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**TECHNICAL REPORT  
UCED 2019/20-11**

**A COMPREHENSIVE ECONOMIC DEVELOPMENT  
STRATEGY FOR THE NORTHEASTERN NEVADA REGIONAL  
DEVELOPMENT AUTHORITY, 2020 THROUGH 2025**



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**UNIVERSITY OF NEVADA, RENO**

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# **A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR THE NORTHEASTERN NEVADA REGIONAL DEVELOPMENT AUTHORITY, 2020 THROUGH 2025**

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*Received and Approved for Submission to the U.S. Economic  
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# Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

## Economic Development Vision

*In order to overcome the impacts of a 'boom and bust' economic cycle, the Northeastern Nevada Regional Development Authority will work to create sustainable economic growth through the promotion and support of the region's targeted industry sectors while building long-term capacity in select economic development capacity building areas.*

*While respecting and seeking to preserve each community's own values and culture and by working together, the Northeastern Nevada Regional Development Authority will provide increased support and pursue increased expansion of region's existing workforce, business community, and residential population through capacity building, business recruitment, expansion and retention efforts, and improved sustainable development.*

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# Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

## Priority Goals – Targeted Industry Sectors

### Targeted Industry Sector No. 1, *Agriculture*

**Goal No. 1:** Five new agricultural product processing facilities over four years by 2022.

**Goal No. 2:** Identify new added value diversified crops opportunities for farmers in the region by December 2021.

**Goal No. 3:** Increase sole proprietors growing or processing foods to retail customers from 100 percent to 200 percent in the Northeastern Nevada Regional Development Authority region by December 2022.

**Goal No. 4:** Increase accessibility to locally grown foods by 20 percent in the next five years.

### Targeted Industry Sector No. 2, *Healthcare*

**Goal No. 1:** Partner with urban health care systems to bring specialized medicine to rural communities, women's health, senior living, cancer treatment in the next five years.

**Goal No. 2:** To establish a medical health educational and behavioral facility fully staffed by 2021.

**Goal No. 3:** Increase availability and utilization of local healthcare services within the Northeastern Nevada Regional Development Authority region by 10 percent over five years (2 percent per year).

**Goal No. 4:** Work with healthcare providers to prepare a study of cost comparison in rural Nevada areas without larger medical facilities within two years.

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# Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

## Priority Goals – Targeted Industry Sectors

### Targeted Industry Sector No. 3, *Mining*

- Goal No. 1:** Increase mining related supply chain companies by 20 percent at open ‘bricks & mortar’ by 2022.
- Goal No. 2:** Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new mining-related business by 2022.
- Goal No. 3:** Increase local processing and utilization (i.e. making batteries, value-added) of mined materials by 15 percent by December 2024.
- Goal No. 4:** Develop and launch a broad spectrum mining campaign to educate the world on the importance of mining by 2021.
- Goal No. 5:** Regional approach with mining industries; partner with mining industry and schools to recruit a workforce; develop a recruiting process with mining industry partners to meet the workforce demand for the next five years.

### Targeted Industry Sector No. 4, *Outdoor-Oriented Tourism and Recreation*

- Goal No. 1:** Create three experiential recreation opportunities that draw people from outside the region by December 2024.
- Goal No. 2:** Identify additional regional tourism oriented, create guide for opportunities.
- Goal No. 3:** Increase in tourism room tax revenue by 25 percent in our region by 2022.

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# Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

## Priority Goals – Targeted Industry Sectors

### Targeted Industry Sector No. 5, *Vocational Trades and Construction*

**Goal No. 1:** Work with local educators (high school, junior colleges, etc.) to implement and enhance vocational skills training programs to grow local talent pools by 5 percent over the next five years (2024).

**Goal No. 2:** Establish thriving special trades programs in every city by increasing students and adults to increase graduation and job placement by 50 percent by 2021.

**Goal No. 3:** Develop vocational and construction training programs to support a 20 percent increase in the workforce by 2022.

**Goal No. 4:** Identify workforce need and partner with education facilities to train future workforce for the next five years.

### Targeted Industry Sector No. 6, *Wholesale Trade*

**Goal No. 1:** Identify added value diversified crops opportunities for framers in the region by December 2021 (tied to *Goal No. 2 for Agriculture*).

**Goal No. 2:** Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new business across other targeted industry sectors by 2022.

**Goal No. 3:** Increase wholesale trade for mining upline and downline by 25 percent by December 2024.

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# Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

## Priority Goals – Selected Economic Development Capacity Building Areas

### Selected Economic Development Capacity Building Area No. 1, *Education and Training*

**Goal No. 1:** Combine all existing programs and fragmented programs in community into a solid and robust training program which is comprehensive covering school age through adults.

**Goal No. 2:** Develop vocational and construction training programs to support a 20 percent increase by 2022.

**Goal No. 3:** Identify highest demands for training needs for secondary tier industry (to support local needs) by 20 percent in two years.

**Goal No. 4:** Create mentoring, apprentices, accredited certificate programs for trades through Great Basin College, the University of Nevada, Reno with local satellites by 2021.

### Selected Economic Development Capacity Building Area No. 2, *Housing Development*

**Goal No. 1:** Conduct a regional study on housing shortages and housing development opportunities within 18 months.

**Goal No. 2:** Identify and develop incentives for builders of all income brackets up to \$50,000 by December 2020; develop regional assessment for housing needs to use as a marketing tool for developers in two years.

**Goal No. 3:** Development of multi-family housing for 300 families (units) by 2024.

**Goal No. 4:** Increase new home starts determined by identified need in each community; percentage to vary based on individual community.

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# Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

## Priority Goals – Selected Economic Development Capacity Building Areas

### Selected Economic Development Capacity Building Area No. 3, *Marketing and Attraction*

**Goal No. 1:** Create an online marketing campaign highlighting economic opportunities of the region that will increase Northeastern Nevada Regional Development Authority website visits by 30 percent over the next two years.

**Goal No. 2:** Create additional guide for tourism and recreation working with the six county’s visitor centers by December 2020; partner with national and international brands to promote rural Nevada “when rural thrives, America thrives”.

**Goal No. 3:** Collaborate throughout the region to share resources, ideas, efforts, successes to coordinate activities and ‘draw’ in an effort to promote regional economic development by December 2020.

**Goal No. 4:** Create marketing campaign that highlights the region’s cultural and recreational opportunities and events by 2021.

### Selected Economic Development Capacity Building Area No. 4, *Technology Development*

**Goal No. 1:** Partner with Amazon and Google for broadband Internet connectivity to support and encourage Williams Telecommunication to provide access to rural communities by 2021.

**Goal No. 2:** Partners with Google Loon to improve Internet and connectivity and use as a model for national rural communities within five years.

**Goal No. 3:** To improve infrastructure of broadband availability throughout community which will essentially increase Internet speed and access by 20 percent annually over the next five years.

**Goal No. 4:** Develop two options to address broadband shortages in the next 12 months.

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# Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

## Priority Goals – Selected Economic Development Capacity Building Areas

### **Selected Economic Development Capacity Building Area No. 5, *Small Business, Entrepreneurship, Innovation***

**Goal No. 1:** To offer a tax incentive program/break to small businesses employing more than 30 employees, including the number of small businesses in our region by 30 percent by 2022.

**Goal No. 2:** Develop a competitive think tank regionally for small businesses by 2022.

**Goal No. 3:** Educate small business community on closing the economic gap to stop the goods and services leakage by 2021.

**Goal No. 4:** Educate residents to support local businesses, create a ‘shop small business Saturday’ event; partner with StartUpNV to grow rural entrepreneurship ecosystems by holding a rural pitch conference in May 2021.

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# 1.0 Executive Summary

This University Center for Economic Development technical report serves as the final five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority 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 Northeastern Nevada, participating public-sector, private-sector and non-profit representatives who participated in the various regional strategic economic development planning workshops identified nine specific socio-demographic and economic conditions and nine broader regional 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 of the region's public-sector, private-sector and non-profit sector are designed as benchmarks to measure progress in addressing the following conditions:

## **Socio-Demographic and Economic Conditions**

- **Condition 1:** Median Household Income, Median Family Income, and Per Capita Income
- **Condition 2:** Civilian Unemployment Rate
- **Condition 3:** Percent of Population Living Below the Poverty Line
- **Condition 4:** Aging Population
- **Condition 5:** Median Family Income
- **Condition 6:** Decreasing Workforce
- **Condition 7:** Civilian Workforce
- **Condition 8:** Average Household Size
- **Condition 9:** Median Age and Total Population

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## Broader Regional Conditions

- *Condition 1:* Internet and Broadband Telecommunications
- *Condition 2:* Availability and Reliability of Natural Gas
- *Condition 3:* Beef (Ranching) Production
- *Condition 4:* Passive Income, Region vs. State and National
- *Condition 5:* Type and Direction of Population Growth
- *Condition 6:* Higher Average Household Income vs. National
- *Condition 8:* Gaps in the Region’s Mining, Quarrying, and Oil and Gas Extraction Industry Sector
- *Condition 9:* Leakage in the Region’s Retail Trade Industry Sector

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 Northeastern Nevada Regional Development Authority will serve as the Comprehensive Economic Development Strategy Committee. The Northeastern Nevada Regional 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 in addressing the individual conditions outlined in this Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority for 2020 through 2025. Due to significant decreases in 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.

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## 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 core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization 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 faces and the resources the organization 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 for the organization’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 the Northeastern Nevada Regional Development Authority, 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 region through the development of new individual Comprehensive Economic Development Strategies for Elko County (including the individual communities of the City of Carlin, the City of Elko, the City of Wells, the City of West Wendover, and the communities of Jackpot and Spring Creek), Eureka County, Lander County, and White Pine County. Development of the Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority and the member counties of Elko County, Eureka County, Lander County, and White Pine County, began in July 2019 with a series of local community and county-level workshops followed by a second round of local community and county-level workshops held in August 2019 and September 2019.

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

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

- 
- August 12, 2019 and August 13, 2019: Battle Mountain, Nevada (Lander County)
  - August 15, 2019: Eureka, Nevada (Eureka County)
  - August 19, 2019 and August 20, 2019: Carlin, Nevada (Elko County)
  - August 21, 2019 and August 22, 2019: Elko, Nevada (Elko County)
  - September 5, 2019 and September 6, 2019: West Wendover, Nevada (Elko County)

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

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

Upon completion of the first and second rounds of local community workshops, faculty from the College of Business at the University of Nevada, Reno developed and facilitated three separate regional workshops. The first regional workshop was held on October 3, 2019 and October 4, 2019 in Elko, Nevada, the second regional workshop was held on October 17, 2019 in Winnemucca, Nevada, and the third regional workshop was held on November 14, 2019 in Ely, Nevada. Nearly 200 different representatives from the Northeastern Nevada Regional Development Authority and from the public-sector, private-sector, and non-profit sector from each of the five member counties of the Northeastern Nevada Regional Development Authority (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 after the Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority had begun.

In 2018, Humboldt County completed a comprehensive economic and community analysis resulting in the development of a series of specific economic development objectives for the county as a well as a set of recommended projects and initiatives. The Humboldt Development Authority serves as the City of Winnemucca's and Humboldt County's economic development

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agency as a formal partnership of public and private entities and individuals with the stated mission of identifying and developing “...economic improvement opportunities, provide recommendations concerning economic development and improvement to the government bodies of the City of Winnemucca and Humboldt County, and to assist in the attraction, expansion, and growth of businesses that is compatible with the interests and concerns of the residents of Winnemucca and Humboldt County.” The Humboldt Development Authority implements this mission as a part of the Northeastern Nevada Regional Development Authority.

The stated vision of the Humboldt Development Authority is:

*Our vision for Humboldt County is captured in the ‘Shared Abundance’ scenario for the future. While mining, agriculture, and tourism are still the important backbone of the economy, they are now part of a diverse economy that is complemented by other industries such as specialist manufacturing, value added resources, logistic services, and renewable energy. This diversification has reduced exposure to the ‘boom and bust’ nature of commodity cycles. The region has become known for its ability to apply creative entrepreneurial solutions and capitalizes on challenges and new opportunities.*

*Winnemucca and surrounding areas have pulled together in a cohesive way to create a vibrant and responsive regional community. A diversified economy has allowed for greater community prosperity, and has reduced the gap between the rich and poor. There is an expanded sense of community and Winnemucca has transitioned into a cooperative adaptable community that is shaping its own future. It is an inviting community that has high levels of active participation, good community infrastructure and a healthy culture and spirit. This makes the community attractive to young people and professionals who see a future for themselves in Humboldt County.*

The stated economic development goals of the Humboldt Development Authority area:

- Ensure adequate infrastructure to support existing and future business.
- Diversify the local economy to maintain and improve the economic health of Humboldt County.
- Identify and pursue opportunities to develop additional public and private partnerships that enhance tourism and economic development.

As part of this new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority, the Northeastern Nevada Regional Development Authority has and will continue to provide support to the Humboldt Development Authority, and to the other member counties of Elko County, Eureka County, Lander County, and White Pine County, and Pershing County as of January 1, 2020, in further implementing community-based and community or county-level strategic economic development goals and objectives. The strategic economic development goals and objectives and identified priority projects for Elko County (including the City of Carlin, City of Elko, City of Wells, and City of West Wendover and the communities of Jackpot and Spring Creek), Eureka County, and Lander

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County are found in the companion University Center for Economic Development technical reports submitted to the U.S. Economic Development Administration in 2020 as part of the development of a new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. The strategic economic development goals and objectives and identified priority projects for White Pine County are found in a companion Comprehensive Economic Development Strategy developed by representatives from the Nevada Governor’s Office of Economic Development and the U.S. Department of Agriculture Rural Development and submitted to the U.S. Economic Development Administration along with this University Center for Economic Development technical report.

The Pershing County Economic Development Authority was initially developed as a partnership between the City of Lovelock and Pershing County with the stated mission of helping to “...maintain and grow a vibrant economic base by developing and implementing programs that invigorate growth thereby increasing the number of local jobs and expanding the tax base of Pershing County. The Pershing County Economic Development Authority serves as a liaison between new companies, existing companies, landowners, site selectors, utility companies, government entities and all Pershing County communities.” As the addition of Pershing County to the Northeastern Nevada Regional Development Authority is relatively new, representatives from Pershing County did not have an opportunity to participate in the regional strategic economic development workshops facilitated by University Center for Economic Development faculty on October 3, 2019 and October 4, 2019 in Elko, Nevada, on October 17, 2019 in Winnemucca, Nevada, and on November 14, 2019 in Ely, Nevada. The Northeastern Nevada Regional Development Authority, at the time of publication of this University Center for Economic Development technical report, is still developing the formal relationship between Pershing County and the Northeastern Nevada Regional Development Authority. Subsequent annual evaluations and updates to this Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority for 2020 through 2025 will include participation from both public-sector and private-sector representatives.

The first regional strategic economic development planning 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

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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 each of the three regional strategic economic development planning workshops (held October 3, 2019 and October 4, 2019, October 17, 2019, and on November 14, 2019) and contains the required elements of the new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority for 2020 through 2025. A number of the various elements found in this five-year 2020 Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority are included in the five-year Comprehensive Economic Development Strategy documents for the various member counties. Unless otherwise indicated, the Northeastern Nevada Regional Development Authority will serve as the Comprehensive Economic Development Strategy Committee for the purposes of implementation and annual evaluation of the 2020 Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority.

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## 3.0 State Law and Federal Considerations

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

### 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 any community’s individual master plan, the various counties, municipalities, and individual communities within northeastern Nevada have prepared their own strategic economic development plans or formal Comprehensive Economic Development Strategies in order to consolidate and codify a growing body of policy concerning the economic and fiscal viability of the region.

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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 state-ide 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 Eureka County, Humboldt County, Lander County, and White Pine County. The Northeastern Nevada Regional Development Authority was later expanded in 2020 to include Pershing County. The organizational mission of the Northeastern Nevada Regional Development Authority is to encourage and coordinate the continual, diversified development and economic growth of the Northeastern Nevada region and all of its entities. Comprised of both public and private sector members, the organizational 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 Northeastern Nevada Regional Development Authority 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):

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“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.

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The remaining sections of this University Center for Economic Development technical report provides the content for each of these ten technical requirements and comprise the Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority for 2020 through 2025.

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## 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*, completed by workshop participants who participated in the first regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019 in Elko, Nevada for northeastern Nevada. Elements of Stronger Economies Together Module 1 and Module 2 were reviewed during the second regional strategic economic development planning workshop held on October 17, 2019 in Winnemucca, Nevada.

As no current Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority existed, no evaluation of a past or current regional Comprehensive Economic Development Strategy could be completed. The evaluation of past economic development efforts, including the evaluation of existing community and county-level Comprehensive Economic Development Strategy documents largely completed at a community or county level, are summarized and evaluated in the various accompanying documents referenced in Section 2.0 of this University Center for Economic Development technical report. Existing regional economic development efforts are evaluated in this section by identifying and evaluating existing regional real estate and land reuse strategies, tech-transfer and technology-based strategies, small business and entrepreneurial strategies, neighborhood and community development strategies, and various workforce and job training development strategies. Workshop participants were also asked to identify existing and develop new business creation, attraction, retention, and expansion strategies for the northeastern Nevada region.

### 4.1 Developing a Regional Economic Development Network

During the first regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019 in Elko, Nevada, 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 Northeastern Nevada. These individuals, organizations, and private sector firms were sorted into six specific areas of economic development, including: (1) Real Estate and Land Reuse Strategies, (2) Tech-Transfer and Technology-Based Strategies, (3) Economic Development and Marketing and Attraction Strategies, (4) Small Business and Entrepreneurial Strategies, (5) Neighborhood and Community Development Strategies, and (6) Workforce and Job Training Development Strategies. Taken together, each of this six specific areas of economic development form a larger comprehensive economic development strategy designed to encourage new business creation and business attraction and encourage existing business retention and expansion.

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#### 4.1.a Real Estate and Land Reuse Strategies

Real estate and land reuse strategies typically include brand new development on a vacant parcel of land, the redevelopment of previously occupied parcels, and/or the reuse of previously occupied buildings. In many ways, real estate and land reuse-based economic development are central to the overall practice of economic development. Workshop participants identified the following individuals, organizations, and private sector firms already engaged in real estate and land reuse strategies operating throughout northeastern Nevada:

- Various City Councils within Northeastern Nevada
- Private Developers
- Various County Commissions within Northeastern Nevada
- U.S. Bureau of Land Management
- Existing Redevelopment Agencies (operating in Elko County and White Pine County)
- Northeastern Nevada Regional Development Authority
- Realtor's Association
- University of Nevada Cooperative Extension (University of Nevada, Reno and State of Nevada)
- Private Construction Companies
- City of Wells
- Bottari Realty
- Existing and Active Main Street Programs
- U.S. Forest Service
- Coldwell Banker
- Various Planning Commissions and Planning Boards within Northeastern Nevada
- Various City/Municipal Governments and County Governments within Northeastern Nevada
- Operating Industrial Parks within Northeastern Nevada
- Elko County Association of Realtors
- U.S. Army Core of Engineers
- Nevada Rural Water Association
- Humboldt WA
- Various Ranching and Farming Operations within Northeastern Nevada
- Southern Nevada Water Authority

These individuals, organizations, and private sector entities directly engage in a number of real estate and land reuse strategies throughout northeastern Nevada and represent significant contributions to the region's various strategic economic development efforts. Workshop participants noted that each of these individuals, organizations, and private sector entities will be critical in further developing and directly implementing the various elements of the new Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. Future efforts of the Northeastern Nevada Regional Development Authority, according to workshop participants, should focus on providing information regarding technical and financial assistance to communities or private-sector interests involved in real estate and land reuse economic development efforts.

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#### 4.1.b Tech-Transfer and Technology-Based Strategies

Economic restructuring, the prosperity of technology driven economies, and the importance of knowledge to economic transitions have made science and technology key components of economic growth. Technology-led development has become a critical concern of entire regions and individual communities as competitive regions and communities develop, transfer, commercialize, and deploy advanced technologies as part of their wider economic development strategy. Workshop participants identified the following individuals, organizations, and private sector firms already engaged in tech-transfer and technology-based strategies operating throughout northeastern Nevada:

- Nevada Governor’s Office of Science, Innovation and Technology
- Nevada System of Higher Education (including the Desert Research Institute, Great Basin College, and the University of Nevada, Reno)
- U.S. Department of Agriculture
- Health Resources and Services Administration
- Nevada Governor’s Office of Economic Development
- City of Wells (GeoT)
- Various Ranching and Farming Operations within Northeastern Nevada
- Vitality/NRH
- Future Farmers of America Program (various high schools and school districts within Northeastern Nevada)
- University of Utah
- Southwest Gas
- NV Energy
- Broadband and Telecommunication Companies
- Various Mining and Natural Resource Extraction Companies Operating within Northeastern Nevada

These individuals, organizations, and private sector entities directly engage in a number of tech-transfer and technology-based economic development strategies throughout northeastern Nevada and represent significant contributions to the region’s various strategic economic development efforts. Workshop participants noted that these individuals, organizations, and private sector entities will all be critical in further developing and directly implementing various tech-transfer and technology-based elements of this new Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority.

#### 4.1.c Economic Development Marketing and Attraction Strategies

Economic development marketing and attraction has always been an important economic development tool and strategy sub-set. Economic development marketing and attraction strategies have been used to help attract, retain, and expand businesses, help improve a region’s and community’s image both inside and outside the region and community, and help to promote key policies and programs designed to support other economic development strategies and initiatives. Workshop participants identified the following individuals, organizations, and

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private sector firms already engaged in different economic development and marketing and attraction strategies operating throughout northeastern Nevada:

- Various Chambers of Commerce Operating within Northeastern Nevada
- Various Community Service Groups (i.e. Rotary, Soroptimist, etc.) Operating within Northeastern Nevada
- Existing Downtown Business Associations Operating within Northeastern Nevada
- Northeastern Nevada Regional Development Authority
- U.S. Department of Agriculture
- Nevada Governor’s Office of Economic Development
- Nevada System of Higher Education (including Great Basin College, University of Nevada Cooperative Extension, and the University of Nevada, Reno)
- University Center for Economic Development (University of Nevada, Reno)
- Various City/Municipal and County Governments (active websites)
- Existing and Active Main Street Programs
- Private Consultants and Consulting Groups
- Nevada Department of Transportation
- Various Convention, Tourism, and Visitor Authorities Operating within Northeastern Nevada
- Existing Local Economic Development Authorities (i.e. Humboldt Development Authority, Lander Economic Development Authority, etc.)

These individuals, organizations, and private sector entities directly engage in a number of economic development marketing and attraction strategies designed to promote individual communities and the entire region to both internal and external audiences. Workshop participants noted that these individuals, organizations, and private sector entities will be critical in further developing and directly implementing the various economic development marketing and attraction elements of this new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority.

#### 4.1.d Small Business and Entrepreneurial Strategies

Small businesses and entrepreneurial start-ups play a fundamental role throughout a region and within local communities and their economies. These small businesses and entrepreneurial start-ups help to improve a region’s or local community’s overall competitiveness, help in diversifying the overall economic base, and stimulate other economic development efforts and overall levels of economic activity. Small businesses and entrepreneurial start-ups serve as **employers**, creating new jobs and playing a significant in hiring workers and people entering the labor market for the first time, as **tax revenue generators**, broadening and diversifying an existing tax base, **economic supporters**, buying and supplying local products and services, **property owners and renters**, purchasing or leasing space from local property owners and filling vacant storefronts, and as **providers of economic stability**, owned and operated by individuals who have a personal stake in the region’s and community’s overall economic health. Workshop participants identified the following individuals, organizations, and private sector firms already engaged in different small business and entrepreneurial-based strategies operating throughout northeastern Nevada:

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- Regional Small Business Development Office (Partnership between Great Basin College and the Nevada Small Business Development Center)
  - Nevada Department of Business and Industry
  - Ozmen Center for Entrepreneurship (University of Nevada, Reno)
  - Various Chambers of Commerce Operating within Northeastern Nevada
  - Various City/Municipal and County Governments
  - Existing and Active Main Street Programs
  - Nevada State Bank
  - U.S. Department of Agriculture
  - Existing Revolving Loan Funds within Northeastern Nevada
  - Cattleman’s Association
  - Farm Bureau, Ag Production/Credit
  - The Real World Design Challenge (RWDC), Nevada
  - U.S. Small Business Administration, State Office
  - Northeastern Nevada Regional Development Authority

These individuals, organizations, and private sector entities directly engage in a number of small business and entrepreneurial-based economic development strategies throughout northeastern Nevada. These individuals, organizations, and private sector entities provide assistance in the development of individual business plans, aid with funding including applying for loans, technical assistance with the training of managing staff and employees, assistance in marketing and product development, and other key functions. Workshop participants noted that these individuals, organizations, and private sector entities will be critical in further developing and directly implementing the various small business development and entrepreneurial-based elements of this new Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority.

#### 4.1.e Neighborhood and Community Development Strategies

Neighborhood and community development strategies typically focus on the economic and community aspects of specific neighborhoods, including a community’s retail sector, market potential, employment opportunities, and available labor force. Job creation, business attraction, and existing business retention are fundamental elements that comprise a region’s or community’s overall neighborhood and community development strategy. Workshop participants identified the following individuals, organizations, and private sector firms already engaged in different neighborhood and community development strategies operating throughout northeastern Nevada:

- Various City Councils and City/Municipal Governments (Carlin, Elko, Ely, Eureka, Wells, West Wendover, etc.)
- Nevada Gold Mines
- Various Non-Profit Organizations Operating within Northeastern Nevada
- U.S. Department of Agriculture
- State of Nevada (and various individual departments, divisions and agencies)
- Existing Downtown Business Associations Operating within Northeastern Nevada

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- Private Sector Developers (provision of infrastructure)
  - Various City and County Advisory Boards
  - Spring Creak Association (and other similar organizations and associations)
  - Existing Youth Sports Leagues
  - Individual Community Schools and School Districts within Northeastern Nevada
  - City Council Members and County Commissioners (region wide)
  - Existing Regulatory Agencies (local, state, and federal)
  - Various Public-Sector, Non-Profit, and Private-Sector Healthcare and Mental Healthcare Providers
  - Nevada System of Higher Education (Great Basin College, University of Nevada, Reno Outreach)
  - AmeriCorps
  - Various Convention, Tourism, and Visitor Authorities Operating within Northeastern Nevada
  - Various City/Municipal Governments and County Governments within Northeastern Nevada
  - Boys & Girls Club
  - Resource Centers
  - PTO
  - Next Money
  - Short-Term Housing Providers
  - PACE
  - Medical Clinics and Hospitals Operating within Northeastern Nevada; MedX; Northeastern Nevada Regional Hospital (Elko, Nevada); Battle Mountain General Hospital (Battle Mountain, Nevada)
  - Vitality Center
  - Rural Nevada Development Center
  - Elko County Association of Realtors
  - Nevada Chapter of the American Planning Association
  - U.S. Department of Housing and Urban Development, Nevada Rural Housing Authority
  - Veteran Groups and Associations
  - Various Utility Companies Operating within Northeastern Nevada

These individuals, organizations, and private sector entities directly engage in a number of neighborhood and community development strategies throughout Northeastern Nevada. While the Northeastern Nevada Regional Development Authority does not directly engage in neighborhood and community development oriented strategies, workshop participants noted that each of these individuals, organizations, and private sector entities will be critical in further developing and, at least indirectly implementing, the various elements of the new Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. Successful community and economic development efforts at the neighborhood and community level can translate into successful implementation of this larger regional Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority.

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#### 4.1.f Workforce and Job Training Strategies

Increased global competition and technological change in services and manufacturing have resulted in a new mix of specialized workforce requirements. Workforce and job training economic development strategies seek to bridge the gap or gaps that exist between demand and supply for trained employees through the general improvement of the workforce's existing skill sets and to improve the basic skill sets of entry-level workers. Workshop participants identified the following individuals, organizations, and private sector firms already engaged in various workforce and job training strategies operating throughout northeastern Nevada:

- JOIN, Inc.
- Various City/Municipal and County Governments
- Nevada System of Higher Education (Great Basin College, University of Nevada, Reno, Western Nevada College)
- Ruby Mountain Resource Center (Developmentally Disabled)
- Various Private Sector Entities and Firms with Active Job Training Programs
- Various Non-Profit Organizations Operating within Northeastern Nevada
- Nevada Job Connect
- Communities in Schools (CIS), Jobs for America's Graduates (JAG)
- Individual Community Schools and School Districts within Northeastern Nevada
- Various Mining and Natural Resource Extraction Companies Operating within Northeastern Nevada
- Nevada State Office of Rural Health
- Nevada Department of Employment, Training and Rehabilitation
- Medical Clinics and Hospitals Operating within Northeastern Nevada; MedX; Northeastern Nevada Regional Hospital (Elko, Nevada); Battle Mountain General Hospital (Battle Mountain, Nevada)
- Various Public-Sector, Non-Profit, and Private-Sector Healthcare and Mental Healthcare Providers
- U.S. Department of Veterans Affairs
- AmeriCorps
- Various Chambers of Commerce Operating within Northeastern Nevada
- Mentorship Programs (WREC, Cities, Counties, Mines)
- On-the-Job-Training Provided by Private Sector Firms
- Various Extracurricular Groups and Activities (FFA, FBLA, Boys & Girls Club)
- Various Summer Programs, Skills Classes, Hobby and Recreational Clubs and Groups

These individuals, organizations, and private sector entities directly engage in a number of workforce and job training economic development strategies throughout northeastern Nevada. Again, while the Northeastern Nevada Regional Development Authority does not directly engage in neighborhood and community development oriented strategies, workshop participants noted that these individuals, organizations, and private sector entities will be critical in further developing and, at least indirectly implementing, the various elements of this new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional

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Development Authority by focusing on the continual improvement of the region's existing and future workforce.

## **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 first regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019 in Elko, Nevada, 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 located and operating throughout northeastern Nevada.

### 4.2.a Existing Creation Economic Development Initiatives

Workshop participants identified a number of individuals, organizations, and private sector firms and a number of specific economic development initiatives focused on business creation activities, including:

- Various Non-Profit Organizations Operating within Northeastern Nevada
- U.S. Department of Agriculture
- Nevada System of Higher Education (Great Basin College, University of Nevada, Reno)
- Various Private Sector Entities
- Private Developers
- Various City Councils and City/Municipal Governments and Various County Commissions and County Governments
- Existing Downtown Business Associations Operating within Northeastern Nevada
- Private Construction Companies
- Nevada Governor's Office of Economic Development
- Various Community Service Groups (i.e. Rotary, Soroptimist, etc.) Operating within Northeastern Nevada
- Northeastern Nevada Regional Development Authority
- Regional Small Business Development Office (Partnership between Great Basin College and the Nevada Small Business Development Center)
- AmeriCorps

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- Existing Regulatory Agencies (local, state, and federal)
  - Nevada State Office of Rural Health
  - Various Mining and Natural Resource Extraction Companies Operating within Northeastern Nevada
  - Nevada Department of Employment, Training and Rehabilitation
  - Various Public-Sector, Non-Profit, and Private-Sector Healthcare and Mental Healthcare Providers
  - U.S. Health Resources and Services Administration
  - Spring Creak Association and Other Similar Community Associations
  - University of Utah
  - Individual Community Schools and School Districts within Northeastern Nevada
  - Existing Vocational Training, Mentorship, and Internship Programs
  - Various Agricultural Organizations Operating within Northeastern Nevada
  - Short-Term Housing Providers
  - Provision of Financing and Financial Assistance Programs aimed at Business Creation and Start-Up
  - Government Grant Programs (local, state, and federal)
  - Various Extracurricular Groups and Activities (FFA, FBLA, Boys & Girls Club)
  - Existing Tech-Transfer Programs
  - Various Chambers of Commerce Operating within Northeastern Nevada
  - JOIN, Inc.
  - Utilization of Existing Tax Incentive Programs (local and state, Opportunity Zones via U.S. Federal Government)
  - Existing Community-Level and County-Led Broadband and Telecommunication Development Projects
  - Rural Nevada Development Corporation
  - Operating Industrial Parks within Northeastern Nevada
  - Various Utility Companies Operating within Northeastern Nevada

While workshop participants noted a number of individuals, organizations, and private sector firms already engaged in a number of current business creation activities and initiatives, workshop participants further noted a general lack of coordination of these activities and initiatives across the entire region. Furthermore, workshop participants generally agreed that the various existing business creation activities and initiatives tend to lack a specific industry sector or occupational sector focus. As part of the new five-year Comprehensive Economic Development Strategy for the northeastern Nevada region, workshop participants further agreed that the Northeastern Nevada Regional Development Authority could assist in providing this industry sector or occupational sector focus by helping coordinate these various business creation activities across organizational and community lines.

