items to be taken before July 2021 include the development of a final budget and the identification of the needed financial resources and the formal establishment of key public-sector and private-sector agreements. Once a budget, financial resources, and needed agreements are completed, a construction schedule for the needed infrastructure will be developed. The Lander County Board of County Commissioners will serve as the primary responsible organization but impacted land owners, representatives from the Nevada Department of Transportation, and licensed engineers will be needed to oversee and complete related projects.

- **Goal No. 3:** Create and complete a new sewer system near the Battle Mountain Airport by June 2023.

Similar to Goal No. 2, Goal No. 3 has been developed in concert with existing infrastructure plans already developed by Lander County for the Battle Mountain Airport. Individual timetables and key checkpoints and milestones have already been developed and exist as part of other plans and documents already developed and approved by Lander County. Additional actionable items to be taken before July 2020 include the development of a final budget and the identification of additional needed financial resources (workshop participants noted that one-half of the \$15 million total project costs have already been secured), securing approval from the U.S. Federal Aviation Administration, and developing a construction schedule for completion of individual projects associated with this goal. The Lander County Board of County Commissioners will serve as the primary responsible organization but representatives from the U.S. Federal Aviation Administration, the Lander Economic Development Authority, and licensed engineers will be needed to oversee and complete related projects.

- **Goal No. 4:** Complete the needed infrastructure for the Battle Mountain industrial park by 2022 in order to increase the overall size and capacity of the Battle Mountain industrial park by 20 percent.

Workshop participants noted that completion and achievement of Goal No. 2 (Expand the existing water line to the airport in Battle Mountain by July 2020), Goal No. 3 (Create and complete a new sewer system near the Battle Mountain Airport by June 2023), and Goal No. 8 (Expand three-phase power to Battle Mountain Airport industrial area by December 2020) are integral parts of this specific goal, Goal No. 4. Lander County (government of), the U.S. Federal Aviation Administration, licensed airport engineers, appropriate land title company(ies), Lander County's Public Works Department, Lander County's Planning Commission, and the Lander Economic Development Authority will each share the responsibility for overseeing and achieving this particular goal. Additional key activities to be performed before successful completion of this goal can be achieved

include the successful clearing and transferring of title of needed land to Lander County and receiving final approval from the U.S. Federal Aviation Administration.

- **Goal No. 5:** Create a multi-use vehicle testing facility in Lander County by 2024.

The development of a multi-use vehicle testing facility in Lander County was initially conceived as part of Lander County’s previous five-year Comprehensive Economic Development Strategy developed in 2014. Since the initial development of this initiative, both the Lander Economic Development Authority and the Lander County Convention and Tourism Authority have made significant progress in designing and moving forward with actual construction of a new multi-use vehicle testing facility in Lander County. Development of a new ownership agreement and structure of the new multi-use vehicle testing facility and the successful approval and passage of a new Federal lands bill are critical actionable items and critical checkpoints and key milestones needed in order to achieve this specific goal by 2024.

While Lander County (government of), the Lander Economic Development Authority, and the Lander County Convention and Tourism Authority will remain the primary responsible organizations for managing and overseeing this goal, workshop participants identified a number of critical existing and needed partners for this goal. Continued support of and advocacy from Nevada’s Federal Congressional Delegation and from the Nevada State Land Use Planning Advisory Council are the most immediate existing partnerships needed in order to achieve this goal. Once the current Federal lands bill is passed and the needed land for the new multi-use vehicle testing facility is secured, additional partnerships can be expanded upon or created in order to ensure that the facility meets various needs. Continued partnership with Nevada Gold Mines, the Nevada Highway Patrol, Nevada Department of Transportation, the University of Nevada, Reno and the University of Utah, and the Nevada Governor’s Office of Economic Development will be needed. Continued engagement and partnership with the International Human Powered Vehicle Association and organizations such as the U.S. National Olympic Committee and U.S. Paralympics will be needed in order to ensure continued future use of the new multi-vehicle testing facility.

- **Goal No. 6:** Attract alternative agriculture manufacturing that creates and provides greater than ten new jobs at \$500,000 within five years.

Workshop participants identified the overall market potential of alternative agricultural crop production and the use of these crops in evolving manufacturing processes as a primary opportunity for individual farmers and ranchers already operating within one of the county’s existing primary industry sectors. Specifically, workshop participants identified the production of hemp and the use of hemp in the production of various products as a specific actionable item that the county’s existing agricultural industry sector could benefit from. Specific actionable items, as identified by workshop participants, include general outreach to and education of existing farmers already operating within Lander County, the creation of a ‘Grower’s Co-Op’ in Lander County, and the development of a regional processing plant in order to achieve this specific goal.

Workshop participants identified the Lander Economic Development Authority and a future ‘Grower’s Co-Op’ as the primary responsible parties needed for achievement of this goal but also noted that the governments of Lander County and Eureka County, as well as additional agricultural producers in neighboring Eureka County, will be needed to complete and achieve this goal.

- **Goal No. 7:** Establish a new workforce development program that exposes trade skills to 6 through 12 grades with graduation program that creates +5 graduates annually by 2022/2023 in partnership with the Northeastern Nevada Regional Development Authority, neighboring counties and communities in northeastern Nevada, and key educational institutions.