#### 4.2.b Existing Attraction Economic Development Initiatives

Workshop participants identified a number of individuals, organizations, and private sector firms and a number of specific economic development initiatives focused on business attraction activities, including:

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- Various Chambers of Commerce Operating within Northeastern Nevada
  - Northeastern Nevada Regional Development Authority
  - Existing Downtown Business Associations Operating within Northeastern Nevada
  - Individual Community Schools and School Districts within Northeastern Nevada
  - Various Private Sector Entities
  - Private Developers
  - Various City Councils and City/Municipal Governments and Various County Commissions and County Governments
  - Elko Convention and Visitors Authority and Various Convention, Tourism, and Visitor Authorities Operating within Northeastern Nevada
  - Nevada System of Higher Education (Desert Research Institute, Great Basin College, University of Nevada, Reno)
  - U.S. Department of Agriculture
  - Nevada Governor’s Office of Economic Development
  - Various Community Service Groups (i.e. Rotary, Soroptimist, etc.) Operating within Northeastern Nevada
  - Regional Small Business Development Office (Partnership between Great Basin College and the Nevada Small Business Development Center)
  - Existing Youth Sports Leagues
  - Various Mining and Natural Resource Extraction Companies Operating within Northeastern Nevada
  - Nevada Department of Employment, Training and Rehabilitation
  - Various Public-Sector, Non-Profit, and Private-Sector Healthcare and Mental Healthcare Providers
  - Various Community Service Groups (i.e. Rotary, Soroptimist, etc.) Operating within Northeastern Nevada
  - Spring Creek Association
  - Existing Community Resource Providers
  - Various Extracurricular Groups and Activities (FFA, FBLA, Boys & Girls Club)
  - Nevada State Bank
  - U.S. Department of Housing and Urban Development, Nevada Rural Housing Authority
  - Utilization of Existing Tax Incentive Programs (local and state, Opportunity Zones via U.S. Federal Government)
  - Broadband and Telecommunication Development Programs and Projects
  - Various Ranching and Farming Operations within Northeastern Nevada
  - U.S. Small Business Administration, State Office
  - Elko County Association of Realtors
  - U.S. Army Core of Engineers
  - Operating Industrial Parks within Northeastern Nevada
  - Existing Local Economic Development Authorities (i.e. Humboldt Development Authority, Lander Economic Development Authority, etc.)
  - Various Churches and Faith-Based Organizations Operating within Northeastern Nevada
  - Various Utility Companies Operating within Northeastern Nevada
  - Nevada Governor’s Office of Science, Innovation and Technology

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- Various Existing Workforce Development and Job Training Programs

Workshop participants noted that the various individuals, organizations, and private sector firms already engaged in a number of current business attraction activities and initiatives, and the various existing business attraction activities and initiatives themselves, are largely focused on regular improvement of the region's overall quality of life and the quality of life of each individual community located within northeastern Nevada. Improvement in the region's overall quality of life and the improvement in the quality of life for each individual community located within northeastern Nevada should remain, as generally agreed to by workshop participants, a local or county-level effort. However, workshop participants noted that the Northeastern Nevada Regional Development Authority, as part of its new five-year Comprehensive Economic Development Strategy, should assume a stronger coordinating role across the individual member counties. The Northeastern Nevada Regional Development Authority can also serve an educational role by identifying possible threats to existing quality of life levels and help communities respond by providing or identifying sources of possible financial and technical assistance.

#### 4.2.c Existing Retention Economic Development Initiatives

Workshop participants identified a number of individuals, organizations, and private sector firms and a number of specific economic development initiatives focused on business retention activities and efforts, including:

- Various Non-Profit Organizations Operating within Northeastern Nevada
- Various Chambers of Commerce Operating within Northeastern Nevada
- Existing Downtown Business Associations Operating within Northeastern Nevada
- JOIN, Inc.
- Various Private Sector Entities
- Private Developers
- Various City Councils and City/Municipal Governments and Various County Commissions and County Governments
- Elko County Association of Realtors and other Realtor's Associations
- University of Nevada Cooperative Extension
- Nevada System of Higher Education (Desert Research Institute, Great Basin College, University of Nevada, Reno)
- Nevada Governor's Office of Economic Development
- U.S. Department of Veterans Affairs
- Various Community Service Groups (i.e. Rotary, Soroptimist, etc.) Operating within Northeastern Nevada
- Northeastern Nevada Regional Development Authority
- Regional Small Business Development Office (Partnership between Great Basin College and the Nevada Small Business Development Center)
- Existing Youth Sports Leagues
- Individual Community Schools and School Districts within Northeastern Nevada
- U.S. Department of Agriculture

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- Communities in Schools (CIS), Jobs for America’s Graduates (JAG)
  - Various Extracurricular Groups and Activities (FFA, FBLA, Boys & Girls Club)
  - PACE
  - Nevada State Office of Rural Health
  - Various Mining and Natural Resource Extraction Companies Operating within Northeastern Nevada
  - Nevada Department of Employment, Training and Rehabilitation
  - Various Public-Sector, Non-Profit, and Private-Sector Healthcare and Mental Healthcare Providers
  - Health Resources and Services Administration
  - Spring Creek Association
  - Private Consultants and Consulting Groups
  - Existing and Active Main Street Programs
  - Mentorship Programs (WREC, Cities, Counties, Mines)
  - Various Ranching and Farming Operations within Northeastern Nevada
  - Resource Centers
  - Utilization of Existing Tax Incentive Programs (local and state, Opportunity Zones via U.S. Federal Government)
  - Broadband and Telecommunication Companies
  - Existing Water Authorities (Provision and Regulation)
  - Nevada Governor’s Office of Science, Innovation and Technology
  - Rural Nevada Development Corporation
  - Various Churches and Faith-Based Organizations Operating within Northeastern Nevada
  - Various Utility Companies Operating within Northeastern Nevada
  - Various Existing Workforce Development and Job Training Programs

Similar to existing business attraction activities and initiatives, workshop participants noted that the various individuals, organizations, and private sector firms already engaged in a number of current business attraction activities and initiatives, and the various existing business retention activities and initiatives themselves, are largely focused on regular improvement of the region’s overall quality of life and the quality of life of each individual community located within northeastern Nevada. Improvement in the region’s overall quality of life and the improvement in the quality of life for each individual community located within northeastern Nevada should remain, as generally agreed to by workshop participants, a local or county-level effort.

However, workshop participants did note that the Northeastern Nevada Regional Development Authority, as part of its new five-year Comprehensive Economic Development Strategy, should assume a stronger coordinating role across the individual member counties. The Northeastern Nevada Regional Development Authority can also serve an educational role by identifying possible threats to existing quality of life levels and help communities respond by providing or identifying sources of possible financial and technical assistance. As part of the new five-year Comprehensive Economic Development Strategy, workshop participants further noted that the Northeastern Nevada Regional Development Authority should regularly reach out to existing businesses, either directly or through ongoing business surveys, attempt to identify existing businesses that may be considering leaving the region for other geographic areas and, more

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importantly, *why* the business is considering leaving the region and then help to identify specific actions that can be taken at the regional or community level to retain that existing business.

#### 4.2.d Existing Expansion Economic Development Initiatives

Workshop participants identified a number of individuals, organizations, and private sector firms and a number of specific economic development initiatives focused on business expansion activities and efforts, including:

- Various Chambers of Commerce Operating within Northeastern Nevada
- Existing Downtown Business Associations Operating within Northeastern Nevada
- U.S. Department of Agriculture
- JOIN, Inc.
- Various Private Sector Entities and Firms
- Private Sector Developers
- Various City Councils and City/Municipal Governments and Various County Commissions and County Governments
- Elko County Association of Realtors and other Realtor’s Associations
- University of Nevada Cooperative Extension
- Nevada System of Higher Education (Desert Research Institute, Great Basin College, University of Nevada, Reno)
- Ozmen Center for Entrepreneurship (University of Nevada, Reno)
- Nevada Governor’s Office of Economic Development
- Northeastern Nevada Regional Development Authority
- Regional Small Business Development Office (Partnership between Great Basin College and the Nevada Small Business Development Center)
- Nevada State Office of Rural Health
- AmeriCorps
- Existing Regulatory Agencies (local, state, and federal)
- Individual Community Schools and School Districts within Northeastern Nevada
- Various Mining and Natural Resource Extraction Companies Operating within Northeastern Nevada
- Nevada Department of Employment, Training and Rehabilitation
- Various Public-Sector, Non-Profit, and Private-Sector Healthcare and Mental Healthcare Providers
- Health Resources and Services Administration
- Various Community Service Groups (i.e. Rotary, Soroptimist, etc.) Operating within Northeastern Nevada
- Spring Creek Association
- Nevada State Bank
- Wells Rural Electric
- NV Energy
- Southwest Gas
- Short-Term Housing Providers

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- Nevada Department of Transportation
  - Utilization of Existing Tax Incentive Programs (local and state, Opportunity Zones via U.S. Federal Government)
  - Broadband and Telecommunication Companies
  - Various Ranching and Farming Operations within Northeastern Nevada
  - Operating Industrial Parks within Northeastern Nevada
  - Nevada Governor’s Office of Science, Innovation and Technology
  - Rural Nevada Development Corporation
  - CBED
  - U.S. Department of Housing and Urban Development, Nevada Rural Housing Authority

Workshop participants noted that individual firms operating throughout northeastern Nevada have, in recent years, experienced difficulty in acquiring the needed inputs of production that would allow their individual firm to expand existing operations. Specifically, workshop participants generally agreed that gaining access to additional skilled workers is a primary barrier that most firms throughout northeastern Nevada face in terms of expanding their existing operations. Individual firms also struggle with gaining access to new markets located outside northeastern Nevada or struggle to expand their existing operations while being dependent on existing marketing within northeastern Nevada. While a number of individuals, organizations, and private sector firms are already focused on business expansion and while a number of specific economic development initiatives focused on business expansion activities and efforts already exist within the area, workshop participants noted that the Northeastern Nevada Regional Development Authority should, as part of its new five-year Comprehensive Economic Development Strategy, focus on these primary barriers to business expansion. By addressing the barriers of a lack of additional skilled workers, failing to gain access to external markets, and by helping grow local regional markets, individual firms may be better able to expand their existing operations.

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

In large group discussions, workshop participants who participated in the first regional strategic economic development planning workshop were asked to identify possible new creation, attraction, retention, and expansion strategies that should be incorporated into the development of a new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. While a number of these suggested new creation, attraction, retention, and expansion efforts are already being developed, additional investment spearheaded by the Northeastern Nevada Regional Development Authority will be needed.

#### 4.3.a New Creation Economic Development Initiatives

Workshop participants identified six primary new business creation economic development initiatives that the Northeastern Nevada Regional Development Authority could potentially develop as part of its new five-year Comprehensive Economic Development. The first of these

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six new business creation economic development initiatives focuses on the development of new private-sector childcare services needed to support a growing population base. As new individuals and new families continue to move into the northeastern Nevada region, additional childcare services will be needed. While there is growing demand for childcare services and for new businesses that provide these services, the growth in childcare services in northeastern Nevada will also allow adults who are part of the region's civilian workforce to potentially pursue their own business creation and start-up efforts and help other firms grow through the further development of the region's workforce.

Second, workshop participants noted that there is considerable untapped potential to grow and expand the region's existing agricultural industry sector. Workshop participants noted that a considerable portion of the region's existing agricultural industry sector is dominated by historical agricultural production processes including the growing of hay and related products and ranching. The recent legalization of hemp and marijuana production and use in Nevada, for both recreational and medicinal use, represents a possible opportunity for various agricultural producers already operating throughout northeastern Nevada. Beyond production, workshop participants expressed interest in exploring the possibility of capturing more of the larger agricultural supply and value chain including, but not limited to, the production and use of hemp in finished goods and products as well as other parts of the larger agricultural supply chain and value chain more closely related to existing regional agricultural production. Developing regional meat processing capacity, food production processing capacity, and the development and utilization of existing and new technologies are a few ways that new businesses can be created within and around the region's existing agricultural industry sector. New production processes, including the use of hydro or aquaponics, coupled with the development and use of renewable energy, can help address the region's and state's larger food desert while creating new businesses and new employment opportunities in new and emerging industry sectors and sub-sectors.

Third, and similar to creating new businesses and new employment opportunities in the region's existing agricultural sector, workshop participants noted that there is also considerable untapped potential to grow and expand the region's existing mining and natural resource extraction industry sector on both the upstream (equipment and material suppliers, tools, vehicles, etc.) and downstream (processing of ore and use in the creation of finished or component products) supply chains of the various mining and natural resource extraction firms that already operate in northeastern Nevada. Individual states such as Colorado and Utah benefit from the lack of a more fully developed mining and natural resource extraction industry sector supply chain in Nevada. By aggressively supporting the development of new businesses within the region that can successfully supply the existing mining and natural resource extraction firm's upstream supply chain needs while also expanding upon the utilization of ore in finished or component products, new businesses and new employment opportunities can be created throughout the region. Workshop participants also noted that this approach can also help create new businesses in other related and non-related industry sectors such as construction and material moving.

Fourth, workshop participants noted a severe lack of individual firms and individual workers that can provide sufficient vocational services and skills (construction, machining, high-tech, etc.) to meet current levels of demand. Individual firms and workers from outside the region from either

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the Reno-Sparks Metropolitan Statistical Area, southern Idaho, and even Utah have attempted to fill this gap by providing these services and the necessary workforce. Workshop participants noted the need for significant investment in vocational education and training as a starting point for the development and creation of new businesses in various vocational sector areas. Fifth, workshop participants noted the rapidly growing need for additional healthcare providers that can provide a number of expanded medical services to the region's growing population. Primary care, mental healthcare services, trauma and emergency treatment services, pediatrics, and several other service areas make up just a few of the various healthcare areas that have experienced significant increases in overall demand. The development of training and certification programs in Certified Nursing, Registered Nursing, for Physician Assistants, and pharmacy is one area in which the Northeastern Nevada Regional Development Authority can support new business creation in the area of healthcare.

Sixth, and finally, workshop participants noted a growing demand for new broadband and telecommunication services as well as related businesses that can utilize this technology. For the Northeastern Nevada Regional Development Authority, continued advocacy with local, state, and federal elected representatives for improved broadband and telecommunication coverage can serve as a springboard for new business creation across several different industry sectors. A more rapid expansion of regional broadband and telecommunication coverage and infrastructure is also vital in launching other business attraction, business retention, and business expansion efforts at both the community or county level and the regional level.

#### 4.3.b New Attraction Economic Development Initiatives

The various new business attraction economic development initiatives largely focus on building upon the existing community or county level and regional assets and strengths already present including a strong mining and natural resource extraction industry sector, a strong agricultural industry sector, a strong tourism industry sector, and the many natural and human made resources found throughout northeastern Nevada. First, workshop participants strongly advocated for attracting new businesses to northeastern Nevada that can take advantage of the region's existing orientation toward natural resource-based tourism. Firms that can promote and provide an 'outdoor experience' for visitors, site tours, and provide a legitimate 'western' experience are the types of tourism and recreation firms that the Northeastern Nevada Regional Development Authority should aggressively attract.

Second, and building upon the area's already strong tourism and recreation industry sector, the Northeastern Nevada Regional Development Authority should aggressively attract firms that can capture various upstream and downstream elements of the tourism and recreation industry sector's supply chain and value chain. New retailers, tied to population growth centers and the region's overall growth in income, can provide additional consumption opportunities for tourists and visitors who visit and vacation in the region. Expanding the supply chain and value chain, to provide multi-day and multi-activity opportunities, such as hiking in the morning, golf in the afternoon, and dinner and shows in the evening, is another way in which new businesses can be attractively recruited to the region.

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Helping to serve and expand the region’s existing mining and natural resource extraction industry sector and existing agricultural industry sector, the third way in which the Northeastern Nevada Regional Development Authority can attract new businesses to the region is by focusing on further developing the region’s small, light and medium-scaled manufacturing base to supply various materials, supplies, tools, and equipment used by existing firms in both industry sectors. By working with existing educators and workforce training organizations operating throughout northeastern Nevada, the Northeastern Nevada Development Authority should focus on developing additional professional development, training, and certification programs that small, light and medium-scaled manufacturers will need as they relocate to the region. This area should also focus on promoting more hemp production within the region and the utilization of produced hemp in various processing and production methods in order to create end products for consumers both within and outside northeastern Nevada.

Fourth, workshop participants noted that the region could better take advantage of the existing transportation infrastructure that already exists throughout northeastern Nevada. The existence of a major national railroad network, U.S. Interstate 80, U.S. Highway 50, medium to small sized airports, underutilized industrial parks, and other related transportation infrastructure combined with the region’s central geographic location to major urban and metropolitan markets makes northeastern Nevada an ideal location for firms that provide multimodal and intermodal logistical and distribution services. Fifth, and finally, workshop participants noted that the Northeastern Nevada Regional Development Authority, in partnership with the various public schools and school districts operating within northeastern Nevada, need to expand training and educational opportunities for educators and education professionals that work within the region. New firms that maybe recruited to relocate to northeastern Nevada will need access to a growing workforce and steady improvements to the region’s overall public education sector will help attract new workers to the area.

While not directly addressed in any specific new strategic goal or objective of this new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority, key regional stakeholders agreed that the region’s existing passenger and freight railroad infrastructure assets will play a vital role in the successful development and implementation of new business creation and attraction economic development initiatives. Expansion of both freight and passenger rail along the U.S. Interstate 80 corridor and feeder communities will remain a key element for economic growth throughout the northeastern Nevada region. Because the northeastern Nevada region is relatively isolated from major metropolitan areas (for example, Salt Lake City, Utah and Sacramento, California) and the potential trade and commerce opportunities they offer. Any products produced or needed in the northeastern Nevada region must be transported a long distance which creates additional cost, time delays, and logistical challenges. The thousands of rail cars and semi-trucks that traverse the U.S. Interstate 80 corridor daily, presents numerous opportunities for transportation hubs to successfully diversify this region’s local economies beyond historical dependence on the mining and natural resource extraction and agricultural industry and occupation sectors.

The various population centers located throughout northeastern Nevada also tend to be separated by long distances connected by various state and federal highway systems. Each population center has existing businesses and opportunities for potential new businesses that could

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potentially and greatly benefit through both additional stations and intermodal sites along the main Union Pacific railroad corridor or through expansion of Union Pacific tracks or even short line services. Intermodal sites with freight services could potential spur industrial development which is particularly desirable due to the extensive operations in the mining and natural resource extraction industry and occupation sector in northeastern Nevada. Such sites open the door for development not only to national and international firms, but to local and regional businesses.

Similarly, development around passenger stations tends to be diverse and can become concentrated areas of enormous economic activity for smaller cities and towns. Two connections should be prioritized as the need and benefits are significant for the continued growth and development of individual communities within northeastern Nevada and for the entire region. First, connection between Ely, Nevada and Shafter, Nevada should be considered within this new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. The rapid growth of diverse mining and large-scale agriculture operations could significantly benefit from added rail freight services. Upgrading the existing line to accommodate these emerging industries within White Pine County would likely enhance overall trade opportunities within the region and allow east-central Nevada, within northeastern Nevada, to more fully realize its full economic potential. Passenger services along the line could significantly impact the Ely, Nevada area which is already home to the largest active railroad museum in the United States (the Nevada Northern Railway), and a major tourist destination because of the existing Great Basin National Park. Ely, within White Pine County, is already a highway portal (located at the intersection of U.S. Highway 93 and U.S. Highway 50) in eastern Nevada, and a connection to the Union Pacific main east/west line would add vitality to the hub through both freight and passenger service. With no existing north/south rail connecting southern Nevada with northern Nevada rail lines, this connection would also open up central Nevada along the U.S. Highway 50 corridor to rail opportunities.

Second, connection between Wells, Nevada and Twin Falls, Idaho should also be considered within this new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. Currently connected only by U.S. Highway 93, this area is vastly underserved and in need of new passenger and freight rail services. A connection to the existing Union Pacific line in Twin Falls, Idaho to Wells, Nevada would open up Nevada to the entire United States northwestern and intermountain western market via Southern Idaho's Magic Valley. The ability to move passengers and freight directly from Nevada rather than traveling long distances through Sacramento, California or Salt Lake City, Utah would particularly benefit northeastern Nevada by attracting companies in those hubs to Nevada.

Additionally, the existing passenger stations in both Winnemucca, Nevada in Humboldt County and Elko, Nevada in Elko County should be enhanced with additional boarding and deboarding stops. Amtrak currently provides limited service with one west bound and one east bound stop daily, although it has numerous trains daily traversing the state. A station stop in Battle Mountain, Nevada in Lander County is needed and could have potential enormous economic impact on the community which is located at the intersection of U.S. Interstate 80 and Nevada State Highway 305. Battle Mountain, Nevada, because of its geographic location along two important transportation corridors with both east-west and north-south connectivity, also

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provides connectivity to communities located along the U.S. Highway 50 corridor in the southern part of the northeastern Nevada region.

Congestion and safety also play a major role in the need for expanded passenger and freight rail services along the U.S. Interstate 80 corridor. Trucking has dramatically increased throughout the entire northeastern Nevada region and, along with it, wear and tear on the region's network of surface roadway systems. Passenger car travel along the U.S. Interstate 80 corridor is often overwhelmed by the sheer numbers of trucks, especially with two and three trailers. Head-on collisions between passenger cars attempting to pass semi-trucks (often multiple) are not uncommon along U.S. Highway 93 and U.S. Highway 95. Exacerbated by a climate that can produce heavy snow and ice up to nine months of the year, accidents are common and can often result in a complete shutdown of the region's entire highway network. Expanded passenger and freight rail services and infrastructure will greatly contribute to the safety and welfare of travelers and the region's local population and will be a vital element of the region's new business creation and retention economic development initiative portfolio.

#### 4.3.c New Retention Economic Development Initiatives

Workshop participants identified five specific new initiatives that the Northeastern Nevada Regional Development Authority, either by itself or in partnership with other individuals, organizations, or private sector firms, could develop in order to retain existing businesses already operating throughout northeastern Nevada. First, workshop participants expressed a strong desire to focus on the development of a series of new technical and financial assistance programs aimed at helping various existing 'mom and pop retailers' that make up a substantial portion of the region's overall retail trade industry sector. Workshop participants noted that these various 'mom and pop retailers' could benefit from assistance in marketing their goods and services to wider markets located outside northeastern Nevada as a way of ensuring that their business does not close. Second, and related to various 'mom and pop retailers', is the development of new technical and financial assistance programs to existing firms that provide either direct or indirect tourism and recreation services. Again, workshop participants noted that these various tourism and recreation service-based firms could directly benefit from assistance in marketing their goods and services to wider markets located outside northeastern Nevada as a way of ensuring that their business does not close.

The third and fourth new retention-oriented economic development initiatives are targeted toward supporting the region's existing two largest industry sectors, including the mining and natural resource extraction industry sector and the agricultural industry sector. Third, the consolidation of several existing mining operations into a single corporate identity, Nevada Gold Mines, has created duplication in the supply chain for the newly established Nevada Gold Mines. As Nevada Gold Mines continues to streamline its inherited supply chain, existing support firms that provide equipment, materials, supplies, tools and other goods and services to the existing mining and natural resource extraction activities within the region will need assistance in finding new customers and new markets outside northeastern Nevada. Fourth, and in partnership with various entities such as University of Nevada Cooperative Extension and Great Basin College, workshop participants suggested that the Northeastern Nevada Regional Development Authority

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should focus on new business retention economic development initiatives aimed at supporting existing agricultural producers already operating throughout northeastern Nevada.

Fifth, and finally, workshop participants noted that several firms have either relocated outside the region, closed their operations, or are considering leaving the region or closing their operations due to a lack of reliable broadband and telecommunication service. In order to access markets outside northeastern Nevada, many firms throughout the region are considering utilizing online sales as a way of both maintaining and expanding their existing operations. As previously mentioned, workshop participants strongly supported the idea that the Northeastern Nevada Regional Development Authority, as part of its new five-year Comprehensive Economic Development Strategy and in partnership with various individuals, organizations, and private sector firms, should focus on continued advocacy with local, state, and federal elected representatives for improved broadband and telecommunication coverage that can serve as a springboard for existing business retention and expansion across several different industry sectors.

#### 4.3.d New Expansion Economic Development Initiatives

Similar to the various new creation, attraction, and retention economic development initiatives already outlined above, many of the new expansion economic development initiatives for the Northeastern Nevada Regional Development Authority's new five-year Comprehensive Economic Development Strategy focuses on expanding elements of the region's existing primary industry sectors. First, workshop participants suggested expanding the operations of firms already operating throughout northeastern Nevada that already provide goods and services to firms within the region's existing mining and natural resource extraction industry sector. This effort can be accomplished by assisting existing firms find new customers and new markets outside northeastern Nevada but by retaining the firm's production base in northeastern Nevada and then exporting finished products, materials, supplies, tools and services to those new customers and new markets.

Second, workshop participants suggested expanding the operations of farms and ranchers already part of the region's agricultural industry sector by helping support the development of new and alternative crops and expanded production, processing, transportation, and logistical services. New public policies and regulatory structures at the local level, state level, and federal level may be required and the Northeastern Nevada Regional Development Authority can assist with the needed advocacy for these policy and regulatory changes. The Northeastern Nevada Regional Development Authority can also assist, in partnership with others, in identifying, developing, and securing new technologies needed to support these various expansion efforts.

Education, as a 'catch-all', is the third area in which the Northeastern Nevada Regional Development Authority can expand its business expansion efforts. In partnership with various other individuals, organizations, and even private-sector firms that provide various educational services, the Northeastern Nevada Regional Development Authority should focus on expanding the educational offerings already present within the region. New and expanded satellite campuses, the development of distancing learning programs through the use of technology, development of new teacher education programs, and a comprehensive expansion of existing

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continuing education and certification and recertification programs should be part of the Northeastern Nevada Regional Development Authority's effort to grow and improve the area's existing workforce in order to help individual firms in northeastern Nevada expand their operations.

Fourth, and finally, is a 'catch-all' of various service based business expansion initiatives that workshop participants expressed general support for. As northeastern Nevada's population continues to grow, there is growing demand for new and expanded healthcare services, new and expanded vocational trade services and workers, and new and expanded financial services. Specialty care, short-term and long-term care, laboratories and pharmacies, emergency and trauma services, and general practitioner services are in high demand but existing providers are currently unable to meet these growing levels of demand. Expansion of existing healthcare infrastructure, including telehealth services, transportation of materials and patients, and other healthcare related services are also in need of greater expansion to meet growing demand. General banking, automated teller services, and loans for business creation as well as various other consumer and developer or commercial financial services are also generally underserved throughout northeastern Nevada. Within the vocational trades sector, there is growing demand in a variety of areas including construction and other related vocational services. As part of its new five-year Comprehensive Economic Development Strategy, the Northeastern Nevada Regional Development Authority should focus its business expansion efforts on helping grow businesses that already provide these products and services in order to meet continued growth in demand.

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## 5.0 Analysis: Existing 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 regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019 in Elko, Nevada. The results of several community identity, environmental assessment, and community economic development capacity exercises facilitated by University Center for Economic Development faculty and staff during both the first regional strategic economic development planning workshop and the second strategic economic development planning workshop, held on October 17, 2019 in Winnemucca, Nevada, are also presented in this section.

### 5.1 Socio-Demographic and Economic Trends for the Northeastern Nevada Regional Development Authority

Ten separate socio-demographic and economic categories were examined by participants of the first regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019 in Elko, 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. Total population for the entire Northeastern Nevada Regional Development Authority region is highlighted.

Between 2013 and 2017, northeastern Nevada's total population, including the total populations of Elko County, Eureka County, Humboldt County, Lander County, and White Pine County, increased from an estimated 84,494 total individuals in 2013 to an estimated 86,938 total individuals in 2017, a net increase of 2,444 total individuals or 2.9 percent. Elko County's total population increased from an estimated 50,023 total individuals in 2013 to an estimated 52,377 total individuals in 2017, a net increase of 2,354 total individuals or 4.7 percent. Elko County's growth in total population largely drove total population growth for all of northeastern Nevada between 2013 and 2017.

Eureka County's total population decreased from an estimated 1,804 total individuals in 2013 to an estimated 1,728 total individuals in 2017, a net decrease of 76 total individuals or -4.2 percent. In Humboldt County, the county's total population increased from an estimated 16,800

total individuals in 2013 to an estimated 17,088 total individuals in 2017, a net increase of 288 total individuals or 1.7 percent. Between 2013 and 2017, Lander County’s total population increased slightly, increasing from an estimated 5,844 total individuals in 2013 to an estimated 5,887 total individuals in 2017, a net increase of just 43 total individuals or 0.7 percent. In White Pine County, the county’s total population decreased from an estimated 10,023 total individuals in 2013 to an estimated 9,858 total individuals in 2017, a slight net decrease of 165 total individuals or -1.6%.

<b>Table 5.1 – Total Population Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017</b>				
<b>Community</b>	<b>2013</b>	<b>2017</b>	<b>2013-2017 Actual Change</b>	<b>2013-2017 Percent Change</b>
<b>Elko County</b>	<b>50,023</b>	<b>52,377</b>	<b>2,354</b>	<b>4.7%</b>
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%
<b>Eureka County</b>	<b>1,804</b>	<b>1,728</b>	<b>-76</b>	<b>-4.2%</b>
Eureka	1,340	1,230	-110	-8.2%
<b>Humboldt County</b>	<b>16,800</b>	<b>17,088</b>	<b>288</b>	<b>1.7%</b>
Winnemucca	13,028	14,243	1,215	9.3%
<b>Lander County</b>	<b>5,844</b>	<b>5,887</b>	<b>43</b>	<b>0.7%</b>
Austin	580	411	-169	-29.1%
Battle Mountain	5,264	5,476	212	4.0%
<b>White Pine County</b>	<b>10,023</b>	<b>9,858</b>	<b>-165</b>	<b>-1.6%</b>
Ely	5,718	5,876	158	2.8%
<b>Northeastern Nevada Regional Development Authority - REGION</b>	<b>84,494</b>	<b>86,938</b>	<b>2,444</b>	<b>2.9%</b>
<b>State of Nevada</b>	<b>2,730,066</b>	<b>2,887,725</b>	<b>157,659</b>	<b>5.8%</b>
<b>United States</b>	<b>311,536,594</b>	<b>321,004,407</b>	<b>9,467,813</b>	<b>3.0%</b>

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

Comparatively, the total population for the state of Nevada increased significantly between 2013 and 2017, increasing from an estimated 2.7 million total individuals in 2013 to an estimated 2.9 million total individuals in 2017, a net increase of 157,659 total individuals or 5.8 percent. Nationwide, the total population for the entire United States grew at a comparable percentage rate to northeastern Nevada, increasing 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 3.0 percent.

## 5.1.b Median Age

Table 5.2 presents the change in the 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 estimated (average) median age for the entire Northeastern Nevada Regional Development Authority region for both 2013 and 2017 is highlighted.

<b>Table 5.2 – Median Age Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017</b>				
<b>Community</b>	<b>2013</b>	<b>2017</b>	<b>2013-2017 Actual Change</b>	<b>2013-2017 Percent Change</b>
<b>Elko County</b>	<b>33.3</b>	<b>34.1</b>	<b>0.8</b>	<b>2.4%</b>
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%
<b>Eureka County</b>	<b>38.3</b>	<b>47.3</b>	<b>9.0</b>	<b>23.5%</b>
Eureka	34.9	46.5	11.6	33.2%
<b>Humboldt County</b>	<b>35.7</b>	<b>35.6</b>	<b>-0.1</b>	<b>-0.3%</b>
Winnemucca	34.0	33.9	-0.1	-0.3%
<b>Lander County</b>	<b>37.3</b>	<b>37.8</b>	<b>0.5</b>	<b>1.3%</b>
Austin	34.2	53.9	19.7	57.6%
Battle Mountain	37.8	36.8	-1.0	-2.6%
<b>White Pine County</b>	<b>40.9</b>	<b>39.4</b>	<b>-1.5</b>	<b>-3.7%</b>
Ely	43.1	39.1	-4.0	-9.3%
<b>Northeastern Nevada Regional Development Authority - REGION</b>	<b>37.1 (Average)</b>	<b>38.8 (Average)</b>	<b>1.7</b>	<b>4.7%</b>
<b>State of Nevada</b>	<b>36.6</b>	<b>37.7</b>	<b>1.1</b>	<b>3.0%</b>
<b>United States</b>	<b>37.3</b>	<b>37.8</b>	<b>0.5</b>	<b>1.3%</b>

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

Between 2013 and 2017, the estimated (average) median age for northeastern Nevada, taking into account changes in the median age in Elko County, Eureka County, Humboldt County, Lander County, and White Pine County, increased from an estimated 37.1 years of age in 2013 to an estimated 38.8 years of age in 2017, a net increase of 1.7 years or 4.7 percent. The increase in the estimated (average) median age for northeastern Nevada was largely driven by the increase in the median age for Elko County, Eureka County, and Lander County between 2013 and 2017. In Elko County, the median age increased from an estimated 33.3 years of age in 2013 to an estimated 34.1 years of age in 2017, a net increase of 0.8 years or 2.4 percent.

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In Eureka County, the median age increase from an estimated 38.3 years of age in 2013 to an estimated 47.3 years of age in 2017, a significant net increase of 9.0 years or 23.5 percent. The net increase and percentage increase in median age in Eureka County was the largest increase in median age throughout all of northeastern Nevada between 2013 and 2017. Between 2013 and 2017, the median age in Humboldt County slightly decreased, decreasing from an estimated 35.7 years of age in 2013 to an estimated 35.6 years of age, a net decrease of just 0.1 years or -0.3 percent. In Lander County, the median age increased slightly 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 years or 1.3 percent. In White Pine County, the median age decreased from an estimated 40.9 years of age in 2013 to an estimated 39.4 years of age in 2017, a net decrease of 1.5 years or -3.7 percent.

Both statewide and nationwide, the median age for the state of Nevada and for the United States increased but with net increases and percentage increases less than the net increase and percentage increase in the estimated (average) median age for all of northeastern Nevada between 2013 and 2017. Between 2013 and 2017, the median age for the entire state of Nevada 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 1.7 years or 3.0 percent. Nationwide, the median age for the entire United States 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 just 0.5 years or 1.3 percent.

#### 5.1.c Total Number of Households

Table 5.3 presents the change in the total number of households present 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 total number of households present for the entire Northeastern Nevada Regional Development Authority region for both 2013 and 2017 is highlighted.

Between 2013 and 2017, the total number of households located in northeastern Nevada, taking into account changes in the total number of households in Elko County, Eureka County, Humboldt County, Lander County, and White Pine County, increased from an estimated 29,696 total households in 2013 to an estimated 30,103 total households in 2017, a net increase of 407 total households or 1.4 percent. Much of the growth in the total number households located in northeastern Nevada was driven by the growth in the total number of households present in Elko County, Eureka County, and Lander County between 2013 and 2017. The declines in the number of total households located in Humboldt County and White Pine County between 2013 and 2017 were largely significant. Between 2013 and 2017, the total number of households in Elko County increased from an estimated 17,599 total households in 2013 to an estimated 17,882 total households in 2017, a net increase of 283 total households or 1.6 percent.

In Eureka County, the total number of households increased from an estimated 416 total households in 2013 to an estimated 434 total households in 2017, a net increase of 18 total households or 4.3 percent. Between 2013 and 2017, the total number households in Humboldt County slightly declined, declining from an estimated 6,314 total households in 2013 to an estimated 6,261 total households in 2017, a net decrease of just 53 total households or -0.8 percent. In Lander County, the total number of households 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. In White Pine County, the total number of households declined slightly between 2013 and 2017, decreasing from an estimated 3,357 total households in 2013 to an estimated 3,343 total households in 2017, a net decrease of just 14 total households or -0.4 percent.

<b>Table 5.3 – Total Number of Households Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017</b>				
<b>Community</b>	<b>2013</b>	<b>2017</b>	<b>2013-2017 Actual Change</b>	<b>2013-2017 Percent Change</b>
<b>Elko County</b>	<b>17,599</b>	<b>17,882</b>	<b>283</b>	<b>1.6%</b>
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%
<b>Eureka County</b>	<b>416</b>	<b>434</b>	<b>18</b>	<b>4.3%</b>
Eureka	504	506	2	0.4%
<b>Humboldt County</b>	<b>6,314</b>	<b>6,261</b>	<b>-53</b>	<b>-0.8%</b>
Winnemucca	4,859	5,063	204	4.2%
<b>Lander County</b>	<b>2,010</b>	<b>2,183</b>	<b>173</b>	<b>8.6%</b>
Austin	207	228	21	10.1%
Battle Mountain	1,803	1,955	152	8.4%
<b>White Pine County</b>	<b>3,357</b>	<b>3,343</b>	<b>-14</b>	<b>-0.4%</b>
Ely	2,155	2,273	118	5.5%
<b>Northeastern Nevada Regional Development Authority - REGION</b>	<b>29,696</b>	<b>30,103</b>	<b>407</b>	<b>1.4%</b>
<b>State of Nevada</b>	<b>999,016</b>	<b>1,052,249</b>	<b>53,233</b>	<b>5.3%</b>
<b>United States</b>	<b>115,610,216</b>	<b>118,825,921</b>	<b>3,215,705</b>	<b>2.8%</b>

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

Comparatively, the increase in the total number of households statewide and nationwide grew at net increases and percentage increases measurably greater than the net increase and percent increase in total households throughout all of northeastern Nevada. Between 2013 and 2017, 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 53,233 total households or 5.3 percent. Nationwide, the total number of households 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.

### 5.1.d Average Household Size

Table 5.4 presents the change in the average household size for households present within each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The estimated (average) average household size for the entire Northeastern Nevada Regional Development Authority region for both 2013 and 2017 is highlighted.

<b>Table 5.4 – Average Household Size Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017</b>				
<b>Community</b>	<b>2013</b>	<b>2017</b>	<b>2013-2017 Actual Change</b>	<b>2013-2017 Percent Change</b>
<b>Elko County</b>	<b>2.80</b>	<b>2.88</b>	<b>0.08</b>	<b>2.9%</b>
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%
<b>Eureka County</b>	<b>3.39</b>	<b>2.96</b>	<b>-0.43</b>	<b>-12.7%</b>
Eureka	2.61	2.42	-0.19	-7.3%
<b>Humboldt County</b>	<b>2.63</b>	<b>2.69</b>	<b>0.06</b>	<b>2.3%</b>
Winnemucca	1.25	2.77	1.52	121.6%
<b>Lander County</b>	<b>2.87</b>	<b>2.67</b>	<b>-0.20</b>	<b>-7.0%</b>
Austin	2.78	1.79	-0.99	-35.6%
Battle Mountain	4.08	2.77	-1.31	-32.1%
<b>White Pine County</b>	<b>2.74</b>	<b>2.50</b>	<b>-0.24</b>	<b>-8.8%</b>
Ely	2.60	2.53	-0.07	-2.7%
<b>Northeastern Nevada Regional Development Authority - REGION</b>	<b>2.89 (Average)</b>	<b>2.74 (Average)</b>	<b>-0.15</b>	<b>-5.1%</b>
<b>State of Nevada</b>	<b>2.70</b>	<b>2.71</b>	<b>0.01</b>	<b>0.4%</b>
<b>United States</b>	<b>2.63</b>	<b>2.63</b>	<b>0.00</b>	<b>0.0%</b>

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

Between 2013 and 2017, the estimated (average) average household size for households located throughout northeastern Nevada, taking into account changes in the average household size for households in Elko County, Eureka County, Humboldt County, Lander County, and White Pine County, decreased, decreasing from an estimated average household size of 2.89 people per housing unit in 2013 to an estimated 2.71 people per housing unit in 2017, a net decrease of 0.15 people per housing unit or -5.1 percent. This decline in the region-wide average household size was largely driven by decreases in the average household size in Eureka County, Lander County, and White Pine County. In Elko County, the average household size increased from an

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estimated 2.80 people per household in 2013 to an estimated 2.88 people per household in 2017, a net increase of just 0.08 people per household or 2.9 percent.

In Eureka County, the average household size decreased from an estimated 3.39 people per household in 2013 to an estimated 2.96 people per household in 2017, a significant net decrease of 0.43 people per household or -12.7 percent. In Humboldt County, the average household size increased slightly, increasing from an estimated 2.63 people per household in 2013 to an estimated 2.69 people per household in 2017, a net increase of just 0.06 people per household or 2.3 percent. Between 2013 and 2017, the average household size of households in Lander County decreased, decreasing from an estimated 2.87 people per household in 2013 to an estimated 2.67 people per household in 2017, a net decrease of 0.20 people per household or -7.0 percent. In White Pine County, the average household size decreased from an estimated 2.74 people per household in 2013 to an estimated 2.50 people per household in 2017, a net decrease of 0.24 people per household or -8.8 percent.

Statewide, the average household size for all households across the state of Nevada increased slightly, increasing from an estimated 2.70 people per household in 2013 to an estimated 2.71 people per household in 2017, a net increase of just 0.01 people per household or 0.4 percent. Nationwide, the average household size for all households across the entire United States remained unchanged, with an 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 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 estimated (average) median household income for the entire Northeastern Nevada Regional Development Authority region for both 2013 and 2017 is highlighted.

Between 2013 and 2017, the estimated (average) median household income for all of northeastern Nevada, taking into account changes in median household income in Elko County, Eureka County, Humboldt County, Lander County, and White Pine County, increased from an estimated \$63,134 in 2013 to an estimated \$70,577 in 2017, a significant net and percentage increase of \$7,443 or 11.8 percent. Between 2013 and 2017, median household income increased in all five counties in northeastern Nevada, including Elko County, Eureka County, Humboldt County, Lander County, and White Pine County. In Elko County, median household income increased from an estimated \$70,238 in 2013 to an estimated \$76,178 in 2017, a net increase of \$5,940 or 8.5 percent.

In Eureka County, median household income increased from an estimated \$64,632 in 2013 to an estimated \$67,159 in 2017, a net increase of \$2,527 or 3.9 percent and, in Humboldt County, median household income increased from an estimated \$59,472 in 2013 to an estimated \$69,324 in 2017, a significant net increase and percentage increase of \$9,852 or 16.6 percent. Between 2013 and 2017, median household income in Lander County increased from an estimated \$72,742 in 2013 to an estimated \$79,865 in 2017, a net increase of \$7,123 or 9.8 percent. In

White Pine County, median household income increased significantly between 2013 and 2017, increasing from an estimated \$48,586 in 2013 to an estimated \$60,358 in 2017, a net increase of \$11,772 or 24.2 percent.

<b>Table 5.5 – Median Household Income (2017 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017</b>				
<b>Community</b>	<b>2013</b>	<b>2017</b>	<b>2013-2017 Actual Change</b>	<b>2013-2017 Percent Change</b>
<b>Elko County</b>	<b>\$70,238</b>	<b>\$76,178</b>	<b>\$5,940</b>	<b>8.5%</b>
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%
<b>Eureka County</b>	<b>\$64,632</b>	<b>\$67,159</b>	<b>\$2,527</b>	<b>3.9%</b>
Eureka	\$50,268	\$70,000	\$19,732	39.3%
<b>Humboldt County</b>	<b>\$59,472</b>	<b>\$69,324</b>	<b>\$9,852</b>	<b>16.6%</b>
Winnemucca	\$67,456	\$76,621	\$9,165	13.6%
<b>Lander County</b>	<b>\$72,742</b>	<b>\$79,865</b>	<b>\$7,123</b>	<b>9.8%</b>
Austin	\$43,809	\$45,570	\$1,761	4.0%
Battle Mountain	\$76,090	\$83,521	\$7,431	9.8%
<b>White Pine County</b>	<b>\$48,586</b>	<b>\$60,358</b>	<b>\$11,772</b>	<b>24.2%</b>
Ely	\$49,316	\$61,339	\$12,023	24.4%
<b>Northeastern Nevada Regional Development Authority - REGION</b>	<b>\$63,134 (Average)</b>	<b>\$70,577 (Average)</b>	<b>\$7,443</b>	<b>11.8%</b>
<b>State of Nevada</b>	<b>\$52,800</b>	<b>\$55,434</b>	<b>\$2,634</b>	<b>5.0%</b>
<b>United States</b>	<b>\$53,046</b>	<b>\$57,652</b>	<b>\$4,606</b>	<b>8.7%</b>

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

Median household income, both statewide and nationwide, increased at net rates and percentage rates significantly less than the net increase and percentage increase in median household income for all of northeastern Nevada between 2013 and 2017. Statewide, median household income for the entire state of Nevada increased from an estimated \$52,800 in 2013 to an estimated \$55,434 in 2017, a net increase of \$2,634 or 5.0 percent. Nationwide, median household income for the entire United States increased from an estimated \$53,046 in 2013 to an estimated \$57,652 in 2017, a net increase of \$4,606 or 8.7 percent.

#### 5.1.f Median Family Income

Table 5.6 presents the change in median family income 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 estimated (average) median family income for the entire Northeastern Nevada Regional Development Authority region for both 2013 and 2017 is highlighted.

Between 2013 and 2017, the estimated (average) median family income for all of northeastern Nevada, taking into account changes in median household income in Elko County, Eureka County, Humboldt County, Lander County, and White Pine County, increased from an estimated \$76,830 in 2013 to an estimated \$88,424 in 2017, a significant net increase of \$11,594 or 15.1 percent. Between 2013 and 2017, median family income increased in all five counties in northeastern Nevada, including Elko County, Eureka County, Humboldt County, Lander County, and White Pine County.

<b>Table 5.6 – Median Family Income (2017 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017</b>				
<b>Community</b>	<b>2013</b>	<b>2017</b>	<b>2013-2017 Actual Change</b>	<b>2013-2017 Percent Change</b>
<b>Elko County</b>	<b>\$75,231</b>	<b>\$86,421</b>	<b>\$11,190</b>	<b>14.9%</b>
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%
<b>Eureka County</b>	<b>\$94,648</b>	<b>\$109,085</b>	<b>\$14,437</b>	<b>15.3%</b>
Eureka	\$64,853	\$113,869	\$49,016	75.6%
<b>Humboldt County</b>	<b>\$74,433</b>	<b>\$80,884</b>	<b>\$6,451</b>	<b>8.7%</b>
Winnemucca	\$86,287	\$85,691	-\$596	-0.7%
<b>Lander County</b>	<b>\$75,857</b>	<b>\$96,250</b>	<b>\$20,393</b>	<b>26.9%</b>
Austin	\$60,278	\$107,639	\$47,361	78.6%
Battle Mountain	\$80,313	\$94,265	\$13,952	17.4%
<b>White Pine County</b>	<b>\$63,982</b>	<b>\$69,481</b>	<b>\$5,499</b>	<b>8.6%</b>
Ely	\$63,459	\$75,074	\$11,615	18.3%
<b>Northeastern Nevada Regional Development Authority - REGION</b>	<b>\$76,830 (Average)</b>	<b>\$88,424 (Average)</b>	<b>\$11,594</b>	<b>15.1%</b>
<b>State of Nevada</b>	<b>\$61,359</b>	<b>\$65,469</b>	<b>\$4,110</b>	<b>6.7%</b>
<b>United States</b>	<b>\$64,719</b>	<b>\$70,850</b>	<b>\$6,131</b>	<b>9.5%</b>

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

In Elko County, median family income increased significantly between 2013 and 2017, increasing from an estimated \$75,231 in 2013 to an estimated \$86,421 in 2017, a net increase of \$11,190 or 14.9 percent. In Eureka County, median family income also increased significantly, increasing from an estimated \$94,648 in 2013 to an estimated \$109,085 in 2017, a net increase of

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\$14,437 or 15.3 percent. In Humboldt County, median family income increased from an estimated \$74,433 in 2013 to an estimated \$80,884 in 2017, a net increase of \$6,451 or 8.7 percent and, in Lander County, median family income increased significantly, increasing from an estimated \$75,857 in 2013 to an estimated \$96,250 in 2017, a net increase of \$20,393 or 26.9 percent. Between 2013 and 2017, median family income in White Pine County increased from an estimated \$63,982 in 2013 to an estimated \$69,481 in 2017, a net increase of \$5,499 or 8.6%.

Comparatively, median family income for the entire state of Nevada and for the entire United States increased at net rates and percentage rates measurably less than the net increase and percentage increase in median family income for all of northeastern Nevada. Statewide, median family income for the entire state of Nevada increased from an estimated \$61,359 in 2013 to an estimated \$65,469 in 2017, a net increase of \$4,110 or 6.7 percent. Nationwide, median family income increased from an estimated \$64,719 in 2013 to an estimated \$70,850 in 2017, a net increase of \$6,131 or 9.5 percent.

#### 5.1.g Per Capita (Mean) Income

Table 5.7 presents the change in per capita income 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 estimated (average) per capita income for the entire Northeastern Nevada Regional Development Authority region for both 2013 and 2017 is highlighted.

Between 2013 and 2017, the estimated (average) per capita income for all of northeastern Nevada, taking into account changes in per capita income in Elko County, Eureka County, Humboldt County, Lander County, and White Pine County, increased from an estimated \$27,433 in 2013 to an estimated \$30,585 in 2017, a significant net increase of \$3,152 or 11.5 percent. Between 2013 and 2017, per capita income increased in all five counties in northeastern Nevada, including Elko County, Eureka County, Humboldt County, Lander County, and White Pine County.

In Elko County, per capita income increased significantly between 2013 and 2017, increasing from an estimated \$28,358 in 2013 to an estimated \$32,498 in 2017, a net increase of \$4,140 or 14.6 percent and, in Eureka County, per capita income also increased significantly between 2013 and 2017, increasing from an estimated \$28,056 in 2013 to an estimated \$35,606 in 2017, a net increase of \$7,550 or 26.9 percent. Between 2013 and 2017, per capita income in Humboldt County increased from an estimated \$26,515 in 2013 to an estimated \$29,215 in 2017, a net increase of \$2,700 or 10.2 percent. In Lander County, per capita income increased from an estimated \$29,800 in 2013 to an estimated \$30,256 in 2017, a net increase of just \$456 or 1.5 percent. Between 2013 and 2017, per capita income in White Pine County increased from an estimated \$24,435 in 2013 to an estimated \$25,350 in 2017, a net increase of \$915 or 3.7 percent.

Per capita income for the entire state of Nevada and for the entire United States increased at net rates and percentage rates that were measurably less than the net increase and percentage increase in per capita income for all of northeastern Nevada between 2013 and 2017. Between 2013 and 2017, per capita income for the entire state of Nevada increased from an estimated \$26,589 in 2013 to an estimated \$28,450 in 2017, a net increase of \$1,861 or 7.0 percent.

Between 2013 and 2017, per capita income for entire United States increased from an estimated \$28,155 in 2013 to an estimated \$31,177 in 2017, a net increase of \$3,022 or 10.7 percent.

<b>Table 5.7 – Per Capita (Mean) Income, Individuals (2017 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017</b>				
<b>Community</b>	<b>2013</b>	<b>2017</b>	<b>2013-2017 Actual Change</b>	<b>2013-2017 Percent Change</b>
<b>Elko County</b>	<b>\$28,358</b>	<b>\$32,498</b>	<b>\$4,140</b>	<b>14.6%</b>
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%
<b>Eureka County</b>	<b>\$28,056</b>	<b>\$35,606</b>	<b>\$7,550</b>	<b>26.9%</b>
Eureka	\$24,700	\$35,331	\$10,631	43.0%
<b>Humboldt County</b>	<b>\$26,515</b>	<b>\$29,215</b>	<b>\$2,700</b>	<b>10.2%</b>
Winnemucca	\$28,602	\$30,258	\$1,656	5.8%
<b>Lander County</b>	<b>\$29,800</b>	<b>\$30,256</b>	<b>\$456</b>	<b>1.5%</b>
Austin	\$17,523	\$35,814	\$18,291	104.4%
Battle Mountain	\$31,153	29,839	-\$1,314	-4.2%
<b>White Pine County</b>	<b>\$24,435</b>	<b>\$25,350</b>	<b>\$915</b>	<b>3.7%</b>
Ely	\$28,226	\$29,964	\$1,738	6.2%
<b>Northeastern Nevada Regional Development Authority - REGION</b>	<b>\$27,433 (Average)</b>	<b>\$30,585 (Average)</b>	<b>\$3,152</b>	<b>11.5%</b>
<b>State of Nevada</b>	<b>\$26,589</b>	<b>\$28,450</b>	<b>\$1,861</b>	<b>7.0%</b>
<b>United States</b>	<b>\$28,155</b>	<b>\$31,177</b>	<b>\$3,022</b>	<b>10.7%</b>

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

#### 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 estimated (average) percentage of total population living below the poverty line for the entire Northeastern Nevada Regional Development Authority region for both 2013 and 2017 is highlighted.

Between 2013 and 2017, the estimated (average) percentage of total population living below the poverty line for all of northeastern Nevada, taking into account changes in the percentage of total population living below the poverty line for Elko County, Eureka County, Humboldt County, Lander County, and White Pine County combined, decreased slightly, falling from a percentage of 11.44 percent in 2013 to a percentage of 11.36 percent in 2017, a net decline of just 0.08

percent or a percentage decline of -0.70 percent. Despite significant increases in the percentage of total population living below the poverty line in both Elko County and Lander County between 2013 and 2017, the decline in the percentage of total population living below the poverty line for all of northeastern Nevada was largely driven by the significant declines in the percentage of total population living below the poverty line in Eureka County and Humboldt County. Between 2013 and 2017, the percentage of total population living below the poverty line in White Pine County remained relatively unchanged.

<b>Table 5.8 – Percent of Total Population Living Below the Poverty Line Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017</b>				
<b>Community</b>	<b>2013</b>	<b>2017</b>	<b>2013-2017 Actual Change</b>	<b>2013-2017 Percent Change</b>
<b>Elko County</b>	<b>8.8%</b>	<b>11.5%</b>	<b>2.7%</b>	<b>30.7%</b>
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%
<b>Eureka County</b>	<b>13.9%</b>	<b>10.0%</b>	<b>-3.9%</b>	<b>-28.1%</b>
Eureka	16.9%	10.8%	-6.1%	-36.1%
<b>Humboldt County</b>	<b>12.3%</b>	<b>9.1%</b>	<b>-3.2%</b>	<b>-26.0%</b>
Winnemucca	11.3%	7.8%	-3.5%	-31.0%
<b>Lander County</b>	<b>9.3%</b>	<b>13.2%</b>	<b>3.9%</b>	<b>41.9%</b>
Austin	15.2%	0.2%	-15.0%	-98.7%
Battle Mountain	8.7%	14.1%	5.4%	62.1%
<b>White Pine County</b>	<b>12.9%</b>	<b>13.0%</b>	<b>0.1%</b>	<b>0.8%</b>
Ely	11.2%	15.0%	3.8%	33.9%
<b>Northeastern Nevada Regional Development Authority - REGION</b>	<b>11.44% (Average)</b>	<b>11.36% (Average)</b>	<b>-0.08%</b>	<b>-0.70%</b>
<b>State of Nevada</b>	<b>15.0%</b>	<b>14.2%</b>	<b>-0.8%</b>	<b>-5.3%</b>
<b>United States</b>	<b>15.4%</b>	<b>14.6%</b>	<b>-0.8%</b>	<b>-5.2%</b>

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

In Elko County, the percentage of total population living below the poverty line increased significantly between 2013 and 2017, increasing from an estimated 8.8 percent in 2013 to an estimated 11.5 percent in 2017, a net increase of 2.7 percent or percentage increase of 30.7 percent. In Eureka County, the percentage of total population living below the poverty line decreased significantly between 2013 and 2017, decreasing from an estimated 13.9 percent in 2013 to an estimated 10.0 percent in 2017, a net decrease of 3.9 percent or percentage decrease of -28.1 percent. Between 2013 and 2017, the percentage of total population living below the poverty line in Humboldt County decreased from an estimated 12.3 percent in 2013 to an

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estimated 9.1 percent in 2017, a significant net decrease of 3.2 percent or a percentage decrease of -26.0 percent. In Lander County, the percentage of total population living below the poverty line increased measurably, 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 percentage increase of 41.9 percent. In White Pine County, the percentage of total population living below the poverty line barely increased, increasing from an estimated 12.9 percent in 2013 to an estimated 13.0 percent in 2017, a net increase of just 0.1 percent or percentage increase of just 0.8 percent.

Statewide, the percentage of total population living below the poverty line for the entire state of Nevada decreased from an estimated 15.0 percent in 2013 to an estimated 14.2 percent in 2017, a net decrease of 0.8 percent or percentage decrease of -5.3 percent. Nationwide, the percentage of total population living below the poverty line for the entire United States mirrored the percentage of total population living below the poverty line for the entire state of Nevada, decreasing from an estimated 15.4 percent in 2013 to estimated 14.6 percent in 2017, a net decrease of 0.8 percent or percentage decrease of -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 16 years of age 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 civilian workforce for the entire Northeastern Nevada Regional Development Authority region for both 2013 and 2017 is highlighted.

Between 2013 and 2017, the entire civilian workforce for all of northeastern Nevada, taking into account changes in the size of the civilian workforce in Elko County, Eureka County, Humboldt County, Lander County, and White Pine County, increased from an estimated 63,925 total individuals in 2013 to an estimated 66,249 total individuals in 2017, a net increase of 2,324 total individuals or 3.6 percent. Much of the growth in the civilian workforce for all of northeastern Nevada was driven by growth in the overall size of the civilian workforce in Elko County, Eureka County, and Humboldt County as the size of the civilian workforce in Lander County remained relatively unchanged between 2013 and 2017 and actually declined in White Pine County between 2013 and 2017.

In Elko County, the civilian workforce measurably increased between 2013 and 2017, increasing from an estimated 37,364 total individuals in 2013 to an estimated 39,478 total individuals in 2017, a net increase of 2,114 total individuals or 5.7 percent. In Eureka County, the civilian workforce increased from an estimated 1,339 total individuals in 2013 to an estimated 1,393 total individuals in 2017, a net increase of just 54 total individuals or 4.0 percent. Between 2013 and 2017, the civilian workforce in Humboldt County increased from an estimated 12,697 total individuals in 2013 to an estimated 12,924 total individuals in 2017, a net increase of 227 total individuals or 1.8 percent. In Lander County, the civilian workforce increased marginally, 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 and, in White Pine County, the civilian workforce declined slightly between 2013 and 2017, declining from an

estimated 8,128 total individuals in 2013 to an estimated 8,032 total individuals in 2017, a net decrease of just 96 total individuals or -1.2 percent.

<b>Table 5.9 – Civilian Workforce (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017</b>				
<b>Community</b>	<b>2013</b>	<b>2017</b>	<b>2013-2017 Actual Change</b>	<b>2013-2017 Percent Change</b>
<b>Elko County</b>	<b>37,364</b>	<b>39,478</b>	<b>2,114</b>	<b>5.7%</b>
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%
<b>Eureka County</b>	<b>1,339</b>	<b>1,393</b>	<b>54</b>	<b>4.0%</b>
Eureka	964	973	9	0.9%
<b>Humboldt County</b>	<b>12,697</b>	<b>12,924</b>	<b>227</b>	<b>1.8%</b>
Winnemucca	9,705	10,593	888	9.1%
<b>Lander County</b>	<b>4,397</b>	<b>4,422</b>	<b>25</b>	<b>0.6%</b>
Austin	364	357	-7	-1.9%
Battle Mountain	4,033	4,065	32	0.8%
<b>White Pine County</b>	<b>8,128</b>	<b>8,032</b>	<b>-96</b>	<b>-1.2%</b>
Ely	4,545	4,556	11	0.2%
<b>Northeastern Nevada Regional Development Authority - REGION</b>	<b>63,925</b>	<b>66,249</b>	<b>2,324</b>	<b>3.6%</b>
<b>State of Nevada</b>	<b>2,143,541</b>	<b>2,292,486</b>	<b>148,945</b>	<b>6.9%</b>
<b>United States</b>	<b>246,191,954</b>	<b>255,797,692</b>	<b>9,605,738</b>	<b>3.9%</b>

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

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 civilian unemployment rate (for individuals 16 years of age 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 estimated

(average) civilian unemployment rate for the entire Northeastern Nevada Regional Development Authority region for both 2013 and 2017 is highlighted.

<b>Table 5.10 – Civilian Unemployment Rate (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017</b>				
<b>Community</b>	<b>2013</b>	<b>2017</b>	<b>2013-2017 Actual Change</b>	<b>2013-2017 Percent Change</b>
<b>Elko County</b>	<b>5.7%</b>	<b>4.4%</b>	<b>-1.3%</b>	<b>-22.8%</b>
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%
<b>Eureka County</b>	<b>5.4%</b>	<b>-</b>	<b>-</b>	<b>-</b>
Eureka	1.6%	-	-	-
<b>Humboldt County</b>	<b>9.1%</b>	<b>7.3%</b>	<b>-1.8%</b>	<b>-19.8%</b>
Winnemucca	7.4%	7.2%	-0.2%	-2.7%
<b>Lander County</b>	<b>11.2%</b>	<b>7.6%</b>	<b>-3.6%</b>	<b>-32.1%</b>
Austin	17.7%	12.1%	-5.6%	-31.6%
Battle Mountain	10.7%	7.4%	-3.3%	-30.8%
<b>White Pine County</b>	<b>9.9%</b>	<b>6.2%</b>	<b>-3.7%</b>	<b>-37.4%</b>
Ely	8.8%	6.7%	-2.1%	-23.9%
<b>Northeastern Nevada Regional Development Authority - REGION</b>	<b>8.3% (Average)</b>	<b>6.4% (Average)</b>	<b>-1.9%</b>	<b>-22.8%</b>
<b>State of Nevada</b>	<b>12.5%</b>	<b>8.0%</b>	<b>-4.5%</b>	<b>-36.0%</b>
<b>United States</b>	<b>9.7%</b>	<b>6.6%</b>	<b>-3.1%</b>	<b>-32.0%</b>

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

Between 2013 and 2017, the estimated (average) civilian unemployment rate for all of northeastern Nevada, taking into account change in the civilian unemployment rate for Elko County, Eureka County, Humboldt County, Lander County, and White Pine county, decreased significantly between 2013 and 2017, decreasing from an estimated 8.3 percent in 2013 to an estimated 6.4 percent in 2017, a net decrease of 1.9 percent or percentage decrease of -22.8 percent. The decline in the estimated (average) civilian unemployment rate for all of northeastern Nevada was driven by comparable significant declines in the civilian unemployment rate in Elko County, Humboldt County, Lander County, and White Pine County between 2013 and 2017. Note that the civilian unemployment rate was unavailable for Eureka County in 2017.

In Elko County, the civilian unemployment rate declined significantly between 2013 and 2017, decreasing from an estimated 5.7 percent in 2013 to an estimated 4.4 percent in 2017, a net

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decline of 1.3 percent or a percentage decline of -22.8 percent. While the civilian unemployment rate for Eureka County was unknown in 2017, the civilian unemployment rate for Eureka County in 2013 was 5.4 percent and was the lowest civilian unemployment rate among all five counties in northeastern Nevada. Between 2013 and 2017, the civilian unemployment rate in Humboldt County decreased from an estimated 9.1 percent in 2013 to an estimated 7.3 percent in 2017, a net decrease of 1.8 percent or a percentage decline of -19.8 percent. In Lander County, the civilian unemployment rate declined significantly between 2013 and 2017, decreasing from an estimated 11.2 percent in 2013 to an estimated 7.6 percent in 2017, a net decrease of 3.6 percent or a percentage decline of -32.1 percent. In White Pine County, the civilian unemployment rate also declined significantly between 2013 and 2017, decreasing from an estimated 9.9 percent in 2013 to an estimated 6.2 percent in 2017, a net decrease of 3.7 percent or a percentage decline of -37.4 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, working in small groups and who attended the first regional strategic economic development planning workshop on October 3, 2019 and October 4, 2019 were asked to identify a set of specific conditions to be addressed as part of the new Comprehensive Economic Development Strategy for Northeastern Nevada. 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 the region *compare* with communities within the region, the state, nationally?
- What *overall picture* does the data paint?

Twelve specific conditions were identified for northeastern Nevada. While several of the small groups focused on similar socio-demographic and economic conditions, each individual group

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provided a unique take on the impact that the specific socio-demographic and economic trend would have on northeastern Nevada and the regional economic landscape.

### 5.2.a Condition 1: Median Family Income

Workshop participants noted that median family income for northeastern Nevada had increased significantly between 2013 and 2017, increasing by an estimated \$11,594 or 15.1 percent and that median family income in 2017 in northeastern Nevada, \$88,424, was significantly greater than median family income in 2017 for the entire state of Nevada, \$65,469, and significantly greater than median family income in 2017 for the entire United States, \$70,850. Eureka County and Lander County, part of the Northeastern Nevada Regional Development Authority, each had median family income levels greater than that of the entire region in 2017 while median family income in Eureka County, Humboldt County, and White Pine County was less than median family income for all of northeastern Nevada in 2017. Overall, workshop participants noted that, relative to the rest of the state and the rest of the county, northeastern Nevada families, based on increases in median family income, seem to be thriving.

### 5.2.b Condition 2: Civilian Unemployment Rate

The civilian unemployment rate in northeastern Nevada has declined significantly between 2013 and 2017, decreasing a total of 1.9 percent or by a percentage decrease of -22.8 percent. While the civilian unemployment rate for the entire state of Nevada and for the entire United States decreased at greater actual and percentage change rates between 2013 and 2017, the civilian unemployment rate in northeastern Nevada, 6.4 percent, was measurably less than the civilian unemployment rate for the entire state of Nevada, 8.0 percent, and for the entire United States, 6.6 percent, in 2017. Overall, the civilian unemployment rate has declined significantly across the entire region and for each of the five member counties within the Northeastern Nevada Regional Development Authority area. While reductions in the civilian unemployment rate are generally positive, workshop participants expressed concern that if new businesses are interested in locating operations within the region or if existing businesses are interested in expanding their operations, it may become increasingly difficult to find qualified workers to fill vacant positions.