For Goal No. 7, the establishment of a new workforce development program, workshop participants identified a number of specific actionable items and individual projects and programs to be completed within the next two to three years. Specific actionable items and individual projects and programs include the development of a new venture co-op with Great Basin College, development of an education and marketing plan designed to inform the area’s parents of participating students, development of student incentives to be realized post-graduation (including housing, employment and job placement, etc.), an engagement and training program for teachers currently employed by the Lander County School District, and a larger community engagement program designed to build community support for this goal. Critical responsible organizations for this goal, as identified by workshop participants, include the Nevada Builders Association, JOIN (Winnemucca Office), Lander County (government of), the Lander County School District, the Lander Economic Development Authority, the Nevada System of Higher Education (specifically Great Basin College), and the Northeastern Nevada Regional Development Authority. Specific timetables and key checkpoints and milestones will need to be initially developed as the efforts of the critical responsible organizations are further developed and coordinated.

- **Goal No. 8:** Expand three-phase power to Battle Mountain Airport industrial area by December 2020.

The required resources needed for completion of Goal No. 8 are the same as the required resources outlined for Goal No. 2 and Goal No. 3 as this goal, Goal No. 8, has been developed in conjunction with the development of additional broadband connectivity throughout the county and the completion of expanding existing water lines to and around the Battle Mountain Airport. Individual timetables and key checkpoints and milestones have already been developed and exist as part of other plans and documents already developed and approved by Lander County. Additional timetables and key checkpoints will be developed in cooperation with representatives from the U.S. Federal Aviation Administration, NV Energy, and the Lander County Board of County Commissioners. Workshop participants noted the need for additional support and coordination from the Northeastern Nevada Regional Development Authority in order to complete this goal by June 2023.

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- **Goal No. 9:** Increase tourism revenue by 20 percent in Lander County during a five-year period.

Workshop participants identified a number of specific actions and new projects needed to complete this goal within the next five years including the development of a new five-year comprehensive marketing and advertisement strategy and plan for Lander County, the design, development and opening of a true Visitors Center for Lander County, a Museum Information Station, and the potential creation of ‘Community Ambassadors’ for Lander County. The Austin Chamber of Commerce, the Battle Mountain Chamber of Commerce, and the Lander County Convention and Tourism Authority will serve as the primary responsible organizations for spearheading this goal in partnership with area hotels and motel property owners, the Nevada Department of Tourism and Cultural Affairs, and with the Governor’s Office of Economic Development’s Main Street Program. Workshop participants identified a number of specific actionable items related to this goal including hiring and training individuals with marketing and advertisement skills, developing a partnership with the Battle Mountain Cookhouse Museum, develop a reuse plan for the historic County Courthouse in Battle Mountain, and develop needed tourism-based infrastructure and tools including appropriate signage, a mobile application, an improved website, and the development of a tourism guide for individual businesses within the county to distribute. Workshop participants have targeted a 4.0 percent increase in overall tourism-generated revenue for Lander County for each year over the next five years as the primary checkpoint.

- **Goal No. 10:** Acquire four telemedicine units (two in Battle Mountain, one in Austin, one in Kingston) within three years.

In order to develop specific actionable items for Goal No. 10, workshop participants noted the need to complete a comprehensive community survey designed to determine the specific needs for additional healthcare services and the overall willingness of individuals living in Lander County to receive needed healthcare services via telemedicine. This effort will also require direct engagement with the county’s senior population and direct outreach and partnership with representatives from the Lander County Senior Citizens Center. Workshop participants agreed to build upon existing agreements and partnership between representatives from the Battle Mountain General Hospital and Nevada Health Centers. The Lander Economic Development Authority can serve a supporting role but workshop participants agreed that the Battle Mountain General Hospital should serve as the primary responsible party for managing and overseeing completion of this specific goal.

- **Goal No. 11:** Establish entrepreneurial work spaces with five rentable units by 2020.

Workshop participants noted that entrepreneurial-based economic development strategies have not historically been part of the county’s wider economic development efforts. However, workshop participants did note that improved entrepreneurial activities in Lander County could serve as a starting point for a larger business development and expansion program. First, workshop participants identified the need to develop a specific

entrepreneurial development strategy and plan focused on both technical assistance and identifying possible sources of start-up and investment capital. Other specific actionable items to be employed within the next year include the identification of a suitable location and space for the new entrepreneurial work spaces including possible use of the historical Lander County Courthouse as well as a general outreach and engagement effort designed to encourage and measure interest in start-up and entrepreneurial activities within the county.

Beyond the initial year of this goal, workshop participants suggested the development of a larger entrepreneurial and start-up space similar to the Caldwell Center operated by University of Idaho Cooperative Extension in Caldwell, Idaho. The Caldwell Center is an agricultural-based entrepreneurial and start-up incubator center and a similar facility in Lander County would help serve the needs of one of the county's and larger region's primary economic industry sectors. While the Lander Economic Development Authority would serve as the primary responsible organization for managing and overseeing achievement of this particular goal, other key organizations and partners will include Lander County (government of), the Lander County Historical Society, the Ozmen Center for Entrepreneurship at the University of Nevada, Reno, Entrepreneurs Assembly (based in Reno, Nevada), and the Northeastern Nevada Regional Development Authority.

Additional actionable items for each of these 11 separate strategic economic development goals will be developed during the individual annual evaluations and updates performed on an annual basis for this new five-year Comprehensive Economic Development Strategy for Lander County. The reordering of each individual goal on an annual basis will be determined based upon the availability of needed resources and critical changes in the internal and external environment and the ability of key partners identified for each individual goal to perform and complete needed tasks.