### 5.3.c Condition 3: Percent of Population Living Below the Poverty Line

While the percentage of total population living below the poverty line throughout northeastern Nevada has declined, somewhat, between 2013 and 2017, decreasing by a total of 0.08 percent or a percentage decline of -0.70 percent, workshop participants noted that several counties in northeastern Nevada, including Elko County, Lander County, and White Pine County, saw increases in the percentage of their total populations living below the poverty line between 2013 and 2017. While the regional poverty rate for northeastern Nevada, 11.4 percent has declined and remained lower than the statewide poverty rate, 14.2 percent, and lower than the nationwide poverty rate, 14.6 percent, in 2017, local and countywide variation indicates that the region's overall economic growth has not equally impacted each of the member counties. While the region, as a whole, remains relatively attractive to outside investment and migration due to the region's overall decline in poverty, there still exists a significant need for higher paying employment opportunities that can help raise additional people out of poverty.

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#### 5.3.d Condition 4: Aging Population

The median age for all of northeastern Nevada, 38.8 years of age in 2017, has increased significantly between 2013 and 2017, increasing by a total of 1.7 years or 4.7 percent, and remains measurably larger than the median age for the entire state of Nevada, 37.7 years of age, and measurably larger than the median age for the entire United States, 37.8 years of age, in 2017. Except for a minor decrease of 0.1 years or -0.3 percent between 2013 and 2017 in Humboldt County and for a decrease of 1.5 years or -3.7 percent between 2013 and 2017 in White Pine County, the median age has generally increased significantly throughout the region. The continued aging of the region's overall total population will likely lead to future increases in the demand for various retiree and senior services including healthcare and social services. The continued aging of the region's overall total population further complicates the ability of new or existing firms within northeastern Nevada to find new employees to fill vacant positions as an increasingly large percentage of the region's total population approaches or moves into retirement each year.

#### 5.3.e Condition 5: Median Family Income

As previously mentioned, median family income for all of northeastern Nevada has increased significantly between 2013 and 2017, increasing by \$11,594 or 15.1 percent, and that median family income for all five counties, Elko County, Eureka County, Humboldt County, Lander County, and White Pine County, have also increased significantly between 2013 and 2017. Compared to increases in median family income statewide and nationwide, median family income in northeastern Nevada has grown at a rate more than double the growth rate for the entire state of Nevada and at a rate more than double the growth rate for the entire United States over the same 2013 to 2017 period. Overall, workshop participants pointed out that the continued rise in median family income throughout northeastern Nevada has increased the overall buying power of families living throughout northeastern Nevada but has led to wage growth pressures for individual firms operating throughout the region. Overtime, the growth in median family income, fueled by temporary increases in wages paid by individual firms, may erode gains made in total buying power and may led to unsustainable wage cost increases for various firms located and operating throughout northeastern Nevada. The rise in wages throughout northeastern Nevada has also been fueled, in part, to continued declines in the civilian unemployment rate and the overall availability of qualified and skilled workers.

#### 5.3.f Condition 6: Decreasing Workforce

Region-wide, the overall size of the civilian workforce (individuals 16 years or older) throughout northeastern Nevada increased only slightly between 2013 and 2017, increasing by just 2,324 total individuals or 3.6 percent. Comparatively, the civilian workforce for the entire state of Nevada increased by 6.9 percent between 2013 and 2017 and, for the entire United States, increased by 3.9 percent between 2013 and 2017. At the county level, growth in the civilian workforce was ever more anemic in Humboldt County, increasing by just 1.8 percent between 2013 and 2017, and in Lander County, increasing by just 0.6 percent between 2013 and 2017. In White Pine County, the civilian workforce actually decreased between 2013 and 2017,

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decreasing by -1.2 percent. Coupled with a declining civilian unemployment rate for the region, individual firms, both new and existing, have found it increasingly difficult to recruit and retain needed workers and have had to absorb significant wage cost increases in order to recruit and retain whatever workforce they have been able to secure. Workshop participants noted that it is vital for the region to focus on expanding and growing the regional civilian workforce and invest in various professional development and vocational training programs in order to grow the region's overall civilian workforce.

### 5.3.g Condition 7: Civilian Workforce

As mentioned previously for Condition 6, the civilian workforce (individuals 16 years or older) for northeastern Nevada, while growing by 3.6 percent between 2013 and 2017, has failed to keep pace with the growth of the civilian workforce for the entire state of Nevada, an increase of 6.9 percent between 2013 and 2017, and with the growth of the civilian workforce for the entire United States, an increase of 3.9 percent between 2013 and 2017. While growth in the civilian workforce was relatively robust in Elko County and Eureka County, the growth in the civilian workforce in Humboldt County and Lander County was generally anemic and actually declined in White Pine County. Workshop participants noted that further investment and improvement in the region's overall stock of critical infrastructure, community and social services, and overall quality of life may be needed to attract new workers and additional population to northeastern Nevada in order to fill existing vacant positions that have begun to increase in-terms of total quantity and duration throughout the region. Continued regional growth in median household income, an increase of 11.8 percent between 2013 and 2017, median family income, an increase of 15.1 percent between 2013 and 2017, and per capita income, an increase of 11.5 percent between 2013 and 2017, does make the overall region fairly attractive to additional new workers when compared to other parts of Nevada.

### 5.3.h Condition 8: Average Household Size

The estimated average household size of households located throughout northeastern Nevada declined by a total of 0.15 people per household or -5.1 percent between 2013 and 2017 while the average household size statewide for the state of Nevada increased slightly, by 0.01 people per household or 0.4 percent, and the average household size nationwide for the entire United States remained unchanged at 2.63 people per household in both 2013 and 2017. While there was considerable variation in the average household size of households in each of the five member counties, regionally it would appear that families are either having fewer children, that young adults are possibly moving to communities outside northeastern Nevada, and that the region is finding it increasingly difficult to attract a younger population. Continued growth in the estimated median age for northeastern Nevada, increasing by 1.7 total years or 4.7 percent between 2013 and 2017, tends to support this observation. As a result, individual communities may be forced to increase healthcare and social service levels for an aging population and that individual businesses may find it increasingly difficult to fill vacant positions from the region's existing pool of available workers. The difficulty in finding available workers to fill vacant positions is evident in the significant decline in the regional civilian unemployment, that declined by 1.9 percent or a percentage decrease of -22.8 percent, and the relatively weak increase in the

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overall size of the regional civilian workforce, that increased by 2,324 total individuals or 3.6 percent between 2013 and 2017.

### 5.3.i Condition 9: Median Age

As already mentioned throughout this sub-section, the median age for all of northeastern Nevada measurably increased between 2013 and 2017, increasing by a total of 1.7 years or 4.7 percent. The median age also increased in Elko County, by 0.8 years or 2.4 percent, in Eureka County, by 9.0 years or 23.5 percent, and in Lander County, by 0.5 years or 1.3 percent. The median age in Humboldt County remained relatively unchanged, decreasing by just 0.1 years or -0.3 percent, and measurably declined in White Pine County, decreasing by 1.5 years or -3.7 percent. The median age for all of northeastern Nevada was also measurably greater in 2017, an estimated 38.8 years of age, than the median age for the entire state of Nevada, 37.7 years of age, and measurably greater than the median age for the entire United States, 37.8 years of age. Workshop participants noted that as a greater percentage of the total population for northeastern Nevada continues to age, individual communities will need to provide additional healthcare and social services and individual firms will find it increasingly difficult to fill existing or future positions. The region must focus on reversing this trend by developing programs and initiatives designed to retain younger individuals and encourage in-migration of younger individuals and families that typically consume fewer public services and can fill existing and future positions.

### 5.3.j Condition 10: Total Population

Between 2013 and 2017, the total population in northeastern Nevada increased by a total of 2,444 individuals or 2.9 percent, nearly half the rate of growth for the entire state of Nevada, 5.8 percent between 2013 and 2017, but on par with the rate of growth for the entire United States, 3.0 percent between 2013 and 2017. While Elko County's total population increased by 4.7 percent, Humboldt County's total population increased by 1.7 percent, and Lander County's total population increased by 0.7 percent, the total population of Eureka County declined by -4.2 percent between 2013 and 2017 and the total population of White Pine County declined by -1.6 percent between 2013 and 2017. While the growth in total population for all of northeastern Nevada has been relatively positive and stable, the continued decline in the civilian unemployment rate and general anemic increase in the civilian workforce for northeastern Nevada has created a growing worker shortage where new businesses and existing businesses have found it increasingly difficult to fill vacant positions or retain existing employees without having to significantly increase wage costs. Although additional population growth may create political and cultural tension within the region, improved growth in the region's total population will be needed in order to support continued economic growth and the continued expansion and creation of existing and new businesses.

### 5.3.k Condition 11: Poverty Line

As previously mentioned in this sub-section, the percent of total population living below the poverty line for all of northeastern Nevada declined only slightly between 2013 and 2017, decreasing by a total of just 0.08 percent or a percentage decline of only -0.70 percent. Comparatively, the poverty rate for the entire state of Nevada declined by a percentage decrease

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of -5.3 percent between 2013 and 2017 and the poverty rate for the entire United States declined by a percentage decrease of -5.2 percent between 2013 and 2017. While the poverty rate significantly declined in Eureka County and Humboldt County and remained relatively unchanged in White Pine County, the poverty rate significantly increased in Elko County, by 2.7 percent or a percentage increase of 30.7 percent, and in Lander County, by 3.9 percent or a percentage increase of 41.9 percent between 2013 and 2017. The significant disparity in the behavior of the poverty rate at the county level in northeastern Nevada indicates that each individual county will face different challenges in addressing poverty through the provision of various social services or through their own unique economic development policies. Regionally, the Northeastern Nevada Regional Development Authority can provide coordination services and assist individual counties by recruiting and supporting new businesses that pay higher wages and support the efforts of other organizations involved in workforce development and training services.

### 5.3.1 Condition 12: Median Family Income vs. Per Capita (Mean) Income

While the various measures of income, median household income, median family income, and per capita income, have each increased for northeastern Nevada between 2013 and 2017, the growth in median family income and per capita income have grown inconsistently when compared to growth in median family income and growth in per capita income for each of the five member counties and for the state of Nevada and the United States. Between 2013 and 2017, median family income for northeastern Nevada increased by 15.1 percent while median family income for the entire state of Nevada increased by 6.7 percent and by 9.5 percent for the entire United States. Per capita income for northeastern Nevada, however, grew by 11.5 percent between 2013 and 2017, while per capita income for the entire state of Nevada increased by 7.0 percent and by 10.7 percent for the entire United States. While median family income in northeastern Nevada grew by almost double the rate of growth in median family income for the state of Nevada and for the United States, growth in per capita income in northeastern Nevada was generally on par with growth in per capita income statewide and nationwide between 2013 and 2017. Workshop participants suggested that this general disparity in median family income and per capita income indicates a growing opportunity to support home-based business start-ups throughout the region.

## **5.3 Community Assessment: Identifying Community Culture and Identity**

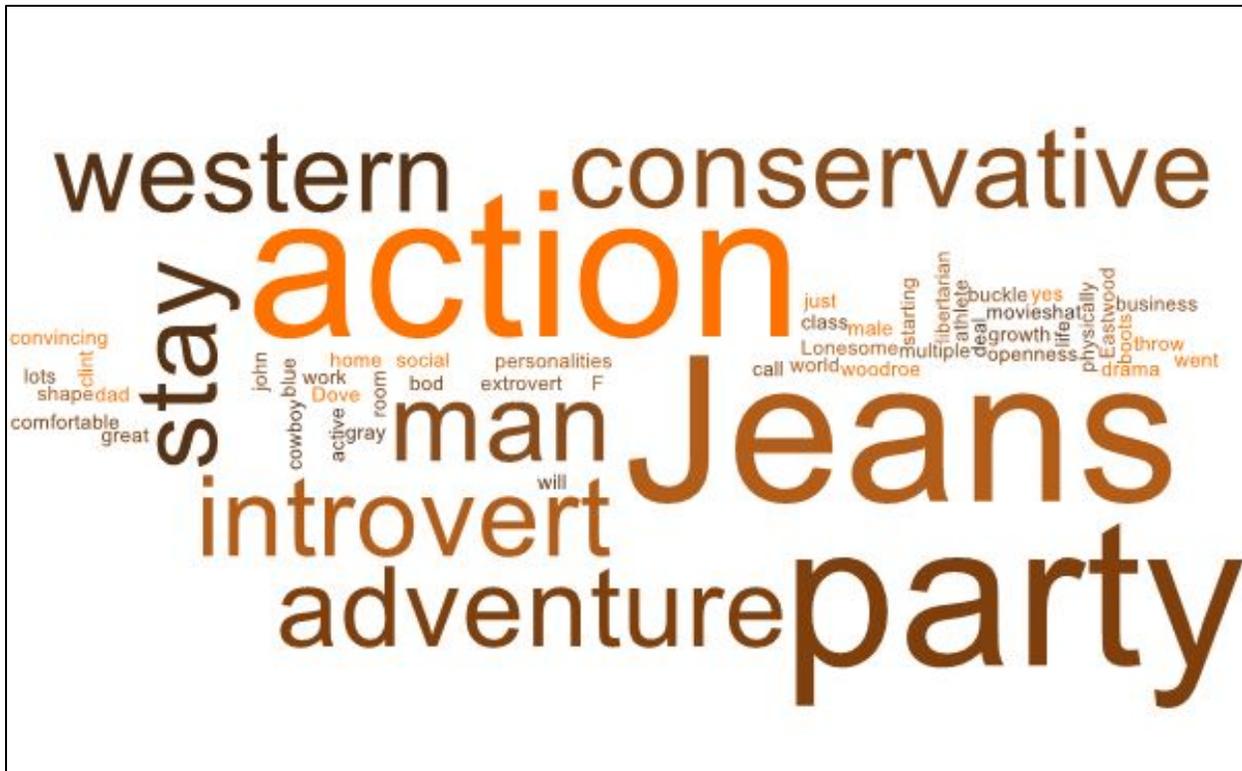
Participants who attended the second regional strategic economic development planning workshop held on October 17, 2019 in Winnemucca, Nevada were asked to answer three questions regarding northeastern Nevada's overall regional culture and identity, including:

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

The purpose of each of these questions is to provide a general description of the existing regional culture and identity for northeastern Nevada in order to identify possible economic development strategies that may or may not be appropriate for the county to pursue.

Figure 5.1 presents a word cloud summarizing the various answers collected for the first question, *If your region were a person, what would it be like and why?*, and provided by workshop participants.

**Figure 5.1 – If your region were a person, what would it be like and why?  
Northeastern Nevada**



If all of northeastern Nevada could be transformed into a single human being, workshop participants generally agreed that the ‘regional person’ would likely be male, would likely subscribe to a generally conservative political ideology and would behave more as an introvert than an extrovert. ‘Western’ iconography was used to describe this individual’s clothing as workshop participants noted that this individual would be most comfortable in a pair of jeans, a collared button-up shirt, a pair of boots, a belt buckle, and, from time-to-time, a cowboy-Stetson style hat. While being an introvert to ‘outsiders’ and to people that they are not familiar with, this individual would happily attend a friend’s party or would be willing to host their own party for a select group of friends and family.

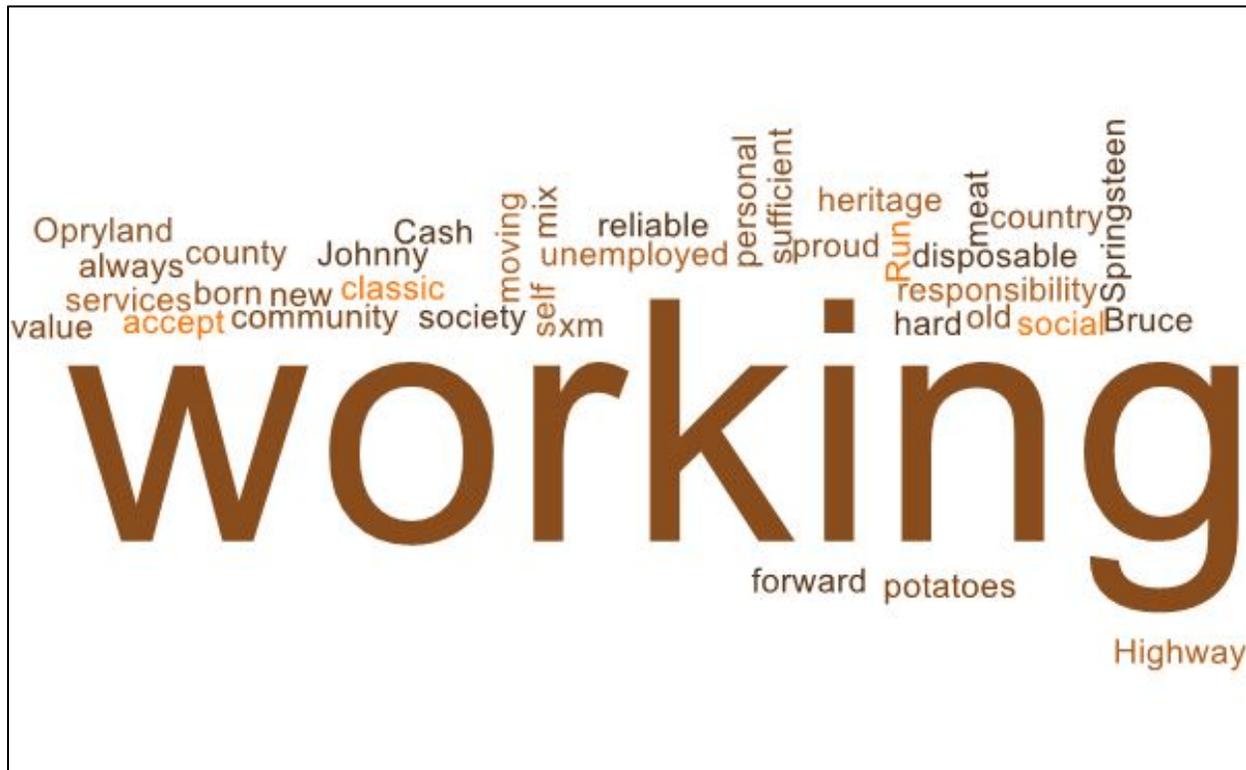
Workshop participants indicated a general willingness to be open and helpful toward their friends and family but would remain cautiously guarded toward ‘outsiders’ who are not part of their community. Workshop participants further noted that this individual would be eager to seek out adventures that are based outdoors and that would enable the person to take advantage



the pick-up would certainly have some rust present, would likely require some ongoing basic maintenance, and would almost certainly be dirty and dusty given its frequent use and the environment in which the pick-up truck is regularly used in.

Figure 5.3 presents a word cloud summarizing the various answers collected for the first question, *If we put a music score to the daily activity of your region, what would it sound like and why?*, and provided by workshop participants.

**Figure 5.3 – If we put a music score to the daily activity of your region, what would it sound like and why?  
Northeastern Nevada**



Workshop participants almost unanimously agreed that the music score, or soundtrack, for northeastern Nevada would best be represented by music that speaks to the ‘working man’ and that recognizes the value of being personally responsible for oneself, being self-sufficient and self-reliable, and taking pride in the community that the person lives in. Classic country, represented by performers such as Johnny Cash, a mix of old and even new ‘Opryland’, and even more rock ‘n roll performers such as Bruce Springsteen and his song ‘Born to Run’ each represent, as archetypes, shared cultural identities and beliefs that exist throughout northeastern Nevada.

Any music score for northeastern Nevada would also emphasize other key cultural identity and beliefs including, but not limited to, being a hard working person, being proud of their personal and family heritage, and being optimistic about their region’s future. These themes are consistent with the various themes identified by workshop participants when developing a person

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and an automobile that would represent the region’s overall set of cultural identities and beliefs and workshop participants noted that any future economic development strategy should be consistent with these cultural expectations.

## **5.4 Assessment of Northeastern Nevada’s Economic Development Capacity**

During the third regional strategic economic development planning workshop held on November 14, 2019 in Ely, Nevada, 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.

### 5.4.a Is the region generally supportive or antagonistic toward business interests and growth? Why?

While workshop participants generally agreed that the region’s existing population is generally antagonistic toward business interests and growth, several workshop participants did note that, in certain circumstances, the population has been supportive of business interests and. Specifically, workshop participants noted general support of ‘buy local’ initiatives designed to support local and regionally-based small businesses. However, workshop participants did note that there is a strong distrust of new economic growth initiatives and the potential threat that new growth could pose to the region’s existing values and sense of community identity. Workshop participants noted that it will be important to educate the public on how new economic growth can improve individual quality of life while not threatening existing values and the existing community identity.

### 5.4.b Is the region generally supportive or antagonistic toward government programs and incentives? Why?

Workshop participants universally agreed that the region’s existing population is highly antagonistic toward government programs and incentives designed to support specific and individual business interests. Several workshop participants noted that the use of government programs and incentives to assist specific and individual business interests works counter to the region’s sense of self-sufficiency and the general belief that government programs and incentives should not be used to directly intervene in open and competitive market operations. As part of this sense of antagonism toward government programs and incentives, workshop participants further noted that a strong ‘NIMBY’ (Not In My Back Yard) attitude has historically and continues to exist throughout the region. New strategic economic development and initiatives that would depend heavily on the use of government programs and incentives would likely encounter strong resistance from the region’s existing population. Workshop participants agreed that community-targeted government programs and incentives would largely be viewed as a threat to existing values and the current community and regional identity that already exists throughout the region.

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

As long as individual residents are not expected to pay for the cost of redistributive or development programs, workshop participants generally agreed that, in some limited cases, the region's population would be supportive of certain redistributive programs but that developmental programs would likely receive more direct support. While workshop participants agreed that developmental programs would likely receive more direct support from the region's population, workshop participants did note that the region's population would still oppose having to support the cost of new developmental programs. The region's existing values and community identity, that supports and fosters self-determination over entitlement and enabling, would likely be best served through developmental programs launched by various public and semi-public organizations and agencies such as the Northeastern Nevada Regional Development Authority.

5.4.d Does the region have a history of public-private collaboration? Recent examples?

While workshop participants generally noted relatively strong opposition from the region's population toward government intervention into open and competitive market operations, workshop participants generally agreed that the region has a long history of public-private collaboration. Workshop participants agreed that individual firms throughout the region's most important industry sectors, most notably the mining and resource extraction industry sector and the agricultural industry sector, have long benefited from a series of public-private collaborations and partnerships between individual firms and various federal, state, regional and local government entities. While the use of public-private collaborations have been used to support and grow the region's key industry sectors, workshop participants did note that public-private collaborations have typically been used to support developmental programs as opposed to direct redistributive programs. These collaborations have employed a 'rising tide lifts all boats' strategy whereby public-private collaborations are used to grow entire industry sectors as opposed to supporting individual firms.

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

In short, workshop participants universally agreed that the region's existing population is largely unwilling and opposed to the idea of sacrificing any level of quality of life to either promote or curtail overall economic growth. This existing strong opposition to sacrificing any level of quality of life is largely tied to the region's existing set of values and community identity and also part of a general fear toward change and the unknown. Even if quality of life can be improved through the promotion or curtailment of growth, the region's existing population will assume that the promotion or curtailment efforts will automatically result in a reduction in overall quality of life. Workshop participants noted that successful development and implementation of any future set of strategic economic development efforts while require a robust public awareness and education campaign designed to show how the specific actions could result in the preservation and eventual improvement of the region's overall quality of life. These public awareness and education campaigns should be developed and implemented jointly

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between the Northeastern Nevada Regional Development Authority and the various local municipal, county and school district agencies and organizations operating throughout the region.

5.4.f Are the elite members of the region willing to share power with others?

Workshop participants were generally mixed in their assessment of the willingness of elite members of the region to share their economic, social and political power with others. In some cases, workshop participants agreed that the region's elite economic, social and political leaders have shared their power with a diverse range of new and emerging interests while, in other cases, workshop participants noted that the region's elite economic, social and political leaders have, at times, refused to share their power and, in even other cases, used their economic, social and political power to inhibit the efforts of others. Workshop participants did agree, however, that it is critical to show alignment between the interests of the region's elite economic, social and political leaders and the interests of other parties. By developing new programs and initiatives that create this alignment and by showing how these interests can be aligned, new strategic economic development programs and initiatives will have a far greater chance at succeeding.

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

Similar to the results of the previous assessment questions presented in this sub-section, workshop participants indicated a high level of resistance to change present among the region's existing population. Part of this resistance is tied to the region's existing population's general fear of the unknown and of change in general but also tied to the region's existing population's desire to protect existing values and quality of life. Much of the region's existing population is fearful that change is synonymous with a loss of control and future strategic economic development programs and initiatives will have to be developed and implemented in partnership with existing economic, social and political leaders and in partnership with the region's existing general public. While strong resistance to change does exist throughout the northeastern Nevada area, workshop participants did note a growing generational gap in that the region's younger population is growing increasingly supportive of change while the region's older population is generally opposed to change. However, even among the region's older population, there are notable examples of a slight 'softening' of this resistance and a growing level of support for change.

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

In general, workshop participants agreed that the region's existing population and existing business community is generally supportive and proactive in regard to issues of environmental sustainability. This general level of support and proactive engagement generally stems from the overall importance that the region's natural resources and assets play in the region's overall continued economic growth and prosperity. The region's primary industry and occupation sectors, including mining and natural resource extraction and agricultural, as well as the region's existing tourism industry, are significantly dependent upon the sustainable use of the region's vast array of natural resources and assets. Recycling, appropriate land use, water issues, and the protection and conservation of several animal species are a few of the many environmental

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sustainability issues that the region’s existing population and existing business community takes a direct interest in promoting and preserving.

## **5.5 Assessment of Regional Environmental Factors for Northeastern Nevada**

During the third regional Comprehensive Economic Development Strategy workshop held on November 14, 2019 in Ely, Nevada, workshop participants completed an environmental factors community assessment. Workshop participants first completed this assessment individually and then as a single small group. The assessment, developed by Steven G. Koven and Thomas S. Lyons for the International City-County Manager’s Association, asks participants to rank ten different environmental factors using a scale of one (low), two (medium), and three (high). A score of low (1) indicates a priority area that should be immediately addressed by policy makers as soon as possible and likely poses a significant competitive disadvantage for the community. A score of medium (2) indicates an area that the locality may have a competitive advantage in but should consider further investment in in-order to prevent the factor from becoming a competitive disadvantage. A score of high (3) indicates an area of relative competitive strength that could be leveraged in order to support economic development within the community.

By assessing and defining the community’s current 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 be used to assess the overall relative competitive strength for a locality or region. Together, the average scores of each of the ten environmental factors and the various sub-factors presented in this sub-section provide decision makers and community leaders with a general understanding of how well or how poorly the northeastern Nevada region is positioned to support and manage future growth and development.

### 5.5.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.

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 1.3, workshop participants generally agreed that the northeastern Nevada’s regional economy is largely dependent on a select few individual firms and industry sectors and that the region’s overall economic base is not very diverse. Historically, workshop participants noted that the region’s overall 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.

<b>Table 5.11 – Economic Base Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy Workshop</b>	
<b>Sub-Factor</b>	<b>Average Score</b>
Lack of Dependency on a Single Firm or Industry	1.3
Capacity to Diversify	2.0
Willingness to Diversify	2.6
<b>Average Score – Economic Base</b>	<b>2.0</b>

With an average score of 2.0, workshop participants indicated a moderate current ability to diversify the region’s existing economic base. This is largely because the region’s set of infrastructure assets has largely been developed to serve the specific and unique needs of a select few industry and occupation sectors such as the mining and natural resource extraction industry sector and the agricultural industry sector. Despite a high dependence on a relatively narrow set of individual firms and industry sectors and only a moderate ability to diversify, workshop participants noted a relatively high willingness to diversify, with an average score of 2.6. Workshop participants generally indicated that the region’s existing population and existing business community, despite reservations regarding change and overall economic growth, are increasingly becoming willing to support new strategic economic development programs and initiatives designed to diversify the region’s overall economic base.

5.5.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.

<b>Table 5.12 – Workforce Characteristics Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy Workshop</b>	
<b>Sub-Factor</b>	<b>Average Score</b>
Workforce Size	1.0
Total Employment (If Unemployment Rate is high, mark “Low)	2.6
Proportion in Low Wage Positions	<b>2.0</b>
<b>Average Score – Workforce Characteristics</b>	<b>1.9</b>

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 1.0 for workforce size, workshop participants generally agreed that continued and future economic growth and diversification efforts have largely been hampered by an insufficiently large workforce. Workshop participants noted that any future set of strategic economic development programs and initiatives will need to be conditioned upon the region’s ability to grow the overall size of the region’s workforce.

With an average score of 2.6, workshop participants generally noted that the region’s overall rate of unemployment has remained relatively low over the past several years and, while this is definitely a positive condition within the region, it has hampered the ability of existing and new firms to expand their operations through the hiring of new employees. The proportion of the region’s existing workforce in low wage positions, with an average score of 2.0, was generally ranked as moderate. Workshop participants generally agreed that firms within the region’s primary industry sectors pay generally high wages. Growth in the region’s overall average wage levels has also been fueled by a stubborn lack of growth in the region’s existing workforce, forcing individual firms to raise wages in order to attract new employees and in order to retain existing employees.

5.5.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 an average overall score of 1.2, workshop participants generally agreed that the overall skill set of the region’s existing workforce trends toward low as opposed to a more moderately or highly skilled workforce.

<b>Table 5.13 – Workforce Skill Characteristics Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy Workshop</b>	
<b>Sub-Factor</b>	<b>Average Score</b>
Percent Competent in Technology-Oriented Firms	1.2
Percent Competent in Professional-Oriented Firms	1.2
<b>Average Score – Workforce Skill</b>	<b>1.2</b>

With an average score of 1.2, workshop participants indicated that a generally small percentage of the region’s existing workforce have the necessary skill sets to be considered competent to work in technology-oriented firms. With an average score of 1.2, workshop participants further indicated that a similarly small percentage of the region’s existing workforce has the necessary skill sets to be considered competent to work in professional-oriented firms. As part of a new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada region, workshop participants agreed that the Northeastern Nevada Regional Development Authority should work closely with the region’s local school districts to develop new workforce development training programs designed to improve the region’s overall mix and quality of workforce skills in order to support new and emerging industry and occupation sectors.

**5.5.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.

<b>Table 5.14 – Land and Physical Capital Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy Workshop</b>	
<b>Sub-Factor</b>	<b>Average Score</b>
Availability of Vacant Land	2.0
Availability of Underused Land	2.3
Access to Utilities (Including Communication)	1.6
Access to Transportation (Highways, Airports, etc.)	1.6
<b>Average Score – Land and Physical Capital</b>	<b>1.9</b>

With an overall average score of 1.9 for land and physical capital, workshop participants generally noted that the combined existing availability of vacant and underused land within the region and the overall existing level of access to utilities and transportation can support a moderate level of future economic growth and development. The overall availability of vacant land and the availability of underused land, with average scores of 2.0 and 2.3, were highlighted by workshop participants as the strongest land and physical capital economic assets throughout northeastern Nevada. The overall access to utilities and the overall access to transportation, with average scores of 1.6 each, were ranked as significantly weaker land and physical capital economic assets. Most notably, workshop participants indicated that a general lack of highly reliable broadband and telecommunication connectivity significantly limits the ability of the region to successfully implement new economic development programs and initiatives. Further development of the region’s transportation infrastructure assets, including additional rail service to currently underserved communities within the region and the region’s mix of airports and

airfields, will be needed to attract new firms into the region and additional visitors and tourists as part of a revised regional approach to supporting and growing the region’s tourism industry sector.

5.5.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.

<b>Table 5.15 - Energy Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy Workshop</b>	
<b>Sub-Factor</b>	<b>Average Score</b>
Reliability	2.4
Access	1.8
Price	2.6
<b>Average Score – Energy</b>	<b>2.3</b>

Energy consists of three separate components, including reliability, access, and price. With an overall average score of 2.3, workshop participants generally ranked the region’s mix of energy assets as moderate to strong. Reliability, with an average score of 2.4, and price, with an average score of 2.6, were identified as the strongest elements of the region’s existing mix of energy assets and noted that the pricing of energy throughout northeastern Nevada gives the region a strong competitive economic advantage in the retention of existing businesses and the recruitment of new businesses in a variety of industry and occupation sectors relative to other parts of the state of Nevada and relative to other communities and regions located throughout the western and intermountain western United States. However, with an average score of 1.8, workshop participants noted that access to energy still remains a somewhat weak economic asset for the region. Improving access to the region’s already reliable and competitively priced energy was noted by workshop participants as a priority for the Northeastern Nevada Regional Development Authority’s new five-year Comprehensive Economic Development Strategy.

5.5.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.

With an overall average score of 1.4, workshop participants generally ranked the region’s overall set of financial capital assets as weak. Workshop participants further noted that the region’s

relative weak mix of financial capital assets makes new business development and entrepreneurial start-up efforts difficult as new business start-up owners and entrepreneurs are unable to secure the needed financial capital to build their business and entrepreneurial effort.

<b>Table 5.16 – Financial Capital Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy Workshop</b>	
<b>Sub-Factor</b>	<b>Average Score</b>
Predisposition of Local Banks to Lend	1.6
Ability to Secure Gap Financing	1.6
Ability to Secure Venture Capital	1.1
Ability to Secure Angel Capital	1.2
<b>Average Score – Financial Capital</b>	<b>1.4</b>

The predisposition of local banks to lend, with an average score of 1.6, was ranked by workshop participants as generally weak. Workshop participants attributed this generally reluctant predisposition of local banks to lend to new business start-ups and entrepreneurs to a lack of experience with new business start-ups and entrepreneurs. The ability to secure gap financing, with an average score of 1.6, the ability to secure venture capital, with an average score of 1.1, and the ability to secure angel capital, with an average score of 1.2, were each also generally determined to be weak. Improving access to gap financing, venture capital and angel capital will be a necessary first step as part of the Northeastern Nevada Regional Development Authority’s new five-year Comprehensive Economic Development Strategy in order to directly support improved entrepreneurial efforts throughout the region.

#### 5.5.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.

With an overall average score of 2.0, workshop participants ranked the region’s overall existing tax structure as moderate when it comes to supporting new strategic economic development programs and initiatives including the creation, attraction, retention and expansion of new and existing private sector firms. However, workshop participants did note that, when compared to other parts of the state of Nevada and to other communities and regions throughout the western and intermountain western United States, the northeastern Nevada region’s existing tax structure is considerably more favorable to businesses, retirees, and residents. Workshop participants noted the region’s relatively low property tax and sales tax rates, when compared to other parts of the state of Nevada and to other comparable communities and regions, the lack of an income

tax, and relatively low business license fees charged at the local municipal and county level as major advantages for businesses, retirees, and residents operating and living throughout northeastern Nevada.

<b>Table 5.17 – Tax Structure Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy Workshop</b>	
<b>Sub-Factor</b>	<b>Average Score</b>
Favorability to Businesses	2.0
Favorability to Retirees	2.0
Favorability to Residents	2.0
<b>Average Score – Tax Structure</b>	<b>2.0</b>

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. Each of these three components received an average score of 2.0 indicating that the region’s existing tax structure is moderately favorable to new and existing businesses and to existing retirees and residents living throughout the region. Workshop participants did note, however, that there is considerable variability in property tax and sales tax rates and business license fees from one community to the next throughout the region. This high variability can often result in unnecessary competition between individual jurisdictions that currently comprise the northeastern Nevada region. Workshop participants also noted that the relatively low property tax rates and sales tax rates that exist throughout northeastern Nevada make it difficult for local governments, including municipalities, counties, and school districts, within the region to generate the needed financial resources to invest in new infrastructure, new educational and workforce development programs, and new strategic economic development marketing and attraction efforts that could further grow and diversify the region’s economic base.

#### 5.5.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. With an overall average score of 1.8, workshop participants generally ranked the

region’s culture and attitude toward economic growth and economic change as mostly moderate. Workshop participants noted that, while the region’s historical resistance to change and economic growth and diversification has begun to ‘soften’, especially among the region’s younger population, there is still considerable resistance to new economic development programs and initiatives that are perceived to be direct threats to existing community values and cultural identity.

<b>Table 5.18 – Regional Culture Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy Workshop</b>	
<b>Sub-Factor</b>	<b>Average Score</b>
Support for Business	2.1
Willingness to Risk Personal Capital (Personal Funds)	1.6
Willingness to Accept Possible Externalities (Market Risk)	1.8
Willingness to Alter the Status Quo	1.8
<b>Average Score – Regional Culture</b>	<b>1.8</b>

Overall, with an average score of 2.1, workshop participants indicated a moderate level of support of the region’s existing business community. With an average score of 1.6, workshop participants indicated a much lower level of willingness by individuals to risk their own financial capital to pursue a business start-up or entrepreneurial activity. With an average score of 1.8 for both a willingness to accept possible externalities (market risk) associated with a business start-up or entrepreneurial activity and a willingness to alter the status quo, workshop participants indicated a moderate but growing level of support for change and a growing willingness to accept the potential of failure associated with new business start-up and entrepreneurial activities.

### 5.5.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, and the community’s proximity to key economic centers, and the community’s overall access to national and international markets. Overall, with an overall average score of 1.9, workshop participants ranked northeastern Nevada’s mix of geographic economic assets as generally moderate. Workshop participants noted that the region’s overall climate and topography is uniquely attractive to specific firms in certain key industry and occupation sectors. Being centrally

located within the larger western and intermountain western United States provides unique opportunities to existing firms already operating within northeastern Nevada and to new firms that could potentially be recruited to establish a new operation within the region.

<b>Table 5.19 - Geography Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy Workshop</b>	
<b>Sub-Factor</b>	<b>Average Score</b>
Desirability of Climate	2.5
Desirability of Topography	2.6
Proximity to Key Economic Centers	1.2
Access to National and International Markets	1.4
<b>Average Score – Geography</b>	<b>1.9</b>

With average scores of 2.5 and 2.6 respectively, workshop participants noted the relative strength of the region’s climate and topography but, with average scores of 1.2 and 1.4 respectively, workshop participants noted the relative weakness of the region’s proximity to key economic centers and overall access to critical national and international markets. The relative weakness of the region’s proximity to key economic centers and overall access to critical national and international markets, according to workshop participants, is largely part of the region’s underdeveloped mix of infrastructure, transportation, and telecommunication assets. Improved investment and development of these assets should be, as outlined by workshop participants, a critical part of the Northeastern Nevada Regional Development Authority’s new five-year Comprehensive Economic Development Strategy.

#### 5.5.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. With an overall average score of 1.2, workshop participants generally ranked the region’s overall research environment as one of the region’s weakest economic assets. In general, workshop participants agreed that the region, as a whole, has failed to properly develop and invest in the region’s mix of ongoing research activities and that the state’s overall system of higher education has failed to support and spearhead new research activities within the region. Workshop participants generally agreed that this has significantly curtailed new business and new industry sector and occupation sector development, further

increasing the region’s overall economic dependence on a relatively limited mix of individual firms and industry and occupation sectors.

<b>Table 5.20 – Research Environment Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy Workshop</b>	
<b>Sub-Factor</b>	<b>Average Score</b>
Linkage to University(ies) (Public and Private Colleges)	1.6
Access to the Internet and Broadband Connectivity	1.0
Access to Private Laboratories (Research Facilities)	1.0
<b>Average Score – Research Environment</b>	<b>1.2</b>

While the region’s overall linkage to universities, including public and private colleges, was generally ranked as low to moderate with an average score of 1.6, workshop participants universally ranked the region’s access to Internet and broadband connectivity and access to private laboratories and research facilities as low, each with an average score of 1.0 respectively. Workshop participants specifically noted that the region’s overall poor access to Internet and broadband connectivity is a significant barrier to further economic development and diversification programs and initiatives. Improvement in the region’s overall access to Internet and broadband connectivity was identified by workshop participants as an area that should receive priority within the Northeastern Nevada Regional Development Authority’s new five-year Comprehensive Economic Development Strategy.

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## 6.0 Analysis: Regional Industry Sector Assessment

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

### 6.1 Industry and Workforce Characteristics for Northeastern Nevada

During the first regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019 in Elko, Nevada, workshop participants were asked to evaluate a variety of industry and occupation sector conditions and additional socio-demographic and economic trends. As part of this evaluation, workshop participants identified key industry and occupation trends and key socio-demographic and economic trends that are key strengths or opportunities for the region or represent a key weakness or threat for the region that the Northeastern Nevada Regional Development Authority should focus on as part of its new five-year Comprehensive Economic Development Strategy.

#### 6.1.a Key Industry Sector and Occupational Sector Trends

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 20 largest industry sectors in northeastern Nevada, including the counties of Elko County, Eureka County, Humboldt County, Lander County, and White Pine 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.

**Table 6.1 – Industry (Employer) Characteristics  
Northeastern Nevada Regional Development Authority  
2013 and 2018**

<b>Industry Sector</b>	<b>Total Number of Jobs 2013</b>	<b>Total Number of Jobs 2018</b>	<b>2013 to 2018 Actual Change</b>	<b>2013 to 2018 Percent Change</b>	<b>2018 Location Quotient</b>
Mining, Quarrying, and Oil and Gas Extraction	12,267	11,498	-7,969	-6.0%	61.97
Government	7,606	7,713	107	1.0%	1.15
Accommodation and Food Services	7,278	6,792	-486	-7.0%	1.77
Retail Trade	4,100	4,070	-30	-1.0%	0.90
Construction	2,687	2,291	-396	-15.0%	0.92
Health Care and Social Assistance	1,967	2,151	184	9.0%	0.38
Wholesale Trade	1,394	1,466	72	5.0%	0.89
Other Services (except Public Administration)	1,415	1,370	-45	-3.0%	0.64
Transportation and Warehousing	1,207	1,191	-16	-1.0%	0.74
Agriculture, Forestry, Fishing and Hunting	1,119	1,170	51	5.0%	2.22
Administrative and Support and Waste Management	1,168	949	-219	-19.0%	0.34
Professional, Scientific, and Technical Services	751	820	69	9.0%	0.28
Arts, Entertainment, and Recreation	752	752	0	0.0%	0.97
Manufacturing	639	508	-131	-21.0%	0.14
Finance and Insurance	456	437	-19	-4.0%	0.24
Real Estate and Rental and Leasing	381	409	28	7.0%	0.54
Utilities	372	402	30	8.0%	2.61
Management of Companies and Enterprises	425	347	-78	-18.0%	0.54
Information	279	213	-66	-24.0%	0.26
Educational Services	109	189	80	73.0%	0.16

*Source: Nevada Governor's Office of Economic Development*

In both 2013 and 2018, the Mining, Quarrying, and Oil and Gas Extraction industry sector was the single largest industry sector in northeastern Nevada, creating a total of 12,267 jobs in 2013 and creating a total of 11,498 jobs in 2018. However, the total number of jobs created in the Mining, Quarrying, and Oil and Gas Extraction industry sector did decrease between 2013 and

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2018, decreasing by a total of 769 total employment opportunities created or -6.0 percent. The Mining, Quarrying, and Oil and Gas Extraction industry sector had a location quotient of 61.97 in 2018, making this industry sector the single largest exporting industry sector in northeastern Nevada.

Government was the second largest industry sector in northeastern Nevada in both 2013 and 2018, creating a total of 7,606 jobs in 2013 and a total of 7,713 jobs in 2018, a net increase of 107 total employment opportunities created or 1.0 percent. The location quotient for the Government industry sector in 2018 was 1.15, indicating that northeastern Nevada is a net exporter of various government services to other communities and other regions outside the northeastern Nevada region. Accommodation and Food Services was the third largest industry sector in both 2013 and 2018, creating a total of 7,278 jobs in 2013 and a total of 6,792 jobs in 2018. While being the third largest industry sector in 2013 and 2018, the total number of employment opportunities created in the Accommodation and Food Services industry sector decreased between 2013 and 2018, decreasing by a total of 486 jobs or -7.0 percent. The location quotient for the Accommodation and Food Services industry sector in 2018 was 1.77, indicating that this industry sector was a net exporter of various accommodation and food services to communities and regions outside of northeastern Nevada.

Retail trade was the fourth largest industry sector in northeastern Nevada in both 2013 and 2018, creating a total of 4,100 jobs in 2013 and a total of 4,070 jobs in 2018. However, the total number of jobs created in the Retail Trade industry sector decreased by a total of 30 jobs or -1.0 percent between 2013 and 2018 and had a location quotient of 0.90, indicating that the Retail Trade industry sector in northeastern Nevada is a net importer of various retail products and services. Construction was the fifth largest industry sector in northeastern Nevada in both 2013 and 2018, creating a total of 2,687 jobs in 2013 and a total of 2,291 in 2018, a net decrease, however, in the total number of jobs created in the Construction industry sector of 396 total jobs or -15.0 percent. The Construction industry sector had a location quotient of 0.92 indicating that the Construction industry sector was a net importer of related products and services in 2018.

Other industry sectors that had positive growth in the total number of jobs created between 2013 and 2018 include Health Care and Social Assistance, an increase of 184 total jobs or 9.0 percent, Wholesale Trade, an increase of 72 total jobs or 5.0 percent, Agriculture, Forestry, Fishing and Hunting, an increase 51 total jobs or 5.0 percent, Professional, Scientific, and Technical Services, an increase of 69 total jobs or 9.0 percent, Real Estate and Rental and Leasing, an increase of 28 total jobs or 7.0 percent, Utilities, an increase of 30 total jobs or 8.0 percent, and Educational Services, an increase of 80 total jobs or 73.0 percent. In addition to Mining, Quarrying, and Oil and Gas Extraction, Government, and Accommodation and Food Services, only two other industry sectors had location quotients greater than 1.0 in 2018. In 2018, the Agriculture, Forestry, Fishing and Hunting industry sector had a location quotient of 2.22 and the Utilities industry sector had a location quotient of 2.61.

Table 6.2 presents the change in total number of jobs between 2013 and 2018 and the location quotient for the 23 largest occupation sectors in northeastern Nevada 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.

**Table 6.2 – Occupation (Employee) Characteristics  
Northeastern Nevada Regional Development Authority  
2013 and 2018**

<b>Occupation Sector</b>	<b>Total Number of Jobs 2013</b>	<b>Total Number of Jobs 2018</b>	<b>2013 to 2018 Actual Change</b>	<b>2013 to 2018 Percent Change</b>	<b>2018 Location Quotient</b>
Construction and Extraction	6,796	6,223	-573	-8.0%	3.04
Office and Administrative Support	4,835	4,576	-259	-5.0%	0.70
Installation, Maintenance, and Repair	4,666	4,563	-103	-2.0%	2.61
Transportation and Material Moving	3,949	3,909	-40	-1.0%	1.28
Food Preparation and Serving Related	4,288	3,884	-404	-9.0%	1.04
Sales and Related	3,521	3,483	-38	-1.0%	0.79
Management	2,368	2,347	-21	-1.0%	0.93
Education, Training and Library	1,831	2,017	186	10.0%	0.79
Production	2,103	2,007	-96	-5.0%	0.77
Building and Grounds Cleaning and Maintenance	2,100	1,940	-160	-8.0%	1.18
Personal Care and Service	1,747	1,845	98	6.0%	0.96
Protective Service	1,142	1,277	135	12.0%	1.27
Healthcare Practitioners and Technical	1,284	1,165	-119	-9.0%	0.47
Life, Physical, and Social Science	1,139	1,079	-60	-5.0%	2.94
Architecture and Engineering	1,159	965	-194	-17.0%	1.27
Business and Financial Operations	916	904	-12	-1.0%	0.39
Farming, Fishing, and Forestry	625	670	45	7.0%	2.01
Healthcare Support	631	604	-27	-4.0%	0.50
Community and Social Service	421	459	38	9.0%	0.62
Arts, Design, Entertainment, Sports, and Media	298	282	-16	-5.0%	0.34
Computer and Mathematical	263	263	0	0.0%	0.20
Legal	169	165	-4	-2.0%	0.45
Military-Only	126	121	-5	-4.0%	0.44

Source: Nevada Governor's Office of Economic Development

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In both 2013 and 2018, Construction and Extraction was the single largest occupation sector in northeastern Nevada, employing a total of 6,796 individuals in 2013 and employing a total of 6,223 individuals in 2018. However, the total number of individuals employed in the Construction and Extraction occupation sector decreased between 2013 and 2018, decreasing by a total of 573 individuals or -8.0 percent. The location quotient for the Construction and Extraction occupation sector was 3.04 in 2018, indicating that this occupation sector was a net exporter of products and services in 2018. The second largest occupation sector in 2013 and 2018 was Office and Administrative Support, employing a total of 4,835 individuals in 2013 and a total of 4,576 individuals in 2018. The total number of individuals employed in the Office and Administrative Support occupation sector decreased by a total of 103 individuals or -5.0 percent and had a location quotient of just 0.70 in 2018, indicating that this occupation sector was a net importer of related goods and services.

The Installation, Maintenance, and Repair occupation sector was the third largest occupation sector in 2013 and 2018, employing a total of 4,666 individuals in 2013 and a total of 4,563 individuals in 2018, a net decrease of 103 total individuals employed in the occupation sector or -2.0 percent. The location quotient for the Installation, Maintenance, and Repair occupation sector in 2018 was 2.61, indicating that this occupation sector was a net exporter of related goods and services in 2018. Transportation and Material Moving was the fourth largest occupation sector in 2013 and 2018, employing a total of 3,949 individuals in 2013 and a total of 3,909 individuals in 2018, a net decrease of just 40 total individuals employed or -1.0 percent. The location quotient for the Transportation and Material Moving occupation sector was 1.28, indicating that this occupation sector was a net exporter of related goods and services in 2018. Food Preparation and Serving Related was the fifth largest occupation sector in 2013 and 2018, employing a total of 4,288 individuals in 2013 and a total of 3,884 individuals in 2018, a net decrease of 404 total individuals employed or -9.0 percent. The location quotient for the Transportation and Material Moving occupation sector in 2018 was 1.04, indicating that this occupation sector was a net exporter of related goods and services in 2018.

Between 2013 and 2018, only five occupation sectors in northeastern Nevada experienced growth in the total number of individuals employed. In the Education, Training, and Library occupation sector, the total number of individuals employed increased by 186 total individuals or 10.0 percent and in the Personal Care and Service occupation sector, the total number of individuals employed increased by 98 total individuals or 6.0 percent. Between 2013 and 2018, the total number of individuals employed in the Protective Service occupation sector increased by 135 total individuals or 12.0 percent and the total number of individuals employed in the Farming, Fishing, and Forestry occupation sector increased by 45 total individuals or 7.0 percent. In the Community and Social Service occupation sector, the total number of individuals employed increased between 2013 and 2018 by 38 total individuals or 9.0 percent.

Of the 23 occupation sectors listed in Table 6.2, a total of nine occupation sectors had a location quotient greater than 1.0, indicating that they were net exporters of related goods and services. In addition to the Construction and Extraction occupation sector, Installation, Maintenance, and Repair occupation sector, the Transportation and Material Moving occupation sector, and the Food Preparation and Serving Related occupation sector, five other industry sectors had location

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quotients greater than 1.0 in 2018, an indication that these occupation sectors are a net exporter of related goods and services. In 2018, the Building and Grounds Cleaning and Maintenance occupation sector had a location quotient of 1.18 and the Protective Service occupation sector had a location quotient of 1.27. The Life, Physical, and Social Science occupation sector had a location quotient of 2.94 in 2018 and the Architecture and Engineering occupation sector had a location quotient of 1.27 in 2018. The final occupation sector with a location quotient greater than 1.0 in 2018 was the Farming, Fishing, and Forestry occupation sector, with a location quotient of 2.01 in 2018.

### 6.1.b Export Enhancement and Import Substitution in Northeastern Nevada

The identification and utilization of export enhancement and import substitution within a defined economic region such as the northeastern Nevada area is based upon the practice of identifying and further developing existing and emerging economic clusters. Economic clusters are important to an economic region's overall economic prosperity because further development of the economic cluster tends to increase the overall productivity of individual firms located within the cluster and, as productivity and competition both increase, the pace of innovation which underpins future economic growth is accelerated.

Import substitution involves the identification of various 'gaps' and 'disconnects' that exist amongst firms within an economic cluster and between various economic clusters operating within a defined economic region. A 'gap' occurs if the good or service within the economic cluster is not produced by any firm or industry within the cluster or the economic region. A 'disconnect' occurs because a local industry may exist within the cluster or economic region but is relatively small when compared to other industries, a local industry exists but there are national contracts or certain specifications of product that cannot be produced locally, or it goes unnoted that the industry existed within the cluster or economic region.

Table 6.3 presents the top 15 economic sectors by all exports for northeastern Nevada, including the combined total exports for each economic sector for Elko County, Eureka County, Humboldt County, Lander County, and White Pine County.

In 2018, Gold Ore Mining was the largest exporting economic sector in northeastern Nevada, exporting a combined total of approximately \$3.4 billion and accounting for 54.86 percent of the region's total amount of exports of approximately \$5.3 billion. Support Activities for Oil and Gas Operations was the second largest exporting economic sector, with total exports valued at approximately \$300.7 million and accounting for 4.80 percent of the region's total amount of exports. Hotels and Motels, Including Casino Hotels was the third largest exporting economic sector, with total exports valued at approximately \$283.2 million and Cooper Ore Mining was the fourth largest exporting economic sector, with total exports valued at approximately \$179.0 million. Hotels and Motels, Including Casino Hotels accounted for 4.52 percent of the region's total value of combined exports and Cooper Ore and Mining accounted for 2.86 percent of the region's total value of combined exports in 2018. Electric Power Generation – Fossil Fuel was the fifth largest exporting economic sector in Northeastern Nevada in 2018, with total exports valued at approximately \$168.1 million and accounting for 2.68 percent of the region's total value of combined exports.

**Table 6.3 – Top 15 Economic Sectors by All Exports  
Northeastern Nevada Regional Development Authority  
2018**

<b>TOP 15 ECONOMIC SECTORS BY ALL EXPORTS</b>		
Description	TOTAL EXPORTS	PERCENTAGE OF TOTAL EXPORTS
Gold ore mining	\$3,435,371,569	54.86%
Support activities for oil and gas operations	\$300,682,248	4.80%
Hotels and motels, including casino hotels	\$283,209,286	4.52%
Copper ore mining	\$178,961,545	2.86%
Electric power generation - Fossil fuel	\$168,058,877	2.68%
Lead and zinc ore mining	\$161,529,848	2.58%
Wholesale trade	\$149,288,208	2.38%
Gambling industries (except casino hotels)	\$129,826,616	2.07%
Beef cattle ranching and farming, including feedlots and dual-purpose ranching and farming	\$128,825,339	2.06%
Overhead cranes, hoists, and monorail systems manufacturing	\$85,640,779	1.37%
All other crop farming	\$75,037,097	1.20%
Management of companies and enterprises	\$72,670,155	1.16%
Metal mining services	\$66,196,813	1.06%
Commercial and industrial machinery and equipment repair and maintenance	\$53,836,191	0.86%
Other basic inorganic chemical manufacturing	\$48,721,807	0.78%
<b>TOTAL</b>	<b>\$5,337,856,376</b>	<b>85.24%</b>

*Source: University Center for Economic Development, Nevada Economic Assessment Project*

Table 6.4 presents the top 15 industry sectors by domestic export trade for northeastern Nevada, including the combined total exports for each economic sector for Elko County, Eureka County, Humboldt County, Lander County, and White Pine County.

In 2018, total domestic exports for Gold Ore Mining totaled approximately \$3.2 billion, accounting for 57.59 percent of the approximately \$4.9 billion in combined total value of all domestic exports from northeastern Nevada. In 2018, Hotels and Motels, Including Casino Hotels was the second largest domestic export trade industry sector in northeastern Nevada, with a combined total domestic export value of approximately \$283.2 million and accounting for 5.04 percent of all combined regional domestic export value. Support Activities for Oil and Gas Operations was the third largest domestic export trade industry sector in northeastern Nevada in 2018, with a combined total domestic export value of approximately \$258.0 million and accounting for 4.59 percent of the region’s combined domestic export value. Electric Power Generation – Fossil Fuel was the fourth largest domestic export trade industry sector in northeastern Nevada in 2018, with a combined total domestic export value of approximately \$168.1 million and accounting for 2.99 percent of the region’s combined domestic export value. Gambling Industries (Except Casino Hotels) was the fifth largest domestic export trade industry sector in Northeastern Nevada in 2018, with a combined total domestic export value of

approximately \$129.8 million and accounting for 2.31 percent of the region’s combined domestic export value.

<b>Table 6.4 – Top 15 Industry Sectors by Domestic Export Trade                      Northeastern Nevada Regional Development Authority                      2018</b>		
TOP 15 INDUSTRY SECTORS BY DOMESTIC EXPORT TRADE		
Economic Sector	Domestic Exports	PERCENTAGE OF TOTAL DOMESTIC EXPORTS
Gold ore mining	\$3,236,142,904	57.59%
Hotels and motels, including casino hotels	\$283,151,304	5.04%
Support activities for oil and gas operations	\$258,029,581	4.59%
Electric power generation - Fossil fuel	\$168,058,877	2.99%
Gambling industries (except casino hotels)	\$129,826,616	2.31%
Beef cattle ranching and farming, including feedlots and dual-purpose ranching and farming	\$128,050,438	2.28%
Copper ore mining	\$121,192,661	2.16%
Lead and zinc ore mining	\$94,311,496	1.68%
Wholesale trade	\$92,257,469	1.64%
Overhead cranes, hoists, and monorail systems manufacturing	\$75,578,482	1.35%
All other crop farming	\$63,508,024	1.13%
Metal mining services	\$55,885,989	0.99%
Management of companies and enterprises	\$54,171,329	0.96%
Commercial and industrial machinery and equipment repair and maintenance	\$53,821,311	0.96%
Electric power transmission and distribution	\$39,995,073	0.71%
TOTAL	\$4,853,981,555	86.38%

Source: University Center for Economic Development, Nevada Economic Assessment Project

Table 6.5 presents the top 15 economic sectors by total imports for Northeastern Nevada, including the combined total exports for each economic sector for Elko County, Eureka County, Humboldt County, Lander County, and White Pine County.

In 2018, total imports for all economic sectors in northeastern Nevada totaled approximately \$1.5 billion. Gold Ore Mining was the largest economic sector in 2018, in-terms of total imports, with a combined total import value of approximately \$683.8 million and accounting for 29.31 percent of the combined value of total regional economic sector imports. In 2018, Electric Power Generation – Fossil Fuel was the second largest economic sector in-terms of total imports, with a combined value of approximately \$106.0 million and accounting for 4.54 percent of the combined value of total regional economic sector imports, and Owner-Occupied Dwellings was the third largest economic sector in-terms of total imports, with a combined value of approximately \$91.7 million and accounting for 3.93 percent of the combined value of total regional economic sector imports. Beef Cattle Ranching and Farming (Including Feedlots and Dual-Purpose Ranching and Farming) was the fourth largest economic sector in-terms of total imports, importing a combined value of \$80.4 million in goods and services and accounting for

3.45 percent of the region’s combined value of total imports. Hotels and Motels, Including Casino Hotels was the fifth largest economic sector in-terms of total imports, importing a combined value of \$76.9 million in goods and services and accounting for 3.29 percent of the region’s combined value of total imports.

<b>Table 6.5 – Top 15 Economic Sectors by Total Imports Northeastern Nevada Regional Development Authority 2018</b>		
<b>TOP 15 ECONOMIC SECTORS BY TOTAL IMPORTS</b>		
<b>ECONOMIC SECTORS</b>	<b>IMPORTS</b>	<b>PERCENTAGE OF TOTAL IMPORTS</b>
Gold ore mining	\$683,807,604	29.31%
Electric power generation - Fossil fuel	\$105,957,512	4.54%
Owner-occupied dwellings	\$91,718,224	3.93%
Beef cattle ranching and farming, including feedlots and dual-purpose ranching and farming	\$80,434,935	3.45%
Hotels and motels, including casino hotels	\$76,884,778	3.29%
Wholesale trade	\$74,185,402	3.18%
Overhead cranes, hoists, and monorail systems manufacturing	\$57,611,800	2.47%
Gambling industries (except casino hotels)	\$52,517,233	2.25%
All other crop farming	\$33,911,250	1.45%
Copper ore mining	\$33,365,351	1.43%
Real estate	\$32,820,061	1.41%
Metal mining services	\$32,286,837	1.38%
Construction of new power and communication structures	\$30,386,075	1.30%
Limited-service restaurants	\$30,368,124	1.30%
Truck transportation	\$29,618,330	1.27%
<b>TOTAL</b>	<b>\$1,445,873,516</b>	<b>61.96%</b>

*Source: University Center for Economic Development, Nevada Economic Assessment Project*

Table 6.6 presents the top 15 commodity sector imports for the Gold Ore Mining economic sector for northeastern Nevada for 2018. These estimates provide a dollar value of the goods and services produced in specific commodity sectors that are imported into northeastern Nevada from other communities and regions located outside northeastern Nevada in order to support the production of goods and services in the Gold Ore Mining economic sector.

In 2018, firms within the Gold Ore Mining economic sector operating in northeastern Nevada imported a total of approximately \$106.3 million in various goods and services from firms located and operating outside northeastern Nevada in the Lime commodity sector, accounting for 15.54 percent of the Gold Ore Mining economic sector’s total imports. The Gold Ore Mining economic sector operating in northeastern Nevada imported an additional \$104.8 million in various goods and services in the Refined Petroleum Products commodity sector and an additional \$49.8 million in various goods and services in the Tires commodity sector in 2018

from firms located and operating outside northeastern Nevada. The Gold Ore Mining economic sector operating in northeastern Nevada imported an additional \$47.8 million in various goods and services from firms located and operating outside northeastern Nevada in the Wholesale Trade Distribution Services commodity sector and imported an additional \$41.7 million in various goods and services from firms located and operating outside northeastern Nevada in the Industrial Gases commodity sector.

<b>Table 6.6 – Top 15 Commodity Import Sectors for the Gold Mining Economic Sector Northeastern Nevada Regional Development Authority 2018</b>			
TOP 15 COMMODITY SECTOR IMPORTS for the GOLD MINING SECTOR			
ECONOMIC SECTOR	COMMODITY IMPORTS	PERCENTAGE OF TOTAL COMMODITY IMPORTS	IMPORT TYPE
Lime	\$106,248,953	15.54%	GAP
Refined petroleum products	\$104,772,155	15.32%	GAP
Tires	\$49,828,417	7.29%	GAP
Wholesale trade distribution services	\$47,825,958	6.99%	DISCONNECT
Industrial gases	\$41,734,227	6.10%	GAP
Other basic organic chemicals	\$38,563,421	5.64%	GAP
Mining machinery	\$37,073,309	5.42%	GAP
Conveyor and conveying equipment	\$25,529,523	3.73%	GAP
Construction machinery	\$23,472,052	3.43%	GAP
Legal services	\$22,737,620	3.33%	DISCONNECT
Explosives	\$20,431,170	2.99%	GAP
Petrochemicals	\$12,941,181	1.89%	GAP
Turned products and screws, nuts, and bolts	\$9,300,109	1.36%	GAP
Iron and steel and ferroalloy products	\$8,316,127	1.22%	GAP
Other basic inorganic chemicals	\$7,552,147	1.10%	DISCONNECT
<b>TOTAL</b>	<b>\$556,326,369</b>	<b>81.36%</b>	

Source: University Center for Economic Development, Nevada Economic Assessment Project

Table 6.7 presents the top 15 commodity sector imports for the Owner-Occupied Dwellings economic sector for northeastern Nevada for 2018. These estimates provide a dollar value of the goods and services produced in specific commodity sectors that are imported into northeastern Nevada from other communities and regions located outside northeastern Nevada in order to support the production of goods and services in the Owner-Occupied Dwellings economic sector.

In 2018, firms within the Owner-Occupied Dwellings economic sector operating in northeastern Nevada imported a total of approximately \$15.8 million in various goods and services from firms located and operating outside northeastern Nevada in the Real Estate Buying and Selling, Leasing, Managing, and Related Services commodity sector, accounting for 17.18 percent of the Owner-Occupied Dwellings economic sector’s total imports. The Owner-Occupied Dwellings economic sector operating in northeastern Nevada imported an additional \$12.3 million in

various goods and services in the Insurance commodity sector and an additional \$10.4 million in various goods and services in the Nondepository Credit Intermediation and Related Activities commodity sector in 2018 from firms located and operating outside northeastern Nevada. The Owner-Occupied Dwellings economic sector operating in northeastern Nevada imported an additional \$8.4 million in various goods and services from firms located and operating outside northeastern Nevada in the Monetary Authorities and Depository Credit Intermediation commodity sector and imported an additional \$6.0 million in various goods and services from firms located and operating outside northeastern Nevada in the Legal Services commodity sector.

**Table 6.7 – Top 15 Commodity Import Sectors for the Owner-Occupied Dwellings Economic Sector  
Northeastern Nevada Regional Development Authority  
2018**

TOP 15 COMMODITY SECTOR IMPORTS for the OWNER-OCCUPIED DWELLINGS SECTOR			
SECTOR	IMPORTS	PERCENTAGE OF TOTAL COMMODITY IMPORTS	TYPE OF IMPORT
Real estate buying and selling, leasing, managing, and related services	\$15,760,211	17.18%	DISCONNECT
Insurance	\$12,341,662	13.46%	DISCONNECT
Nondepository credit intermediation and related activities	\$10,438,060	11.38%	DISCONNECT
Monetary authorities and depository credit intermediation	\$8,435,174	9.20%	DISCONNECT
Legal services	\$5,972,021	6.51%	DISCONNECT
Services to buildings	\$4,406,531	4.80%	DISCONNECT
Landscape and horticultural services	\$3,348,899	3.65%	DISCONNECT
Maintained and repaired residential structures	\$2,804,444	3.06%	DISCONNECT
Wood kitchen cabinets and countertops	\$2,411,401	2.63%	DISCONNECT
Architectural, engineering, and related services	\$2,226,293	2.43%	DISCONNECT
Wholesale trade distribution services	\$1,523,174	1.66%	DISCONNECT
Other plastics products	\$1,127,448	1.23%	DISCONNECT
Computer systems design services	\$1,039,024	1.13%	DISCONNECT
Wood windows and doors	\$908,150	0.99%	GAP
Other computer related services, including facilities management services	\$828,381	0.90%	DISCONNECT
TOTAL	\$73,570,875	80.21%	

*Source: University Center for Economic Development, Nevada Economic Assessment Project*

Table 6.8 presents the top 15 commodity sector imports for the Beef Ranching economic sector for northeastern Nevada for 2018. These estimates provide a dollar value of the goods and services produced in specific commodity sectors that are imported into northeastern Nevada from other communities and regions located outside northeastern Nevada in order to support the production of goods and services in the Beef Ranching economic sector.

In 2018, firms within the Beef Ranching economic sector in northeastern Nevada imported a total of approximately \$18.9 million in various goods and services from firms located and operating outside northeastern Nevada in the Other Animal Food commodity sector, accounting for 23.46 percent of the Beef Ranching economic sector’s total imports. The Beef Ranching economic sector operating in northeastern Nevada imported an additional \$14.8 million in various goods and services in the Beef Cattle commodity sector and an additional \$8.2 million in

various goods and services in the Refined Petroleum Products commodity sector in 2018 from firms located and operating outside northeastern Nevada. The Beef Ranching economic sector operating in northeastern Nevada imported an additional \$7.0 million in various goods and services from firms located and operating outside northeastern Nevada in the Grains commodity sector and imported an additional \$6.4 million in various goods and services from firms located and operating outside northeastern Nevada in the Wholesale Trade Distribution Services commodity sector.

**Table 6.8 – Top 15 Commodity Import Sectors for the Beef Ranching Economic Sector  
Northeastern Nevada Regional Development Authority  
2018**

TOP 15 COMMODITY SECTOR IMPORTS for the BEEF RANCHING SECTOR			
SECTOR	IMPORTS	PERCENTAGE OF TOTAL COMMODITY IMPORTS	TYPE OF IMPORT
Other animal food	\$18,871,871	23.46%	GAP
Beef cattle	\$14,837,208	18.45%	DISCONNECT
Refined petroleum products	\$8,241,019	10.25%	GAP
Grains	\$7,002,678	8.71%	DISCONNECT
Wholesale trade distribution services	\$6,387,308	7.94%	DISCONNECT
Support activities for agriculture and forestry	\$4,618,627	5.74%	DISCONNECT
Spring and wire products	\$4,520,954	5.62%	GAP
Truck transportation services	\$2,685,130	3.34%	DISCONNECT
Real estate buying and selling, leasing, managing, and related services	\$2,181,710	2.71%	DISCONNECT
Biological products (except diagnostic)	\$1,016,308	1.26%	GAP
Pesticides and other agricultural chemicals	\$867,487	1.08%	GAP
Monetary authorities and depository credit intermediation	\$856,598	1.06%	DISCONNECT
Water transportation services	\$744,886	0.93%	DISCONNECT
Noncomparable imports	\$703,219	0.87%	GAP
Pharmaceuticals	\$695,829	0.87%	DISCONNECT
TOTAL	\$74,230,832	92.29%	

*Source: University Center for Economic Development, Nevada Economic Assessment Project*

Table 6.9 presents the top 15 commodity sector imports for the Hotels and Motels, Including Casino Hotels economic sector for northeastern Nevada for 2018. These estimates provide a dollar value of the goods and services produced in specific commodity sectors that are imported into northeastern Nevada from other communities and regions located outside northeastern Nevada in order to support the production of goods and services in the Hotels and Motels, Including Casino Hotels economic sector.

In 2018, firms within the Hotels and Motels, Including Casino Hotels economic sector in northeastern Nevada imported a total of approximately \$12.1 million in various goods and services from firms located and operating outside northeastern Nevada in the Advertising, Public Relations, and Related Services commodity sector, accounting for 15.79 percent of the Hotels

and Motels, Including Casino Hotels economic sector's total imports. The Hotels and Motels, Including Casino Hotels economic sector imported an additional \$4.3 million in various goods and services in the Insurance commodity sector and an additional \$4.2 million in various goods and services in the Blank Magnetic and Optical Recording Media commodity sector in 2018 from firms located and operating outside northeastern Nevada. The Hotels and Motels, Including Casino Hotels economic sector operating in northeastern Nevada imported an additional \$4.0 million in various goods and services from firms located and operating outside northeastern Nevada in the Real Estate Buying and Selling, Leasing, Managing, and Related Services commodity sector and imported an additional \$2.3 million in various goods and services from firms located and operating outside northeastern Nevada in the Refined Petroleum Products commodity sector.

**Table 6.9 – Top 15 Commodity Import Sectors for the Hotels and Motels, Including Casino Hotels Economic Sector  
Northeastern Nevada Regional Development Authority  
2018**

TOP 15 COMMODITY SECTOR IMPORTS for the HOTELS and MOTELS , INCLUDING CASINO HOTELS SECTOR			
SECTOR	IMPORTS	PERCENTAGE OF TOTAL COMMODITY IMPORTS	TYPE OF IMPORT
Advertising, public relations, and related services	\$12,141,684	15.79%	DISCONNECT
Insurance	\$4,321,282	5.62%	DISCONNECT
Blank magnetic and optical recording media	\$4,196,779	5.46%	GAP
Real estate buying and selling, leasing, managing, and related services	\$4,006,933	5.21%	DISCONNECT
Refined petroleum products	\$2,256,993	2.94%	GAP
Management consulting services	\$2,241,459	2.92%	DISCONNECT
Management of companies and enterprises	\$1,988,302	2.59%	DISCONNECT
Nondepository credit intermediation and related activities	\$1,893,800	2.46%	DISCONNECT
Noncomparable imports	\$1,773,002	2.31%	GAP
Printed materials	\$1,648,118	2.14%	DISCONNECT
Paper from pulp	\$1,578,108	2.05%	GAP
Paper bags and coated and treated paper	\$1,565,036	2.04%	GAP
Wholesale trade distribution services	\$1,447,688	1.88%	DISCONNECT
Electricity transmission and distribution	\$1,301,702	1.69%	DISCONNECT
Other fabricated metals	\$1,219,001	1.59%	DISCONNECT
<b>TOTAL</b>	<b>\$43,579,887</b>	<b>56.68%</b>	

Source: University Center for Economic Development, Nevada Economic Assessment Project

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

Participants who participated in the first regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019 were asked to identify the specific demand conditions, factor conditions, firm strategy, rivalry and composition, and related and

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supporting industries for northeastern Nevada using the industry sector and occupation sector and economic sector and commodity 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 the Northeastern Nevada Regional Development Authority region?
- What factor conditions exist (or do not exist) in the Northeastern Nevada Regional Development Authority region?
- What is the composition of individual industry sectors in the Northeastern Nevada Regional Development Authority region?
- Which industries buy and sell from each other in the Northeastern Nevada Regional Development Authority region? What strong value chains exist in the Northeastern Nevada Regional Development Authority region?

Demand conditions are defined as the conditions that influence demand for goods or services produced in a defined region. Workshop participants identified a number of existing demand conditions both within northeastern Nevada and outside northeastern Nevada that could potential impact the area's existing and emerging competitive advantage. The region's aging population, relatively high and continually growing median household income, median family income, and per capita income, and continued growth in individual wages paid in critical industry and occupation sectors continue to help grow overall demand for additional goods and services among consumers within northeastern Nevada. Continued growth of the national economy, as well as emerging opportunities in foreign markets, also continue to help grow overall demand for additional goods and services produced and provided by individual firms operating within northeastern Nevada. Firms operating within northeastern Nevada's primary industry sectors, including the Mining, Quarrying, and Oil and Gas Extraction industry sector, Accommodation and Food Services industry sector, Wholesale Trade industry sector, and the Agriculture, Forestry, Fishing and Hunting industry sector, could potentially benefit and see increased demand for their goods and services given continued growth in national and foreign markets.

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. In regard to existing infrastructure, workshop participants noted that northeastern Nevada is centrally located between several fast-growing urban and metropolitan regions including the Reno-Sparks Metropolitan Statistical Area (northwestern Nevada), the Las Vegas Valley Metropolitan Statistical Area (southern Nevada), the Twin Falls Metropolitan Statistical Area (southern Idaho), and the Salt Lake City Metropolitan Statistical Area (Utah) and the existence of a well-developed transportation network to and from these urban and metropolitan regions is advantageous for firms operating within a number of industry and occupation sectors in northeastern Nevada. Firms within the Retail Trade industry sector, the Wholesale Trade industry sector, and the Manufacturing industry sector and firms within the Transportation and Material Moving occupation sector and Production occupation sector all

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benefit from the existing geographic location of the region and from the region's well-developed transportation infrastructure already in place.

Other critical factor conditions, as identified by workshop participants, include the region's abundant deposits of precious metals and industrial minerals. Firms within the Mining, Quarrying, and Oil and Gas Extraction industry sector and the Construction and Extraction occupation sector have historically benefited from these factor conditions and new discoveries of significant deposits of rare earth metals presents a number of opportunities for existing firms as well as for new firms in other industry and occupation sectors including the Manufacturing industry sector, Utilities industry sector, Transportation and Material Moving occupation sector, and the Production occupation sector. Continued national and foreign market economic growth, coupled with the relatively skilled workforce already in place in northeastern Nevada, represent additional factor conditions that could aid in the further growth and expansion of the region's existing economic base.

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 firms operating in the Mining, Quarry, and Oil and Gas Extraction industry sector and the Construction and Extraction occupation sector dominate the region's overall mix of existing businesses. As large firms within these industry and occupation sectors monopolize the existing pool of available workers, growth in other industry and occupation sectors is often artificially limited and entrepreneurial activity is suppressed. However, workshop participants did note that new business and entrepreneurial start-ups have begun to fill 'gaps' and 'disconnects' that exist within the region's total economic base by producing goods and services for the area's existing mining and natural resource extraction firms and for individual farming and ranching agricultural producers operating throughout the region. Further growth of the region's total economic base, through expansion of the region's existing portfolio of businesses and through increased entrepreneurial activity and support, can be helped by capturing the existing importation of various goods and services from firms operating outside northeastern Nevada in a variety of commodity sectors.

Workshop participants further noted that firms in the Accommodation and Food Services industry sector, Retail Trade industry sector, Agriculture, Forestry, Fishing and Hunting industry sector, and the Arts, Entertainment, and Recreation industry sector have historically benefited from the region's existing mix of various outdoor recreation assets. Critical firm strategy, rivalry, and composition conditions lacking from the region's existing portfolio of businesses are additional firms operating in various commodity sectors that currently import various goods and services from outside the region to firms within the Hotels and Motels, Including Casino Hotels economic sector in northeastern Nevada. Workshop participants noted that the various industry sectors related to outdoor recreation and tourism represent a significant portion of the region's overall economic base. Further creation and attraction efforts designed to fill these 'gaps' and 'disconnects' can further enhance the region's existing economic base.

Related and supporting industries are defined as the firms within and between industries that buy and sell from each other. Specifically, the related and supporting industries form both the upstream and downstream elements of and links throughout the region's overall value chain.

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Certain ‘holes’, or ‘gaps’ and ‘disconnects’, within the region’s overall value chain, as identified by workshop participants, include firms that can provide basic goods and services to a variety of the region’s existing primary industry and occupation sectors and clusters. Additional printing services, office supplies, logistical and transportation services, telecommunication and broadband services, housing services, and banking services can help fill these ‘gap’s and ‘disconnects’ by providing various goods and services to a number of the region’s primary industry and occupation sectors while also providing various goods and services needed to support a growing population.

Smaller and midsized manufacturers, that can produce component parts and equipment, can be sold directly to firms within the Mining, Quarrying, and Oil and Gas Extraction industry sector and to firms within the Agriculture, Forestry, Fishing and Hunting industry sector. Eventually, as a workforce trained in component part and equipment manufacturing is developed, new smaller and midsized manufacturers may begin to emerge throughout the region that can export finished component parts and equipment to firms in other industry and occupation sectors located in external markets throughout the western and intermountain western United States. Continued economic growth in the neighboring urban metropolitan regions, such as the Reno-Sparks Metropolitan Statistical Area (northwestern Nevada), the Las Vegas Valley Metropolitan Statistical Area (southern Nevada), the Twin Falls Metropolitan Statistical Area (southern Idaho), and the Salt Lake City Metropolitan Statistical Area (Utah), also present opportunities for smaller and midsized manufacturers that can be located in northeastern Nevada and the finished component parts and equipment can then be shipped to firms within these neighboring urban population centers and metropolitan regions.

### **6.3 Identifying Opportunities in Specific Regional Industry and Occupation Clusters**

Participants who participated in the first regional strategic economic development planning workshop were asked to identify specific industry and occupation clusters that the Northeastern Nevada Regional Development Authority, 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 region seem worth exploring further?
- What industries within your region should the region avoid investing in the future?
- What industries may be viable future regional industries?
- What industries are declining in your region but may be worth reviving?

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The following is a summary of the various industry and occupation sectors and economic and commodity sectors that workshop participants identified as worth exploring, that future investment in should be avoided, the may become viable industry and occupation sectors and economic and commodity sectors for the region’s future, and that are currently declining but could potentially be revived.

### 6.3.a Industry and Occupation Sectors and Economic and Commodity Sectors Worth Exploring

Workshop participants identified a number specific industry sectors and areas that are worth further exploration and development by the Northeastern Nevada Regional Development Authority as part of its new five-year Comprehensive Economic Development Strategy. Initially, workshop participants noted that the Retail Trade industry sector, Construction industry sector, Wholesale Trade industry sector, and the Arts, Entertainment, and Recreation industry sector each had location quotients in 2018 that were close to 1.0, with location quotients of 0.90, 0.92, 0.89, and 0.97 respectively. With additional investment, workshop participants suggested that these four industry sectors could potentially be grown into net exporters instead of net importers of various related goods and services. Other industry sectors, as identified by workshop participants that merit further exploration, included the Transportation and Warehousing industry sector and the Manufacturing industry sector given their natural connections to other primary base industry and occupation sectors within the region. Workshop participants noted that the region’s existing Mining, Quarry, and Oil and Gas Extraction industry sector suffers from a number of ‘leaks’, or ‘gaps’ and ‘disconnects’, throughout its supply and value chain as does much of the region’s Agriculture, Forestry, Fishing, and Hunting industry sector. Possible development of these related industry sectors may help fill these ‘gaps’ and ‘disconnects’ and create additional positive economic value for the region.

Further exploration of possible investment in the Education, Training, and Library occupation sector and Healthcare and the Social Assistance industry sector may be needed in order to support the region’s growing population and address a number of the various socio-demographic and economic trends emerging throughout northeastern Nevada including an aging population, growth in the civilian workforce that is not keeping pace with the growth in demand for new employees, and growth in the overall skill set of the region’s existing civilian workforce that is not keeping pace with the growth in demand for mid to high skilled workers. Addressing these critical issues through possible future investment in these occupation and industry sectors, may also lead to the ability of the region to capture national and international growth in emerging industry sectors including, both not limited to, health and medical products and services, innovations in logistics and operations management, and aerospace and defense component part and equipment manufacturing and testing.

### 6.3.b Industry and Occupation Sectors and Economic and Commodity Sectors to be Avoided for Future Investment

Of the various industry and occupation sectors and economic and commodity services that workshop participants identified as sectors that additional future investment in should be avoided, workshop participants typically identified individual sectors and interest areas that exhibited relatively low growth (or significant decline) in employment over the last several

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years, that had relatively low location quotients, or paid generally low wages. Of the industry and occupation sectors that met these criteria, workshop participants identified five industry or occupation sectors, including the Professional, Scientific, and Technical Services industry sector, the Finance and Insurance industry sector, the Administration and Support and Waste Management and Remediation Services industry sector, the Management occupation sector, and the Manufacturing industry sector. Unless there is a direct tie to the region's existing primary industry and occupation sectors and a specific 'gap' or 'disconnect' within the region's existing primary economic sectors that can be filled with a targeted investment, future investment in these five industry or occupation sectors should be generally avoided.

Within the larger Accommodation and Food Services industry sector and the Arts, Entertainment, and Recreation industry sector, workshop participants noted that future investment in gaming-related tourism and recreation should be avoided. Continued legalization of casino gambling throughout the United States and in several foreign markets has disrupted the once strong monopoly Nevada had on gaming-related tourism. Within northeastern Nevada, gaming-related tourism and recreation, while critical for a number of key communities within the region, is no longer a key driver in either the Accommodation and Food Services industry sector or in the Arts, Entertainment, and Recreation industry sector. Workshop participants did note, however, that the existing investments that have been made in the region's gaming-related tourism and recreation assets within specific communities should be maintained and further built upon but that, for other communities where gaming-related tourism and recreation assets do not represent a significant existing investment, further investment should be placed on non-gaming tourism and recreation activities.

### 6.3.c Industry and Occupation Sectors and Economic and Commodity Sectors that may be Viable in the Future

Targeted industry and occupation sectors and economic and commodity sectors that workshop participants indicated may be viable as drivers of economic activity in northeastern Nevada, that have a current location quotient at or near 1.0 and/or pay relatively high salary levels, include the Utilities industry sector, the Mining, Quarrying, and Oil and Gas Extraction industry sector, the Wholesale Trade industry sector, the Transportation and Warehousing industry sector, and the Government industry sector. These industry sectors are either currently viable or may become viable as primary drivers of economic activity within northeastern Nevada. Specifically, in regard to the Mining, Quarrying, and Oil and Gas Extraction industry sector, workshop participants noted a number of 'gaps' and 'disconnects' where firms within this industry sector import a number of related products and services to support ongoing operations within the region. Additional investment in the Computer and Mathematical occupation sector and Manufacturing industry sector may help close these 'gaps' and 'disconnects' leading to new business creation and new emerging industry and occupation sector development.

Investment in the Health Care and Social Assistance industry sector, the Education Services industry sector, Utilities industry sector, and the Arts, Entertainment, and Recreation industry sector could potentially spur new business creation and start-ups that can begin to provide products and services to the region's growing population and help meet the needs for the development of highly skilled workforce capable of supplying the demand for skilled workers

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existing and new businesses already have. New crops and methods of production could further help grow and diversify the region's existing Agriculture, Forestry, Fishing, and Hunting industry sector and continued support of the Arts, Entertainment, and Recreation industry sector, through improved investment and development of the Accommodation and Food Services industry sector and Retail Trade industry sector, can further establish northeastern Nevada as a major regional, national, and even international destination area for a variety of gaming-based and non-gaming based tourism and recreation.

#### 6.3.d Industry and Occupation Sectors and Economic and Commodity Sectors in Decline but Worth Reviving

While the Educational Services industry sector, the Transportation and Warehousing industry sector, and the Health Care and Social Assistance industry sector have each seen either decline in the number of jobs created within the industry sector or stubbornly low location quotients, indicating that the industry sector has remained a net importer of various products and services, workshop participants noted that each of these industry sectors is worth reviving with additional investment and focus. Specifically, workshop participants noted that the Educational Services industry sector and the Health Care and Social Assistance industry sector both provide needed products and services that serve the region's growing population and that the Transportation and Warehousing industry sector serves the interests of other critical industry and occupation sectors and could be better positioned to take advantage of the region's central geographic location and existing transportation infrastructure. The Construction industry sector and the Retail Trade industry sector were also identified by workshop participants as industry sectors worth reviving in order to serve a growing population and to fill key 'gaps' and 'disconnects' in existing and emerging regional economic clusters.

Workshop participants further noted that reviving existing small and locally owned and operated businesses and promoting new entrepreneurial start-up efforts is vital to the long-term economic health of northeastern Nevada. Specifically, workshop participants suggested that the Northeastern Nevada Regional Development Authority, in partnership with other various organizations, agencies, and key private sector firms, develop targeted small business and entrepreneurial start-up programs and initiatives that would operate to serve existing firms or would fill existing 'gaps' and 'disconnects' in the Retail Trade industry sector and the Agriculture, Forestry, Fishing and Hunting industry sector. New landscaping firms, pest control firms, and small equipment rental firms are needed throughout the region and, specifically, within the region's existing largest population centers. New technology, production processes, conservation practices, and new crop production opportunities represent a series of possible entrepreneurial start-up opportunities that could help grow key elements of the region's Agriculture, Forestry, Fishing and Hunting industry sector. Workshop participants noted, however, that the Northeastern Nevada Regional Development Authority should pursue the development of these targeted small business and entrepreneurial start-up efforts in partnership with organizations and entities that already have the technical experience in small business and entrepreneurial based economic development strategies.

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## 6.4 Identification of Existing Economic Leakages within the Regional Economy and the Potential for Responding to these Opportunities

As part of Stronger Economies Together Module 4, *Exploring Strategies for Enhancing the Regional Economy*, participants who participated in the first regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019 were asked to evaluate and identify existing economic leakages in existing industry and occupation sectors and select economic and commodity sectors and evaluate the potential for responding to these opportunities. Workshop participants, as part of Stronger Economies Together Module 4, were also asked to develop a set of preliminary strategies that could be further developed and incorporated into the Northeastern Nevada Regional Development Authority's new five-year Comprehensive Economic Development Strategy.

In developing the preliminary set of strategies for the Northeastern Nevada Regional Development Authority's new five-year Comprehensive Economic Development Strategy, workshop participants identified 11 separate industry sectors or areas in which individual economic leakages were present. Once the area of economic leakage had been identified, workshop participants then identified the overall capacity of the region to respond to the identified leakage and the potential economic development and economic growth opportunity that exists for the region for each area of economic leakage. These identified industry sector or area economic leakages were used to build elements of the various strategic economic development goals and objectives introduced in Section 7.0 of this University Center for Economic Development technical report.

The following is a list of the 11 separate industry sectors or areas in which an existing economic leakage had been identified. While some duplication may exist, each of these 11 separate industry sectors or areas were developed by individual small groups during the regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019. While some duplication in the industry sector or area is evident, each individual small group identified unique capacity and potential growth opportunities for each individual industry sector or area.

- ***Construction***

Workshop participants noted a significant existing economic leakage in the Construction industry sector, noting that residential and non-residential construction projects undertaken in communities located throughout northeastern Nevada typically rely on construction workers and building materials that are imported into the region from surrounding urban and metropolitan areas including the Reno-Sparks Metropolitan Statistical Area in northwestern Nevada, the Twin Falls Metropolitan Statistical Area in southern Idaho, and the Salt Lake City Metropolitan Statistical Area in Utah. In order to close this economic leakage, workshop participants noted that the continued development of various trade and vocational schools and training programs in northeastern Nevada will be needed. Continued population growth and overall economic growth in northeastern Nevada represents a significant opportunity for the region to further grow its own Construction industry sector and improve the level of trade and vocational skills of northeastern Nevada's existing civilian workforce.

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- ***Healthcare***

The continued growth of the region’s population coupled with the overall aging of the region’s population has led to increased demand for various healthcare services throughout northeastern Nevada. However, potential capture and provision of these services in the Health Care and Social Assistance industry sector have historically leaked and continue to leak to surrounding urban and metropolitan areas including the Reno-Sparks Metropolitan Statistical Area in northwestern Nevada, the Twin Falls Metropolitan Statistical Area in southern Idaho, and the Salt Lake City Metropolitan Statistical Area in Utah. While various healthcare and social assistance providers already operating throughout northeastern Nevada have already significantly expanded their product and service offerings, additional capacity to meet growing and future levels of demand will be needed. Critical community healthcare and social assistance infrastructure will be needed to meet these growing and future levels of increased demand as the region’s population continues to grow and age.

- ***Small Business and Service for Individuals***

While small business development has been well served by various organizations and partnerships that already exist throughout northeastern Nevada, workshop participants generally agreed that a more coordinated effort to support small business and entrepreneurial-based creation, attraction, retention, and expansion is needed in order to further close and capture various economic leakages that exist across various industry and occupation sectors and areas throughout northeastern Nevada. Workshop participants generally agreed that the region’s overall capacity to provide technical assistance to small businesses in the region is relatively high but that the region’s overall capacity to provide financial assistance to small businesses is relatively low. As part of the new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority, workshop participants expressed a strong interest in developing new financial resources designed to support the creation, attraction, retention, and expansion of small businesses and entrepreneurs in northeastern Nevada. Workshop participants further noted the need for additional engagement with other organizations and agencies engaged in small business and entrepreneurial-based economic development including, but not limited to, the Ozmen Center for Entrepreneurship at the University of Nevada, Reno and Entrepreneurs Assembly located in Reno, Nevada.

- ***Large Scale Recreation and Arts***

The Arts, Entertainment, and Recreation industry sector remained stagnant in-terms of employment opportunity growth between 2013 and 2018 and workshop participants noted that large scale recreation and arts opportunities have largely been ignored and not invested in. Workshop participants further noted that future investment into large scale recreation and arts opportunities could significantly help in maintaining and improving the relatively high quality of life that already exists throughout northeastern Nevada and the relatively strong recreation and arts community already present in the region. While

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there is significant potential for further growth in the Arts, Entertainment, and Recreation industry sector, workshop participants noted the need for additional coordination and development of large scale recreation and arts opportunities among the various convention, visitors, and tourism authorities, Chambers of Commerce, community associations, school districts, and municipal and county governments that already operate within the region. Workshop participants suggested that, as part of its new five-year Comprehensive Economic Development Strategy, the Northeastern Nevada Regional Development Authority can serve as a coordinating agency in identifying, developing, and implementing new large scale recreation and arts opportunities designed to serve existing residents, future residents, and visitors to the region.

- ***Education***

While workshop participants noted that the region’s existing primary and public education system, administered by the various school districts operating within northeastern Nevada, provides exceptional general public education and advanced Career and Technical Education (CTE), workshop participants noted a growing need for continuing education and training in a variety of specialty and professional fields. Additional training and professional development needs are typically filled by educational organizations and training programs located in the surrounding urban and metropolitan areas including the Reno-Sparks Metropolitan Statistical Area in northwestern Nevada, the Twin Falls Metropolitan Statistical Area in southern Idaho, and the Salt Lake City Metropolitan Statistical Area in Utah. Workshop participants noted that, by using existing public education services and existing advanced Career and Technical Education programs that already exist within the region, additional advanced training, professional development, and certification programs can be developed to address critical education needs within the region.

- ***Healthcare***

As already mentioned, many of the more advanced healthcare services that the region’s population is in need of are provided by healthcare providers in the surrounding urban and metropolitan areas including the Reno-Sparks Metropolitan Statistical Area in northwestern Nevada, the Twin Falls Metropolitan Statistical Area in southern Idaho, and the Salt Lake City Metropolitan Statistical Area in Utah. Workshop participants identified a number of specialty care areas that could potentially be captured by existing regional healthcare providers including, but not necessarily limited to, pediatrics, oncology, gynecology, emergency and trauma services, advanced surgical services for both emergency and scheduled procedures, and Opioid Substitution Therapy. While workshop participants noted that significant additional financial investment will be needed in order to expand existing healthcare services within the region to cover these and other specialty and advanced care areas, the region’s growing population coupled with growing healthcare concerns has led to a significant increase in the demand for these services. The Northeastern Nevada Regional Development Authority can serve as an advocacy group for the needed resources to expand the region’s healthcare services.

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- ***Retail***

Workshop participants unanimously agreed that the region's Retail Trade industry sector is one of the region's largest industry sectors and areas for economic leaks. While the region's overall population has continued to grow, the growth in various retailers within the Retail Trade industry sector has largely lagged and is not currently sufficient to meet current and future demand for various retail products and services. As a result of this mismatch between existing levels of retail product and service demand and retail product and service supply, a significant portion of potential retail dollars makes its way to the surrounding urban and metropolitan areas including the Reno-Sparks Metropolitan Statistical Area in northwestern Nevada, the Twin Falls Metropolitan Statistical Area in southern Idaho, and the Salt Lake City Metropolitan Statistical Area in Utah. While there is certainly a strong correlation between population growth and retail development, a renewed focus on creating, attracting, retaining, and expanding new and existing retailers throughout the region should be a priority for the new Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. Incorporating small business and entrepreneurial-based economic development strategies, combined with continued focus on warehousing and infrastructure development, could significantly improve the region's overall retail landscape and help capture the retail leakage that exists throughout the region.

- ***Gas and Food Services***

As part of the economic leakage identified for the region's Retail Trade industry sector, workshop participants specifically singled out various gas and food services as an area in which possible economic leakage could be captured and ultimately kept within the region through additional focused development. The Arts, Entertainment, and Recreation industry sector is a significant part of the region's overall economic base and the region's tourism sector benefits from the various natural resources, assets, and amenities that exist throughout northeastern Nevada. As part of the effort to further grow and expand the Arts, Entertainment, and Recreation industry sector and the Retail Trade industry sector, workshop participants noted that there is a considerable opportunity to expand existing gas and food service offerings within select communities located throughout northeastern Nevada. Targeted investment in creating additional gas and food services in select communities within the region should be incorporated into any strategy designed to improve spending per capita of individual tourists and visitors that choose to visit and recreate within northeastern Nevada.

- ***Food Distribution and Packaging***

As has already been mentioned throughout this section, the Agriculture, Forestry, Fishing and Hunting industry sector in northeastern Nevada is one of the region's primary economic sectors. In 2018, the location quotient for the Agriculture, Forestry, Fishing and Hunting industry sector was 2.22, indicating that the industry sector as a whole was a significant net exporter of related products and services. While this industry sector is already a net exporter and significant contributor to the overall health and growth of the

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region's total economic base, workshop participants noted critical specific leakages within the industry sector in food distribution and packaging. Workshop participants noted that very few final agricultural products are actually produced within northeastern Nevada and final production and distribution of final products to end users and consumers is usually completed in larger urban and metropolitan areas located outside the region. Increased investment in alternative agriculture and the processing and use of hemp in final products and the development of a region-wide meat processing facility are two specific ways in which workshop participants suggested that existing economic leakage within the Agriculture, Forestry, Fishing and Hunting industry sector can be recaptured and kept within the region.

- ***Mentoring, Internships, and Alternative Education***

Workshop participants noted that, despite continued economic growth within the region and the continued provision of excellent primary and professional development education opportunities already available within the region, there has been no coordinated effort to create new and expand upon existing mentoring and internship opportunities especially for individuals living in the region who are entering the workforce. The region's youth population, those individuals moving from childhood to young adulthood, often seek mentoring and internship opportunities in a variety of industry sectors and economic areas that exist outside the region. As a result of this trend, this young population may not return to northeastern Nevada when their mentoring and internship is completed resulting in further constriction of the region's overall civilian workforce. Workshop participants noted a significant opportunity, especially within the region's key industry sectors of Mining, Quarrying, and Oil and Gas Extraction, Health Care and Social Assistance, Transportation and Warehousing, and Agriculture, Forestry, Fishing and Hunting, to create new mentoring and internship programs within the region. As individuals complete these mentoring and internship opportunities, further efforts must be made to place them in employment positions within these key industry sectors within the region.

- ***Other Areas of Economic Leakage, Capacity, and Opportunity***

In addition to the specific areas of economic leakage outlined above, workshop participants noted general leakage in four additional areas, including the Retail Trade industry sector, the Arts, Entertainment, and Recreation industry sector, the Healthcare and Social Assistance industry sector, and the Wholesale Trade industry sector. In regard to the Retail Trade industry sector, continued population growth and economic growth is creating additional demand and additional disposable income that could potentially support further growth of various retail product and service providers. In regard to the Arts, Entertainment, and Recreation industry sector, further coordinated promotion of existing outdoor recreation activities and assets, professional outdoor sporting events, and outdoor recreation-based tourism events could be supported with additional investment and done in concert with existing gaming and casino-based tourism in order to build upon the assets that already exist within the region. As already mentioned throughout this subsection, the region's growing population has led to significant increases in the demand for

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various advanced and specialty healthcare services. The expansion and use of rural clinics and the development of telemedicine services could potentially capture the demand for these advanced and specialty healthcare services. Finally, in regard to the Wholesale Trade industry sector, many of the region's existing large employers and firms purchase component parts, materials, supplies, and other inputs of production from wholesale trade providers located and operating outside northeastern Nevada. Targeted creation and attraction strategies could help capture this economic leakage that exists in several of the region's primary industry sectors.

Further development of the strategies suggested by workshop participants for each of these 11 areas of economic leakage will be needed in order to close existing 'gaps' and 'disconnects' that exist within and between several of the region's primary and secondary industry and economic sectors. As part of this new five-year Comprehensive Economic Development Strategy, annual evaluation of the current state of these economic leakages will be needed in order to further refine the region's approach for capturing the various financial and non-financial resources that currently leave northeastern Nevada.

## 6.5 Broader Regional Conditions Based on Industry and Occupation Sector Trends

As part of Stronger Economies Together Module 3, *Focusing on Regional Competitive Advantage* and as part of Stronger Economies Together Module 4, *Exploring Strategies for Enhancing the Regional Economy*, participants, working in small groups and who attended the first regional strategic economic development planning workshop on October 3, 2019 and October 4, 2019, were asked to identify a set of specific conditions based upon the various industry and occupation sector and economic and commodity sector data presented in this section. Using the industry and occupation sector and economic and commodity sector data presented for Stronger Economies Together Module 3 and Module 4, 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 the region *compare* with communities within the region, the state, nationally?
- What *overall picture* does the data paint?

Nine specific conditions were identified for northeastern Nevada. While several of the small groups focused on similar industry and occupation sector and economic and commodity sector conditions, each individual group provided a unique take on the impact that the trend would have on northeastern Nevada's overall economic base. In some cases, the individual conditions identified by the individual small groups were combined.

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### 6.5.a Condition 1: Internet and Broadband Telecommunications

Generally poor, or unreliable, broadband and Internet connectivity and availability throughout northeastern Nevada was a primary condition impeding overall economic growth as identified by workshop participants. Workshop participants generally agreed that the lack of high quality, high speed, and reliable broadband and Internet connectivity and availability has also negatively impacted various other economic development strategies and taking active steps toward improving broadband and Internet connectivity and availability throughout the region should be a priority for the new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. While the Northeastern Nevada Regional Development Authority has already established a broadband and Internet task force, progress in improving broadband and Internet connectivity within the region has been slow. While many rural (non-metro) communities throughout Nevada and the United States share this problem, improving broadband and Internet connectivity and availability throughout northeastern Nevada will be essential in advancing other various economic development initiatives.

### 6.5.b Condition 2: Natural Gas

Workshop participants generally agreed that the general lack of reliable and affordable natural gas throughout northeastern Nevada is a primary barrier to the further development of the region's manufacturing and industrial industry sectors. Throughout northeastern Nevada, many individual communities and even individual residents do not have access to reliable and affordable natural gas and, as a result, the region is less attractive to new residents and new manufacturing and industrial firms when compared to other communities and regions that do have access to reliable and affordable natural gas. While there has been some progress in improving access and usage of natural gas within the region, with natural gas generally available in the region's larger population centers, progress has been inconsistent across individual communities. As part of the new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority, workshop participants expressed support of making targeted investments in new natural gas availability a top priority in order to recruit new manufacturing and industrial firms to the region and in order to help existing firms expand their current operations.

### 6.5.c Condition 3: Beef (Ranching) Production

Northeastern Nevada has a long history of cattle ranching and beef production as the Agriculture, Forestry, Fishing and Hunting industry sector has been and remains a critical part of the region's overall economic base. Despite this long history and despite the relative importance of cattle ranching and beef production in northeastern Nevada, the region does not have any way to process beef for consumer consumption and individual cattle ranchers must export their beef to processing centers located outside the region. Historically, the overall size of the regional cattle ranching and beef production market has not been large enough to justify investment in additional value-added beef processing. But continued growth of the regional market and the region's overall population base, suggests that new investment in additional value-added beef processing may now be possible. Workshop participants did note that additional value-added

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beef production located within the region will first have to overcome a number of potential barriers including possible competition from hunting, having to address key state and federal food processing regulations, and even having to deal with various threats to the region's critical rangeland including the ongoing threats of fires, climate change, and various other natural disasters that could disrupt cattle ranching and beef production activities within the region.

#### 6.5.d Condition 4: Passive Income

Regionally, workshop participants noted that individual residents and individual firms face a number of pressures related to the region's relatively high cost of living. Due to the region's relatively small population base and growing cost of living, measures of passive income for northeastern Nevada have failed to grow at similar rates seen for the entire state of Nevada and for the entire United States over the past several years. The disparity between passive income in northeastern Nevada versus passive income for the entire state of Nevada and for the entire United States has made the region less attractive to potential new residents and potential new firms. Without new households with generally high passive income levels moving into the region, individual firms will find it increasingly difficult to sell various goods and services to the population living throughout northeastern Nevada. As part of the new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority, workshop participants noted the importance of developing and implementing new initiatives designed to attract additional and increase existing passive income levels to the region that can help reduce the overall cost of living and create a more favorable environment for firms that depend upon the consumption patterns of local residents.

#### 6.5.e Condition 5: Type of Population Growth

In general, the region's overall population has continued to grow over the past several years but growth in the regional population has failed to keep general pace with the rate of population growth for the entire state of Nevada. Additionally, much of the region's new population growth has failed to arrest and reverse the overall trend that the region's total population has grown older over the past few years. These trends have resulted in an ever increasing level of demand for various public services and related healthcare and social services while simultaneously increasing the difficulty that individual firms have in recruiting additional workers to fill key vacant positions.

The new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority should focus on three general areas in relationship to the region's changing socio-demographic and population make-up. First, the Northeastern Nevada Regional Development Authority can assist local communities by actively recruiting new firms in the Health Care and Social Assistance industry sector that can provide services that are in growing demand by the region's current population. Second, the Northeastern Nevada Regional Development Authority can actively pursue firms that will also attract a new younger population to the region. And, third, the Northeastern Nevada Regional Development Authority can partner with various other organizations and agencies to build additional workforce development and training programs designed to keep the region's existing population living and working within the region.

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#### 6.5.f Condition 6: Higher Average Household Income than the United States

Workshop participants noted that the region's overall average household income is higher and has grown at significantly higher rates than the average household income for the entire State of Nevada and for the entire United States over the past several years. In general, this condition represents a significant opportunity for the region's existing firms interested in expanding their current operations and for new firms possibly interested in relocating to communities located throughout northeastern Nevada. For individual firms dependent upon local average household incomes of resident households, the region's relatively high average household income level is a strong opportunity as long as individual households can be convinced to support these local and regional firms through direct consumption. Targeted recruitment of new firms should be based upon whether or not the potential new firm can take advantage of these relatively high average household income levels by marketing various goods and services to the region's local population.

#### 6.5.g Condition 7: Steady Population Growth

While the overall intensity of the region's overall population growth has remained relatively low, the region's overall population has continued to grow over the past several years. Compared to other rural (non-metro) communities and regions located throughout the United States, the continued population growth of northeastern Nevada is a significant advantage for existing firms already operating within the region that may be interested in expanding their current operations and for new firms that require a growing population base in order to be successful. However, workshop participants noted that the current rate of population growth for northeastern Nevada may be insufficient to support expanded development of new amenities, new retailers, and even new housing development. Focus on continued sustainable growth of the region's total population, especially in existing population centers that have the necessary infrastructure and services to support additional residents and households, could potentially jumpstart additional development of new amenities, new retail providers, and new housing alternatives needed to support other economic development initiatives.

#### 6.5.h Condition 8: Gaps in the Region's Mining, Quarrying, and Oil and Gas Extraction Industry Sector

The region's Mining, Quarrying, and Oil and Gas Extraction industry sector is the region's largest industry sector, in-terms of total jobs created and in-terms of the employing the largest percentage of the region's existing civilian workforce, and is also the greatest single industry source of various economic 'gaps' and 'disconnects' in northeastern Nevada. Workshop participants noted a number of specific areas in which the Northeastern Nevada Regional Development Authority, as part of its new five-year Comprehensive Economic Development Strategy, can begin to close these 'gaps' and solve these 'disconnects'. Workshop participants noted that there is a growing need to recruit firms that can provide both upstream and downstream supply chain and value chain goods and services to firms operating within the Mining, Quarrying, and Oil and Gas Extraction industry sector. While there may be a relatively limited export market for commercial and industrial machinery manufactured within northeastern

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Nevada, there is a strong internal market for commercial and industrial machinery that can be produced within northeastern Nevada and directly provided to firms operating within northeastern Nevada and throughout the state of Nevada in the Mining, Quarrying, and Oil and Gas Extraction industry sector. A specific, ‘low hanging fruit’, opportunity for closing a specific ‘gap’ and ‘disconnect’ is the market for large industrial tires used by various mining companies already operating within northeastern Nevada. Production, service, repair, and reuse or recycling of these specialized tires could be relocated to northeastern Nevada in order to capture dollars that are exported outside the region for this specialized set of products and services.

#### 6.5.i Condition 9: Leakage in the Region’s Retail Trade Industry Sector

From a consumer point-of-view, the Retail Trade industry sector represents a significant source of overall economic leakage of dollars from the region to various retailers located in regions and communities outside northeastern Nevada. While the region’s various measures of income, including median household income, median family income, and per capita income, remain significantly higher, on average, than similar measures of total income and disposable income for the entire state of Nevada and for the entire United States, retailers in other communities and regions outside northeastern Nevada continue to attract consumers who live and work within northeastern Nevada. A primary source of this ongoing economic leakage has been the relatively slow development of new amenities and retailers throughout northeastern Nevada that could successfully capture these dollars by offering expanded retail choices for local and regional consumers. While direct recruitment of new retailers to the region might be difficult due to relatively slow population growth rates, new business creation and existing business expansion efforts should be pursued for firms already operating within the Retail Trade industry sector in northeastern Nevada. By creating additional firms and expanding existing firms within the region’s Retail Trade industry sector, the existing economic leakage within the Retail Trade industry sector can gradually be closed.

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## 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 Stronger Economies Together Module 6, *Discovering Assets and Barriers*, completed by workshop participants who participated in the first regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019 in Elko, Nevada and during the second regional strategic economic development planning workshop held on October 17, 2019 in Winnemucca, Nevada. The results of Stronger Economies Together Module 5 and Stronger Economies Together Module 6 were reviewed and revised during the third regional strategic economic development planning workshop held on November 14, 2019 in Ely, Nevada.

### 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 of the first regional strategic economic development planning workshop held on October 3, 2019 and on October 4, 2019 held in Elko, Nevada were asked to complete a number of individual, small group, and large group exercises designed to develop a new strategic economic development vision for the Northeastern Nevada Regional Development Authority'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 region look like in 20 to 30 years?
- How and where do people in your region live and work?
- What are your personal hopes and aspirations for your region?



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workshop participants noted a number of areas in which they would like to see improvement, workshop participants noted that any improvement must be built from within the region and that the region maintains its existing sense of self-sufficiency. While growing certain industry sectors to a point where surplus goods and services can be exported to communities and regions outside northeastern Nevada was identified as a priority for the region's new five-year Comprehensive Economic Development Strategy, this growth should be pursued as part of the larger goal of ensuring that there are enough employment opportunities for the region's existing population and future population and that the region's existing population is grown sufficiently and sustainably enough to provide a growing workforce for new and existing firms. According to workshop participants, area independence should be synonymous with economic independence, generally understood as a region's ability to produce employment opportunities and growth in incomes that provide individuals with meaningful opportunities for general advancement.

Finally, as part of the new strategic economic development vision for northeastern Nevada, workshop participants identified four specific *areas of focus* that the new five-year Comprehensive Economic Development Strategy for northeastern Nevada should focus on. The first area of focus is the desire to pursue and create sustainable growth throughout the region. This sustainable growth should be thought of in-terms of both population growth and economic growth where, similar to the discussion regarding area independence, growth in the region's existing population and future population is sufficient to support future economic growth and that future economic growth is sufficient to support future population growth. Developing additional diversity in the region's existing workforce was identified as the second area of primary focus by workshop participants. This diversity is defined in-terms of both attracting a younger workforce with a variety of specialized skills and further developing the region's existing workforce to meet the changing needs of individual firms and individual industry and occupation sectors operating within the region.

While workshop participants expressed their strong support for additional economic development and economic growth, the third area of primary focus, as identified by workshop participants, was the equally strong desire to protect and maintain the region's 'small town western culture' defined by the various rural values listed above. The fourth and final area of focus, as identified by workshop participants, was the desire for the Northeastern Nevada Regional Development Authority to continue to support the region's existing workforce and the region's existing critical industry and occupation sectors through targeted economic diversification efforts designed to close various 'gaps' and 'disconnects' within the large supply chains and value chains of firms with an existing strong economic presence in northeastern Nevada.

In small groups, workshop participants who participated in the first regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019 were asked to develop separate draft strategic economic development vision statements based upon the answers they provided to the three questions listed above and summarized in Figure 7.1. The following three draft strategic economic development vision statements for the Northeastern Nevada Regional Development Authority's new five-year Comprehensive Economic Development Strategy were eventually crafted by workshop participants:

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- *Draft Strategic Economic Development Vision Statement No. 1:* In five years, northeastern Nevada will be a robust and economically sustainable region that thrives on its rural values, natural resources and diversity within an abundance of access to goods and services supported by a skilled workforce.

Workshop participants who drafted this initial strategic economic development vision statement further defined *rural values* as:

- People look out for each other; everyone is willing to help.
  - We come together to solve problems.
  - Slower pace of life.
  - We take pride in our community.
  - People can be (and are) authentic.
  - If you give your word, it means something.
  - You know and care about your neighbors and others.
- *Draft Strategic Economic Development Vision Statement No. 2:* Being a region rich in natural resources, the Northeastern Nevada Regional Development Authority will utilize education and training and area independence to develop cutting edge food production, manufacturing, and transportation connectivity.

Workshop participants who drafted this initial strategic economic development vision statement further defined *area independence* as:

- Being self-sufficient.
  - Becoming a net economic exporter.
  - Having enough citizens for existing jobs and having enough jobs for existing (future) citizens.
  - Becoming an economically independent region.
- *Draft Strategic Economic Development Vision Statement No. 3:* In the next five years, the northeastern Nevada region will attract and develop a diverse workforce creating sustainable growth while supporting our existing workforce and industries and maintaining our small town western culture.

Workshop participants who drafted this initial strategic economic development vision statement further the region's *area of focus* as:

- Focusing on sustainable economic growth.
- Creating diversity within the region's existing and future workforce (through attraction and internal development).
- Maintaining the region's existing small town western culture.
- Supporting existing and emerging industries and the region's existing and future workforce.

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Based on the three draft strategic economic development vision statements developed during the first regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019, the following draft strategic economic development vision statement was developed for the Northeastern Nevada Regional Development Authority's new five-year Comprehensive Economic Development Strategy:

- *Initial Draft Strategic Economic Development Vision Statement for the Northeastern Nevada Regional Development Authority:* The Northeastern Nevada Regional Development Authority region will seek to encourage and support sustainable economic growth, focus on our region's critical industry sectors of Agriculture, Forestry, Fishing and Hunting; Arts, Entertainment, and Recreation; Construction; Healthcare and Social Assistance; Mining, Quarrying, and Oil and Gas Extraction; and Wholesale Trade.

The Northeastern Nevada Regional Development Authority region, encompassing the communities in Elko, Eureka, Humboldt, Lander, Pershing (added January 1, 2020), and White Pine counties, will emphasize capacity building, business recruitment, expansion, and retention efforts, and sustainable development in order to support and expand our region's existing workforce, business community, and residential population while protecting each community's cherished rural values and western culture.

The initial draft strategic economic development vision statement for the Northeastern Nevada Regional Development Authority for its new five-year Comprehensive Economic Development Strategy emphasizes six targeted industry sectors and five selected economic development capacity building areas identified by workshop participants who participated in the first regional strategic economic development workshop held on October 3, 2019 and October 4, 2019. The six targeted industry sectors are:

1. **Agriculture** (Agriculture, Forestry, Fishing and Hunting Industry Sector)
2. **Healthcare** (Health Care and Social Assistance Industry Sector)
3. **Mining** (Mining, Quarrying, and Oil and Gas Extraction)
4. **Outdoor-Oriented Tourism and Recreation** (Arts, Entertainment, and Recreation Industry Sector)
5. **Vocational Trades and Construction** (Construction Industry Sector)
6. **Wholesale Trade** (Whole Trade Industry Sector)

The five selected economic development capacity building areas identified by workshop participants who participated in the first regional strategic economic development workshop held on October 3, 2019 and October 4, 2019 are:

1. **Education and Training** (Vocational Trades, Manufacturing, Machining, Construction Trades)

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2. **Housing Development** (Affordable/Obtainable, Market-Rate, Workforce, Senior Housing)
  3. **Marketing and Attraction** (Regional Marketing of the Region including Resources, Business Development Opportunities, Tourism and Recreation)
  4. **Technology Development** (Telecommunications, Broadband, Internet Connectivity)
  5. **Small Business Development, Entrepreneurship, Innovation**

During the second regional strategic economic development planning workshop held on October 17, 2019 in Winnemucca, Nevada, workshop participants were asked to review and subsequently revise the initial draft strategic economic development vision statement and the six targeted industry sectors and the five selected economic development capacity building areas listed above. Workshop participants were further asked to revise the initial draft strategic economic development vision statement and draft their own unique strategic economic development vision statement for the Northeastern Nevada Regional Development Authority's new five-year Comprehensive Economic Development Strategy. Working in small groups, workshop participants drafted the following four additional draft strategic economic development vision statements:

- *Draft Strategic Economic Development Vision Statement No. 1 (from October 17, 2019):* The Northeastern Nevada Regional Development Authority region will seek to encourage and support sustainable economic growth, focused on our region's six critical industry sectors. We will emphasize capacity building, business recruitment, expansion, and retention efforts, and sustainable development in order to support and expand our region's existing workforce and business community while enhancing each community's cherished rural values.
- *Draft Strategic Economic Development Vision Statement No. 2 (from October 17, 2019):* The Northeastern Nevada Regional Development Authority's vision is to strive towards an elevated and sustainable economic growth through positive promotion and support of our vital industry sectors and a focus on community capacity building.
- *Draft Strategic Economic Development Vision Statement No. 3 (from October 17, 2019):* The Northeastern Nevada Regional Development Authority will seek to encourage and support sustainable economic growth, focused on our region's critical industry sectors through capacity building, business recruitment, expansion and retention efforts, and sustainable development. These efforts will result in increased support and expansion of our region's existing workforce, business community, and residential population while protecting each community's cherished rural values and culture.
- *Draft Strategic Economic Development Vision Statement No. 4 (from October 17, 2019):* Develop a regionally integrated and sustainable economy focused on the critical industry sectors while encouraging a diverse workforce and business community. Retail rural values and traditions across diverse cultures.

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Using the additional draft strategic economic development vision statements developed by workshop participants who participated in the second regional strategic economic development planning workshop held in Winnemucca, Nevada on October 17, 2019, and with further refinement provided by workshop participants who participated in the third regional strategic economic development planning workshop held in Ely, Nevada on November 14, 2019, the final strategic economic development vision statement for the Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority for 2020 through 2025 is:

***In order to overcome the impacts of a ‘boom and bust’ economic cycle, the Northeastern Nevada Regional Development Authority will work to create sustainable economic growth through the promotion and support of the region’s targeted industry sectors while building long-term capacity in select economic development capacity building areas.***

***While respecting and seeking to preserve each community’s own values and culture and by working together, the Northeastern Nevada Regional Development Authority will provide increased support and pursue increased expansion of region’s existing workforce, business community, and residential population through capacity building, business recruitment, expansion and retention efforts, and improved sustainable development.***

While noting different parts of the strategic economic development vision statement, workshop participants noted the various important roles that the Northeastern Nevada Regional Development Authority plays throughout the region in promoting sustainable economic growth. Workshop participants noted that the Northeastern Nevada Regional Development Authority must continue to help plan and coordinate regional economic development initiatives that build upon the existing initiatives undertaken and administered by the region’s various member counties. This effort will involve building further collaborative relationships between the Northeastern Nevada Regional Development Authority, the various member counties and communities, and other critical public sector, non-profit, and private sector partners and stakeholders.

Workshop participants further noted that economic diversification does not have to mean ‘economic replacement’ but instead should focus on how economic development initiatives can ‘add to’ the region’s overall economic base. This effort will require the Northeastern Nevada Regional Development Authority to respect the existing and future efforts that individual communities and counties take toward economic development and economic growth. By playing a supporting role for local community and county-level economic development initiatives, the Northeastern Nevada Regional Development Authority can help promote and protect the rural values, area independence, and specific areas of focus that best represent and fit the unique needs of the local communities located throughout northeastern Nevada.

As part the refinement of the Northeastern Nevada Regional Development Authority’s new strategic economic development vision for its new five-year Comprehensive Economic Development Strategy, workshop participants who participated in the third regional strategic economic development planning workshop held in Ely, Nevada on November 14, 2019 were asked to further refine the definitions of *rural values* and *area independence* and further refine

the specific *areas of focus* for the new five-year Comprehensive Economic Development Strategy. The refined definitions and refined area of focus were used to refine the specific economic development goals and objectives and develop a comprehensive implementation and action plan.

Figure 7.2 presents a word cloud summarizing the additional definitions of *rural values* developed by workshop participants who participated in the third regional strategic economic development planning workshop held on November 14, 2019.

**Figure 7.2 – Rural Values  
Northeastern Nevada Regional Development Authority**



Similar to the definition of *rural values* initially developed during the first regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019, the additional definitions of *rural values* emphasized a strong sense of pride that people have for their communities and a strong desire to protect and maintain the high quality of life that already exists throughout northeastern Nevada. Workshop participants who participated in the third regional strategic economic development planning workshop held on November 14, 2019 emphasized low crime rates, the respect that people have for each other, the commitment to public safety, and the general commitment individuals have to their community as key parts of the rural values that should be and must be protected as part of the Northeastern Nevada Regional Development Authority’s new five-year Comprehensive Economic Development Strategy. Protecting these rural values can be accomplished by emphasizing local autonomy and local area independence in the eventual development and implementation of new economic development initiatives. While the Northeastern Nevada Regional Development Authority will

be critical in developing these new economic development initiatives, implementation should be focused on the community or county-level.

Figure 7.3 presents a word cloud summarizing the additional definitions of *area independence* developed by workshop participants who participated in the third regional strategic economic development workshop held on November 14, 2019.

**Figure 7.3 – Area Independence  
Northeastern Nevada Regional Development Authority**



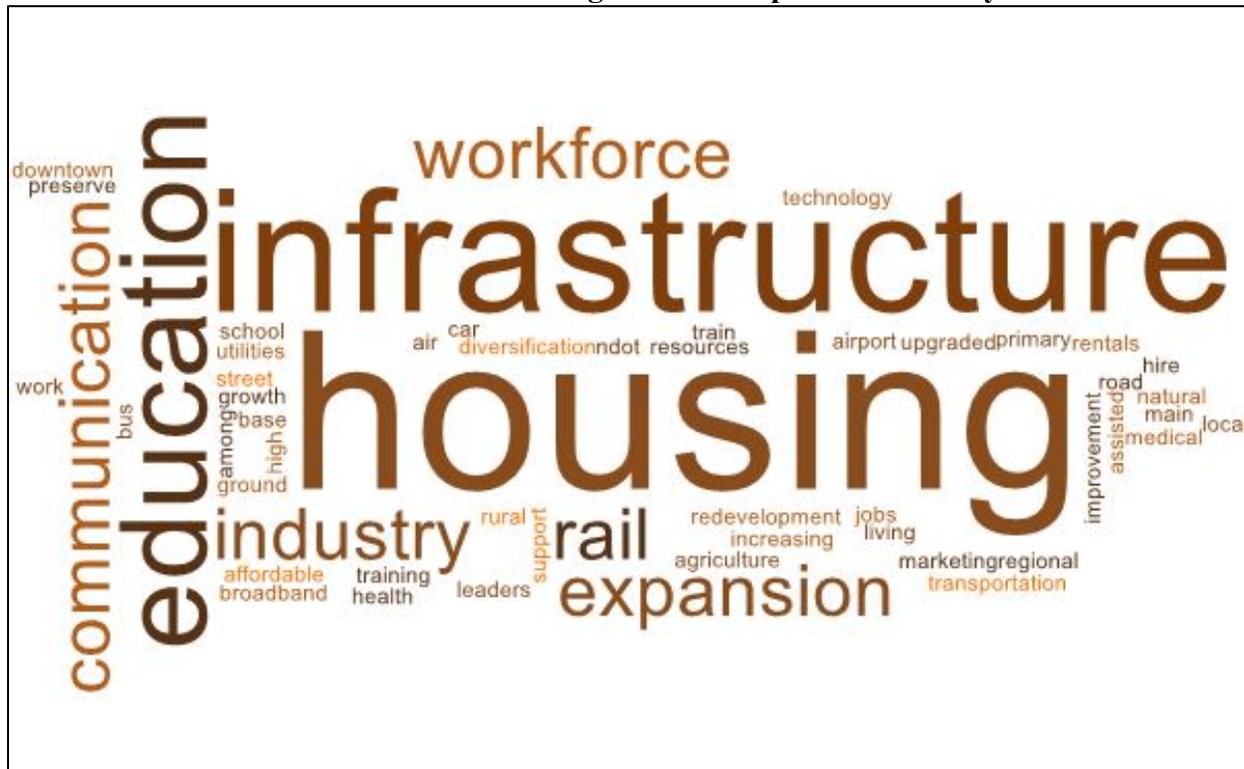
Workshop participants expanded upon the initial definitions of *area independence* by focusing on the similar theme of ‘building from within’ and upon existing community and regional assets developed during the first regional strategic economic development planning workshop held on October 3, 2019 and October 4, 2019. Several workshop participants who participated in the third regional strategic economic development planning workshop held on November 14, 2019 further emphasized the theme of growing the regional economy so that individual residents can pursue meaningful employment opportunities and that existing and new firms can continue to grow their business through the hiring of highly-skilled local and regional workforce.

Having adequate education services, housing options, and infrastructure were additional critical areas identified by workshop participants in their effort to further refine area independence. Further development and improvement of the region’s education services, housing options, and infrastructure should, according to workshop participants, focus on meeting the needs of the region’s population, focusing on the specific needs of the region’s younger population in order to ensure that the region’s younger population can successfully stay within the region and serve as a

critical source of new workers for the region’s existing and growing industry and occupation sectors.

Figure 7.4 presents a word cloud summarizing the additional *areas of focus* for the Northeastern Nevada Regional Development Authority developed by workshop participants who participated in the third regional strategic economic development workshop held on November 14, 2019.

**Figure 7.4 – Additional Areas of Focus  
Northeastern Nevada Regional Development Authority**



Housing, infrastructure, and education were the three primary *areas of focus* that workshop participants, during the third regional strategic economic development planning workshop, almost unanimously agreed upon. In regard to housing, workshop participants noted that the future development of various housing types, including market-rate housing, affordable and workforce housing, and senior housing, as a critical area of focus for the Northeastern Nevada Regional Development Authority’s new five-year Comprehensive Economic Development Strategy. In regard to infrastructure, workshop participants noted that successful future economic development initiatives, including various business recruitment, retention, and expansion efforts, will depend upon the ability of improving the region’s existing mix of infrastructure. Workshop participants noted a number of specific infrastructure areas including transportation infrastructure, telecommunication and broadband/Internet infrastructure, water, sewer, and power as infrastructure areas in need of significant additional investment.

Finally, workshop participants noted the general importance that education will play in the region’s future overall economic development strategy. Workshop participants specifically

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noted the need for increased investment in various workforce development and job training educational programs. While workshop participants highlighted the many different workforce development and job training educational programs that already exist throughout northeastern Nevada, workshop participants noted the need for additional coordination among these programs and refocusing the various programs toward creating, attracting, retaining, and expanding new and existing firms in key targeted industry and occupation sectors.

## 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.

### 7.2.a SMART Goals for the Targeted Industry Sectors and Selected Economic Development Capacity Building Areas

Using the definitions of a SMART goal provided above, workshop participants who participated in the second regional strategic economic development planning workshop held on October 17, 2019 were asked to develop a set of new strategic economic development goals for the Northeastern Nevada Regional Development Authority's new five-year Comprehensive Economic Development Strategy. In small groups, workshop participants developed a series of new strategic economic development goals for each of the six targeted industry sectors (Agriculture, Healthcare, Mining, Outdoor-Oriented Tourism and Recreation, Vocational Trades and Construction, and Wholesale Trade) and for each of the five selected economic development capacity building areas (Education and Training, Housing Development, Marketing and Attraction, Technology Development, and Small Business Development, Entrepreneurship, and Innovation). 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 for each of the targeted industry sectors (Agriculture, Healthcare, Mining, Outdoor-Oriented Tourism and Recreation, Vocational Trades and Construction, and Wholesale Trade) and the number of individual votes each SMART goal received.

#### **Targeted Industry Sector No. 1, *Agriculture***

- **Goal No. 1** (8 votes): Five new agricultural product processing facilities over four years by 2022.

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- **Goal No. 2** (4 votes): Identify new added value diversified crops opportunities for farmers in the region by December 2021.
  - **Goal No. 3** (2 votes): Increase sole proprietors growing or processing foods to retail customers from 100 percent to 200 percent in the Northeastern Nevada Regional Development Authority region by December 2022.
  - **Goal No. 4** (0 votes): Increase accessibility to locally grown foods by 20 percent in the next five years.

### **Targeted Industry Sector No. 2, *Healthcare***

- **Goal No. 1** (4 votes): Partner with urban health care systems to bring specialized medicine to rural communities, women’s health, senior living, cancer treatment in the next five years.
- **Goal No. 2** (4 votes): To establish a medical health educational and behavioral facility fully staffed by 2021.
- **Goal No. 3** (3 votes): Increase availability and utilization of local healthcare services within the Northeastern Nevada Regional Development Authority region by 10 percent over five years (2 percent per year).
- **Goal No. 4** (0 votes): Work with healthcare providers to prepare a study of cost comparison in rural Nevada areas without larger medical facilities within two years.

### **Targeted Industry Sector No. 3, *Mining***

- **Goal No. 1** (3 votes): Increase mining related supply chain companies by 20 percent at open ‘bricks & mortar’ by 2022.
- **Goal No. 2** (1 vote): Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new mining-related business by 2022.
- **Goal No. 3** (0 votes): Increase local processing and utilization (i.e. making batteries, value-added) of mined materials by 15 percent by December 2024.
- **Goal No. 4** (0 votes): Develop and launch a broad spectrum mining campaign to educate the world on the importance of mining by 2021.
- **Goal No. 5** (0 votes): Regional approach with mining industries; partner with mining industry and schools to recruit a workforce; develop a recruiting process with mining industry partners to meet the workforce demand for the next five years.

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#### **Targeted Industry Sector No. 4, *Outdoor-Oriented Tourism and Recreation***

- **Goal No. 1** (5 votes): Create three experiential recreation opportunities that draw people from outside the region by December 2024.
- **Goal No. 2** (1 vote): Identify additional regional tourism oriented, create guide for opportunities.
- **Goal No. 3** (0 votes): Increase in tourism room tax revenue by 25 percent in our region by 2022.

#### **Targeted Industry Sector No. 5, *Vocational Trades and Construction***

- **Goal No. 1** (9 votes): Work with local educators (high school, junior colleges, etc.) to implement and enhance vocational skills training programs to grow local talent pools by 5 percent over the next five years (2024).
- **Goal No. 2** (6 votes): Establish thriving special trades programs in every city by increasing students and adults to increase graduation and job placement by 50 percent by 2021.
- **Goal No. 3** (6 votes): Develop vocational and construction training programs to support a 20 percent increase in the workforce by 2022.
- **Goal No. 4** (3 votes): Identify workforce need and partner with education facilities to train future workforce for the next five years.

#### **Targeted Industry Sector No. 6, *Wholesale Trade***

- **Goal No. 1** (4 votes): Identify added value diversified crops opportunities for framers in the region by December 2021 (tied to *Goal No. 2 for Agriculture*).
- **Goal No. 2** (1 vote): Each region to increase their utilization of industrial zoned property by 20% by providing the essential infrastructure to support new business across other targeted industry sectors by 2022.
- **Goal No. 3** (0 votes): Increase wholesale trade for mining upline and downline by 25% by December 2024.

The following is a list of the SMART goals developed by the small groups for each of the various selected economic development capacity building areas Education and Training, Housing Development, Marketing and Attraction, Technology Development, and Small Business Development, Entrepreneurship, and Innovation) and the number of individual votes each SMART goal received.

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### **Selected Economic Development Capacity Building Area No. 1, *Education and Training***

- **Goal No. 1** (6 votes): Combine all existing programs and fragmented programs in community into a solid and robust training program which is comprehensive covering school age through adults.
- **Goal No. 2** (6 votes): Develop vocational and construction training programs to support a 20 percent increase by 2022.
- **Goal No. 3** (6 votes): Identify highest demands for training needs for secondary tier industry (to support local needs) by 20 percent in two years.
- **Goal No. 4** (5 votes): Create mentoring, apprentices, accredited certificate programs for trades through Great Basin College, the University of Nevada, Reno with local satellites by 2021.

### **Selected Economic Development Capacity Building Area No. 2, *Housing Development***

- **Goal No. 1** (5 votes): Conduct a regional study on housing shortages and housing development opportunities within 18 months.
- **Goal No. 2** (1 vote): Identify and develop incentives for builders of all income brackets up to \$50,000 by December 2020; develop regional assessment for housing needs to use as a marketing tool for developers in two years.
- **Goal No. 3** (0 votes): Development of multi-family housing for 300 families (units) by 2024.
- **Goal No. 4** (0 votes): Increase new home starts determined by identified need in each community; percentage to vary based on individual community.

### **Selected Economic Development Capacity Building Area No. 3, *Marketing and Attraction***

- **Goal No. 1** (4 votes): Create an online marketing campaign highlighting economic opportunities of the region that will increase Northeastern Nevada Regional Development Authority website visits by 30 percent over the next two years.
- **Goal No. 2** (4 votes): Create additional guide for tourism and recreation working with the six county's visitor centers by December 2020; partner with national and international brands to promote rural Nevada "when rural thrives, America thrives".
- **Goal No. 3** (1 vote): Collaborate throughout the region to share resources, ideas, efforts, successes to coordinate activities and 'draw' in an effort to promote regional economic development by December 2020.
- **Goal No. 4** (0 votes): Create marketing campaign that highlights the region's cultural and recreational opportunities and events by 2021.

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### **Selected Economic Development Capacity Building Area No. 4, *Technology Development***

- **Goal No. 1** (5 votes): Partner with Amazon and Google for broadband Internet connectivity to support and encourage Williams Telecommunication to provide access to rural communities by 2021.
- **Goal No. 2** (2 votes): Partners with Google Loon to improve Internet and connectivity and use as a model for national rural communities within five years.
- **Goal No. 3** (0 votes): To improve infrastructure of broadband availability throughout community which will essentially increase Internet speed and access by 20 percent annually over the next five years.
- **Goal No. 4** (0 votes): Develop two options to address broadband shortages in the next 12 months.

### **Selected Economic Development Capacity Building Area No. 5, *Small Business, Entrepreneurship, Innovation***

- **Goal No. 1** (4 votes): To offer a tax incentive program/break to small businesses employing more than 30 employees, including the number of small businesses in our region by 30 percent by 2022.
- **Goal No. 2** (3 votes): Develop a competitive think tank regionally for small businesses by 2022.
- **Goal No. 3** (2 votes): Educate small business community on closing the economic gap to stop the goods and services leakage by 2021.
- **Goal No. 4** (2 votes): Educate residents to support local businesses, create a ‘shop small business Saturday’ event; partner with StartUpNV to grow rural entrepreneurship ecosystems by holding a rural pitch conference in May 2021.

A total of 23 individual goals were developed for the various targeted industry sectors and a total of 20 individual goals were developed for the various selected economic development capacity building areas by workshop participants who participated in the second regional strategic economic development planning workshop held on October 17, 2019 in Winnemucca, Nevada.

#### 7.2.b Identification of Assets, Capital Needs, and Barriers for Each SMART Goal

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.

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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 in order 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 may arise.

The following is a list of the new strategic economic development goals for each of the six targeted industry sectors for the Northeastern Nevada Regional Development Authority’s new five-year Comprehensive Economic Development, including the asset needs, capital needs, and

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potential barriers for each new strategic economic development goal as developed by workshop participants during the second regional strategic economic development planning workshop held in Winnemucca, Nevada on October 17, 2019.

### **Targeted Industry Sector No. 1, *Agriculture***

- **Goal No. 1** (8 votes): Five new agricultural product processing facilities over four years by 2022.

#### Assets:

- No Assets Identified

#### Capital:

- Additional Financial Capital as Needed

#### Barriers:

- No Barriers Identified

- **Goal No. 2** (4 votes): Identify new added value diversified crops opportunities for farmers in the region by December 2021.

#### Assets:

- People: Sam Routson, Tracy S., Silverlion Farms, Rick McLintick
- Physical: Ranchers and Farmers with Agricultural Water Rights and Land
- Voluntary: University of Nevada Cooperative Extension, U.S. Department of Agriculture, Farm Bureau, Conservation Districts
- Formal Institutions: Future Farmers of America, 4H

#### Capital:

- Water
- Innovation
- Next Generation Technology
- Permitting (Local, State, Federal Government)
- Money and Other Financial Capital Requirements
- Rail Infrastructure
- Trained Workforce

#### Barriers:

- Barrier: Fire and Weeds – Invasive, Bugs, Drought (Threat to New Crops)
- Internal or External Source? External and Internal Threat
- Source of Barrier: Potential of Existing Trade Wars to Disrupt Global Demand
- Solve Barrier: Utilization of Automation in Production

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- **Goal No. 3** (2 votes): Increase sole proprietors growing or processing foods to retail customers from 100 percent to 200 percent in the Northeastern Nevada Regional Development Authority region by December 2022.

Assets:

- People: Ranchers, Farmers, Guides
- Physical: Farmers Markets, Grocery Stores, Ranches, Farms, Wilderness Areas (U.S. Bureau of Land Management, U.S. Forest Service)

Capital:

- Money and Other Needed Financial Requirements
- Ideas and Innovation
- Required Equipment
- Buildings, Land, Processing Plants
- Advertisement and Marketing Efforts
- Connectivity, High-Speed Internet
- Required Technology and Tech-Training
- Value-Added Sellers and Providers
- Education Programs and Teachers
- Students
- Legislative Changes (State)

Barriers:

- Barrier: Needed Business Training for Farmers and Ranchers
  - Impact Goal or Plan? Impact Mostly Just the Goal
  - Internal or External Source? Internal
  - Source of Barrier: Lack of Reliable High-Speed Internet that can be used to Train and Educate Farmers and Ranchers
  - Solve Barrier: Develop Needed Training Programs
- **Goal No. 4** (0 votes): Increase accessibility to locally grown foods by 20 percent in the next five years.

Assets:

- People: Ranchers and Farmers
- Physical: Water Rights
- Voluntary: Elko Fair, 4H, Cattleman's Association
- Formal Institutions: University of Nevada Cooperative Extension, Cattleman's Association

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Capital:

- Change in Cultural Mindset
- Money and Other Required Financial Resources
- Needed Facilities
- Industry Experts

Barriers:

- Barrier: Natural Disasters
- Internal or External Source? Primarily External

**Targeted Industry Sector No. 2, *Healthcare***

- **Goal No. 1** (4 votes): Partner with urban health care systems to bring specialized medicine to rural communities, women's health, senior living, cancer treatment in the next five years.

Assets:

- People: Doctors, Nurses, Existing Healthcare Professionals
- Physical: Hospitals, Clinics, Doctor's Offices, Urgent Care Centers
- Voluntary: Current Provider(s), Advisory Boards, Retired Providers/Teachers
- Formal Institutions: Great Basin College, University of Nevada, Las Vegas, Toro-U

Capital:

- Needed Education and Training Programs
- Teachers and Students
- Internet Connections for Online Courses
- Classrooms and Laboratories
- Money and Other Needed Financial Resources
- Facilities for Providing Medical Care

Barriers:

- Barrier: Lack of Institutional Capacity, Legislative Barriers
  - Impact Goal or Plan? Impact Just the Goal
  - Internal or External? Internal
  - Source of Barrier: No Money and Hospitals and Legislatures are Not Willing to Fund Programs
- **Goal No. 2** (4 votes): To establish a medical health educational and behavioral facility fully staffed by 2021.

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Assets:

- People: Healthcare Providers, Doctors, Nurses, Frontier Coalition, Family Resource Center, Family Drug Court (Judge Montero), Mines Health Clinics
- Voluntary: Ambulance Corp., State Health Officials, Rural County Health Nurse
- Physical: Local Fitness Centers, Boys & Girls Club, Mines Health Clinics, Family Health Center, HGH, WMCA, Rotary, Lions Club, Senior Centers

Capital:

- Additional Financial Capital as Needed

Barriers:

- No Barriers Identified
- **Goal No. 3** (3 votes): Increase availability and utilization of local healthcare services within the Northeastern Nevada Regional Development Authority region by 10 percent over five years (2 percent per year).

Assets:

- People: Board of Health, Providers and Support Teams
- Physical: Hospital, Clinics, Urgent Care, Buildings
- Voluntary: Community Organizations, Nevada Health Centers
- Formal Institutions: Northeastern Nevada Regional Hospital, Great Basin College, University of Nevada, Reno, Elko County School District, Nevada Health Centers

Capital:

- Providers
- A Market that can Support Expanded Services
- Required Infrastructure
- Change in the Mindset of the Perceived Quality of Local Care Services
- Improved Affordability of Local Care Services

Barriers:

- Barrier: Lack of Providers
  - Impact Goal or Plan? Potential to Impact Entire Plan
  - Solve Barrier: Create and Provide Incentives for Rural Areas
- 
- Barrier: Lack of Use of Available Healthcare
  - Source of Barrier: Overall Cost of Care
  - Solve Barrier: Develop and Use New Technology

- 
- **Goal No. 4** (0 votes): Work with healthcare providers to prepare a study of cost comparison in rural Nevada areas without larger medical facilities within two years.

Assets:

- People: Nurses, Doctors, Administration, Insurance Providers, Renown Executive Management Team
- Physical: Humboldt General Hospital, Northeastern Nevada Regional Hospital, Battle Mountain General Hospital, Pershing General Hospital (Lovelock), University of Nevada, Reno Medical School, Great Basin College Nursing Program, Local Drug and Pharmacy Providers
- Voluntary: Veterans, Family Resource

Capital:

- Doctors and Nurses (Additional Healthcare Providers)
- Improvement in Affordability
- Improved Trust between Service Providers and Public
- Legislative and Regulatory Changes (Local, State, and Federal)

Barriers:

- Barrier: Automation of Services
- Barrier: Inability to Attract and Retain Trained Professionals
- Internal or External Source? Both Internal and External
- Source of Barrier: State Licensing Requirements
- Solve Barrier: Needed Government Legislation

### **Targeted Industry Sector No. 3, *Mining***

- **Goal No. 1** (3 votes): Increase mining related supply chain companies by 20 percent at open ‘bricks & mortar’ by 2022.

Assets:

- No Assets Identified

Capital:

- No Capital Needs Identified

Barriers:

- No Barriers Identified

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- **Goal No. 2** (1 vote): Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new mining-related business by 2022.

Assets:

- People: Industrial Developers and Builders
- Physical: Water, Land, Sewer, Roads, Infrastructure in General
- Voluntary: Existing Chambers of Commerce, Contractors
- Formal Institutions: Nevada Gold Mines, City of Elko, Various County Governments, Kinross, Contractors

Capital:

- City and County Support
- Improved Broadband Connectivity
- Additional Financial Investors
- Support from Key Champions and Stakeholders
- Additional Required Infrastructure
- Water and Land Rights
- Needed Materials and Equipment

Barriers:

- Barrier: Lack of Collaboration, Re-Location Support
  - Impact Goal or Plan? Potential Impact to Entire Plan
  - Internal or External Source? Internal and External
  - Source of Barrier: Multiple Sources (Public-Sector and Private-Sector)
  - Solve Barrier: Develop Need Financial Incentives, Secure Additional Private-Sector Investment and Financial Capital
- **Goal No. 3** (0 votes): Increase local processing and utilization (i.e. making batteries, value-added) of mined materials by 15 percent by December 2024.

Assets:

- No Assets Identified

Capital:

- No Capital Needs Identified

Barriers:

- No Barriers Identified

- **Goal No. 4** (0 votes): Develop and launch a broad spectrum mining campaign to educate the world on the importance of mining by 2021.

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Assets:

- No Assets Identified

Capital:

- Additional Financial Capital as Needed

Barriers:

- No Barriers Identified
- **Goal No. 5** (0 votes): Regional approach with mining industries; partner with mining industry and schools to recruit a workforce; develop a recruiting process with mining industry partners to meet the workforce demand for the next five years.

Assets:

- Natural Resources (Availability and Quantity)
- Existing Mines Operating within the Region
- Nevada Bureau of Mines, Division of Minerals, University of Nevada, Reno (School of Mines)
- Existing Employees, Mineral Engineers, GSM
- Societal Support throughout the Region

Capital:

- Needed Workforce with Required Skill Set
- Education and Training Programs
- Legislative and Regulatory Changes
- Expanded and Improved Rail Infrastructure

Barriers:

- Barrier: Automation of Related Processes, Required Permitting
- Source of Barrier: Government (State, Federal), Depletion of the Natural Resource, Lack of Required Investment

**Targeted Industry Sector No. 4, *Outdoor-Oriented Tourism and Recreation***

- **Goal No. 1** (5 votes): Create three experiential recreation opportunities that draw people from outside the region by December 2024.

Assets:

- People: Guides, Bed & Breakfasts, Restaurants, Hospitality Industry
- Physical: Hotels, Restaurants, Campgrounds, National and State Parks

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- Voluntary: Citizen Volunteers
  - Formal Institutions: Chambers of Commerce, NTOC, Convention, Visitor and Tourism Authorities, U.S. Bureau of Land Management, U.S. Forest Service

Capital:

- Support from Additional Business Owners
- Additional Volunteers
- Social Media Campaign
- Other Needed Financial Resources
- Access to Lands and Trails
- Developed Marketing Campaign (Maps, Guides, Billboards)

Barriers:

- Barrier: Unfavorable Legislation
  - Source of Barrier: Licensing and Insurance Requirements, Cost of Marketing and Public Education Campaign
- **Goal No. 2** (1 vote): Identify additional regional tourism oriented, create guide for opportunities.

Assets:

- Natural Resources
- Non-Profit Groups (Wildlife Promotion and Protection)
- Nevada Division of Wildlife, State Parks, U.S. Bureau of Land Management, U.S. Forest Service
- Nevada Department of Tourism and Cultural Affairs, National Park Service

Capital:

- Access to Public Lands and Trails
- Required Permitting Completed
- Needed Regulatory Approval from U.S. Bureau of Land Management and U.S. Forestry Service (Other Local, State, and Federal Agencies)
- Partnership with an “Adventure Company” for Marketing Purposes

Barriers:

- Barrier: Aging Population, Natural Disasters
  - Internal or External Source: External
  - Source of Barrier: Lack of Government Involvement
- **Goal No. 3** (0 votes): Increase in tourism room tax revenue by 25 percent in our region by 2022.

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Assets:

- People: Tourists, Hotels, Chambers of Commerce
- Physical: Lakes, Mountains, Various Outdoor Recreation Opportunities
- Voluntary: Arts and Culture Community, Various Downtown Business Associations, Existing Cultural Events, Elko Fairgrounds, Elko Convention and Visitors Authority

Capital:

- Need Financial Resources Specifically for Marketing Efforts

Barriers:

- Barrier: Unexpected Economic Changes, Natural Disasters
- Impact Goal or Plan? Just Goal, With Minimal Impact
- Internal or External Source? External

**Targeted Industry Sector No. 5, *Vocational Trades and Construction***

- **Goal No. 1** (9 votes): Work with local educators (high school, junior colleges, etc.) to implement and enhance vocational skills training programs to grow local talent pools by 5 percent over the next five years (2024).

Assets:

- People: Existing Trade Owners
- Physical: Large Supply of Vacant Buildings
- Voluntary: Licensing Agencies
- Formal Institutions: Great Basin College, Area High Schools (School Districts)

Capital:

- Needed Teachers and Mentors
- Additional Financial Resources as Needed
- Interested Students
- Required Technology
- New Facilities
- Required Equipment and Tools

Barriers:

- Barrier: Have to Build the Programs from the “Ground Up”, will Require Additional Financial Resources, Education of the Public, Local Communities to Partner with Higher Education
- Internal or External? External
- Source of Barrier: Resistance from the Board of Regents

- 
- Solve Barrier: Use of Trade Schools and Apprenticeships
  - **Goal No. 2** (6 votes): Establish thriving special trades programs in every city by increasing students and adults to increase graduation and job placement by 50 percent by 2021.

Assets:

- No Assets Identified

Capital:

- Additional Financial Resources as Needed

Barriers:

- No Barriers Identified
- **Goal No. 3** (6 votes): Develop vocational and construction training programs to support a 20 percent increase in the workforce by 2022.

Assets:

- People: Educators, Students, Community Members (Buy-In)
- Physical: Materials, Equipment, Facilities
- Voluntary: Industrial and Industry Sector Partnerships, CIS
- Formal Institutions: Great Basin College, Truckee Meadows Community College, Area School Districts, University of Nevada, Reno

Capital:

- Additional Financial Resources as Needed
- Required Facilities
- Private-Sector Investors
- Early Exposure and Marketing of the Programs
- “Pipelines” for Employment Opportunities
- Change in the Regions’ Value of Education
- Political Champions
- Needed Financial Incentives
- Trades Charter School

Barriers:

- Barrier: Facilities, Financial Resources, Skilled Instructors, Broadband Connectivity, New Technologies
- Internal or External Source? Internal and External
- Impact Goal or Plan? Could Potentially Impact the Entire Plan

- 
- **Goal No. 4** (3 votes): Identify workforce need and partner with education facilities to train future workforce for the next five years.

Assets:

- Great Basin College, University of Nevada, Reno, Truckee Meadows Community College, Western Nevada College
- Local Contractors, Nevada Builders Association
- Local Suppliers
- Government Entities (Primarily Local)
- Existing Unions (Apprenticeship Programs)

Capital:

- Required Educators
- Required Facilities
- Retaining Opportunities and Curriculum
- Champions and Key Stakeholders to Support the Eventual Programs
- Additional Financial Resources as Needed

Barriers:

- Barrier: Existing Workforce Characteristics
- Internal or External Source? Internal and External
- Source of Barrier: Existing Stigma of College vs. Vocational and Vo-Tech Education

**Targeted Industry Sector No. 6, *Wholesale Trade***

- **Goal No. 1** (4 votes): Identify added value diversified crops opportunities for framers in the region by December 2021 (tied to *Goal No. 2 for Agriculture*).

Assets:

- Agriculture, Mining, Lithium, Hemp, Legal Recreational and Medicinal Marijuana Dispensaries
- Tesla
- Made in Nevada Products (U.S. Small Business Administration, Nevada Small Business Development Center)

Capital:

- Additional Financial Resources as Needed
- Key Stakeholders and Champions
- Required Infrastructure as Needed
- Improved Accessibility of Rail Infrastructure

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Barriers:

- Barrier: Infrastructure
  - Internal or External Source? External
  - Source of Barrier: Government Investments, Additional Space and Facilities
  - Solve Barrier: Develop and Employ Automation Processes
- **Goal No. 2** (1 vote): Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new business across other targeted industry sectors by 2022.

Assets:

- People: Industrial Developers and Builders
- Physical: Water, Land, Sewer, Roads (General Infrastructure)
- Voluntary: Chambers of Commerce, Contractors
- Formal Institutions: Nevada Gold Mines, Various City and County Governments, Kinross, Contractors

Capital:

- City and County Government Support
- Improved Broadband Connectivity
- Private-Sector Investors
- Industry “Staples”
- Additional Key Stakeholders and Champions
- Additional Required Infrastructure (As Needed)
- Securing of Needed Water and Land Rights (As Needed)
- Various Materials and Equipment

Barriers:

- No Barriers Identified
- **Goal No. 3** (0 votes): Increase wholesale trade for mining upline and downline by 25 percent by December 2024.

Assets:

- People: Vendors, Employees
- Physical: Mine Sites, Industrial Parks, Supply of Vacant Property
- Voluntary: Nevada Mining Association, Northeastern Nevada Regional Development Authority
- Formal Institutions: Mining Industry, Nevada Mining Association

Capital:

- Select Vacant Buildings

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- Additional Land in Selected Locations
  - Customers and Suppliers
  - Additional Networking
  - Needed Financial Resources
  - Required Technology

Barriers:

- No Barriers Identified

The following is a list of the new strategic economic development goals for each of the five selected economic development capacity building areas for the Northeastern Nevada Regional Development Authority's new five-year Comprehensive Economic Development, including the asset needs, capital needs, and potential barriers for each new strategic economic development goal as developed by workshop participants during the second regional strategic economic development planning workshop held in Winnemucca, Nevada on October 17, 2019.

**Selected Economic Development Capacity Building Area No. 1, *Education and Training***

- **Goal No. 1** (6 votes): Combine all existing programs and fragmented programs in community into a solid and robust training program which is comprehensive covering school age through adults.

Assets:

- People: Jan Morrison, Denise C., Aaron West (Nevada Builders Association), Lu Torres (U.S. Department of Agriculture Rural Development)
- Physical: Local Area School Districts, Great Basin College (Classroom and Equipment)
- Formal Institutions: Northeastern Nevada Regional Development Authority, Join, Inc., Nevada Builders Association, Alliance, Great Basin College, Local Area School Districts, U.S. Department of Agriculture, City and County Governments

Capital:

- Needed Financial Resources

Barriers:

- No Barriers Identified

- **Goal No. 2** (6 votes): Develop vocational and construction training programs to support a 20 percent increase by 2022.

Assets:

- People: Educators, Students, Community Members
- Physical: Materials, Equipment, Facilities

- 
- Voluntary: Industrial Partnerships, CIS
  - Formal Institutions: Great Basin College, Truckee Meadows Community College, Local Area School Districts, University of Nevada, Reno

Capital:

- No Capital Needs Identified

Barriers:

- No Barriers Identified
- **Goal No. 3** (6 votes): Identify highest demands for training needs for secondary tier industry (to support local needs) by 20 percent in two years.

Assets:

- Great Basin College, University of Nevada, Reno, Truckee Meadows Community College, Western Nevada College
- Local Contractors, Nevada Builders Association
- Local Suppliers
- Government Entities (Cities, Counties, School Districts)
- Unions (Apprenticeship Programs)
- Junior Achievement
- 4H

Capital:

- Required Instructors
- Needed Facilities
- Programs for Retraining People
- Required Financial Resources
- Development of Additional Trade Programs (Secondary)

Barriers:

- No Barriers Identified
- **Goal No. 4** (5 votes): Create mentoring, apprentices, accredited certificate programs for trades through Great Basin College, the University of Nevada, Reno with local satellites by 2021.

Assets:

- No Assets Identified

Capital:

- No Capital Needs Identified

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Barriers:

- No Barriers Identified

**Selected Economic Development Capacity Building Area No. 2, *Housing Development***

- **Goal No. 1** (5 votes): Conduct a regional study on housing shortages and housing development opportunities within 18 months.

Assets:

- People: Developers, Builders, Municipalities, Community Members
- Physical: Materials, Land and Water (Rights), Infrastructure
- Voluntary: Census Bureau, Community Organizations
- Formal Institutions: Contract with Consultants

Capital:

- No Capital Needs Identified

Barriers:

- No Barriers Identified
- **Goal No. 2** (1 vote): Identify and develop incentives for builders of all income brackets up to \$50,000 by December 2020; develop regional assessment for housing needs to use as a marketing tool for developers in two years.

Assets:

- Great Basin College, University of Nevada, Reno, Truckee Meadows Community College, Western Nevada College
- Local Contractors, Nevada Builders Association
- Government Entities (Cities and Counties)
- Unions (Apprenticeship Programs)

Capital:

- Specialized Developers
- Availability of Affordable Land
- Needed Workforce
- Required Financial Resources
- Development of Targeted Incentives (State)

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Barriers:

- Barrier: Land Shortage, Fiscal Policies, Cost of Supplies (Government), Infrastructure Support, Existing Supply and Demand Conditions, Planning Requirements
  - Internal or External Source? External
  - Solve Barrier: Significant Changes to Licensing Requirements
- **Goal No. 3** (0 votes): Development of multi-family housing for 300 families (units) by 2024.

Assets:

- No Assets Identified

Capital:

- No Capital Needs Identified

Barriers:

- No Barriers Identified
- **Goal No. 4** (0 votes): Increase new home starts determined by identified need in each community; percentage to vary based on individual community.

Assets:

- People: Jan Morrison, City and County Representatives, U.S. Department of Agriculture, Nevada Real Estate Division, Local Developers and Contractors, Local Real Estate Brokers Network
- Subsidized Senior Housing
- Abundance of Residential Lots

Capital:

- Required Financial Resources

Barriers:

- No Barriers Identified

**Selected Economic Development Capacity Building Area No. 3, *Marketing and Attraction***

- **Goal No. 1** (4 votes): Create an online marketing campaign highlighting economic opportunities of the region that will increase Northeastern Nevada Regional Development Authority website visits by 30 percent over the next two years.

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Assets:

- No Assets Identified

Capital:

- Required Financial Resources

Barriers:

- No Barriers Identified
- **Goal No. 2** (4 votes): Create additional guide for tourism and recreation working with the six county’s visitor centers by December 2020; partner with national and international brands to promote rural Nevada “when rural thrives, America thrives”.

Assets:

- Area Convention, Visitors and Tourism Authorities
- Chambers of Commerce
- Northeastern Nevada Regional Development Authority
- HAD
- Main Street Program (Nevada Governor’s Office of Economic Development)

Capital:

- Needed Affective Marketing Campaign (Specific Targeting: Who, Why, How)
- Individuals with Necessary Marketing and Coordination Skills
- Required Financial Resources

Barriers:

- Barrier: Ineffective Message, Targeting of Wrong Market
- Internal or External Source? Internal
- **Goal No. 3** (1 vote): Collaborate throughout the region to share resources, ideas, efforts, successes to coordinate activities and ‘draw’ in an effort to promote regional economic development by December 2020.

Assets:

- No Assets Identified

Capital:

- No Capital Needs Identified

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Barriers:

- No Barriers Identified
- **Goal No. 4** (0 votes): Create marketing campaign that highlights the region's cultural and recreational opportunities and events by 2021.

Assets:

- No Assets Identified

Capital:

- No Capital Needs Identified

Barriers:

- No Barriers Identified

**Selected Economic Development Capacity Building Area No. 4, *Technology Development***

- **Goal No. 1** (5 votes): Partner with Amazon and Google for broadband Internet connectivity to support and encourage Williams Telecommunication to provide access to rural communities by 2021.

Assets:

- No Assets Identified

Capital:

- No Capital Needs Identified

Barriers:

- No Barriers Identified
- **Goal No. 2** (2 votes): Partners with Google Loon to improve Internet and connectivity and use as a model for national rural communities within five years.

Assets:

- Great Basin College
- StartUpNV
- Google
- Tesla
- Switch
- Apple

- 
- Solar Power Providers

Capital:

- Needed High Speed Internet Connectivity
- Additional Investment Interest from Silicon Valley (California)
- Required Infrastructure (“Last Mile”); Specifically Rail
- Required Financial Resources
- Legislative Change (Regulatory)

Barriers:

- Barrier: “Last Mile” of Rail and Infrastructure Connection, Growing Automation, Rapid Change in Technology
  - Internal or External Source: External
  - Source of Barrier: Costly Infrastructure Connections; Accessibility of Infrastructure
  - Impact Goal or Plan? Impact Goal but Possibly Entire Plan (All Goals)
- **Goal No. 3** (0 votes): To improve infrastructure of broadband availability throughout community which will essentially increase Internet speed and access by 20 percent annually over the next five years.

Assets:

- Current Local Internet Providers
- People: Jo Jo Myers, Ric Gratham (City IT Department)
- Physical: Fiber Optic Lines

Capital:

- Required Financial Resources

Barriers:

- No Barriers Identified
- **Goal No. 4** (0 votes): Develop two options to address broadband shortages in the next 12 months.

Assets:

- No Assets Identified

Capital:

- No Capital Needs Identified

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Barriers:

- No Barriers Identified

**Selected Economic Development Capacity Building Area No. 5, *Small Business, Entrepreneurship, Innovation***

- **Goal No. 1** (4 votes): To offer a tax incentive program/break to small businesses employing more than 30 employees, including the number of small businesses in our region by 30 percent by 2022.

Assets:

- No Assets Identified

Capital:

- Required Financial Resources

Barriers:

- No Barriers Identified

- **Goal No. 2** (3 votes): Develop a competitive think tank regionally for small businesses by 2022.

Assets:

- No Assets Identified

Capital:

- No Capital Needs Identified

Barriers:

- No Barriers Identified

- **Goal No. 3** (2 votes): Educate small business community on closing the economic gap to stop the goods and services leakage by 2021.

Assets:

- People: Small Business Owners, New Prospective Small Business Owners
- Physical: Downtown/Main Street Locations, Supply of Vacant Buildings
- Voluntary: Chambers of Commerce, Main Street Program (Nevada Governor's Office of Economic Development), Convention, Visitor and Tourism Authorities

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- Formal Institutions: Nevada Governor’s Office of Economic Development, U.S. Department of Agriculture Rural Development, Northeastern Nevada Regional Development Authority, Nevada Small Business Development Center, Great Basin College Small Business Development Office

Capital:

- Additional Training
- Change in the Existing Business Culture
- Required Financial Resources
- Needed Technology and Innovations
- Development of a Stronger Small Business Network

Barriers:

- No Barriers Identified
- **Goal No. 4** (2 votes): Educate residents to support local businesses, create a ‘shop small business Saturday’ event; partner with StartUpNV to grow rural entrepreneurship ecosystems by holding a rural pitch conference in May 2021.

Assets:

- StartUpNV
- U.S. Small Business Administration
- Main Street Program (Nevada Governor’s Office of Economic Development)
- Nevada Small Business Development Center, Great Basin College Small Business Development Office

Capital:

- Development of Needed Incentives
- Support, Information, and Educational Programs
- Needed Incubator Space
- Required Financial Resources
- Change in Community Culture (Acceptance of Risk)
- Individuals Willing to Participate

Barriers:

- Barrier: Perceived Negative Business Environment, Government Regulation (Licensing and Permitting), Access (Political Leaders too Conservative), Rise in Automation Practices, Internet Sales, Corporate (“Big Box Retail”) Pressures, “Broken” Fiscal System in Nevada
- Internal or External Source? Both Internal and External

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## 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 third regional strategic economic development planning workshop held in Ely, Nevada on November 14, 2019.

### 8.1 Identifying Targeted Economic Development and Regional Conditions

Stronger Economies Together Module 7, *Planning for Success*, asked workshop participants who participated in the third regional strategic economic development planning workshop held on November 14, 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 specific conditions, and the accompanying behaviors and attitudes, behaviors, and skills, as identified by workshop participants for each of the six targeted industry sectors and for each of the five selected economic development capacity building areas.

#### Targeted Industry Sector No. 1, *Agriculture*

- Condition No. 1: Fewer Hunters, More Tags, Fewer Feral Horses
- Condition No. 2: Increase Livestock Inventory
  - Promote ecological benefits of grazing.
  - Knowledge of agriculture taught in classrooms.
- Condition No. 3: Downstream Processing Plant
  - Hemp, Cannery, Meat, Wild Game Processing
  - Biomass Development
    - Attitude Change: a business needs to explore and train the systems (business plan).
    - Behavior: develop a roadmap, how-to program and public on local media.
- Condition No. 4: Northeastern Nevada Regional Development Authority to Complete a Feasibility Study
  - Attitude Change: ‘feral horses are evil’ (people do not understand).
  - Behavior: U.S. Bureau of Land Management policies.

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## **Targeted Industry Sector No. 2, *Healthcare***

- Condition No. 1: More Clinics and Assisted Living Facilities
- Condition No. 2: Less Outsourcing of Medical Procedures
  - Attitude Change: change ‘local medicine is substandard’ attitude.
  - Behavior: educate and promote success stories of local medical care providers.
- Condition No. 3: Mental Health Service Points; Transitional Housing; Assisted Living; Shelter Housing
  - Attitude Change: non-profit assessment and publication on identified needs.
  - Behavior: identify a business model for operation of needed services and housing needs.
- Condition No. 4: Complete a Regional Needs Assessment
  - Attitude Change: not enough education on preventative care.
  - Behavior: more investment in healthcare.

## **Targeted Industry Sector No. 3, *Mining***

- Condition No. 1: Rail Line(s) to Support Mining Operations
- Condition No. 2: Suppliers Set-Up Locally Instead of Out-of-State
  - Attitude Change: cost does not trump local sourcing.
  - Behavior: encourage local sourcing over out-of-state (make this a priority).
- Condition No. 3: Smelter and/or Processor Facility
  - Attitude Change: determine a profit/knowledge partnership plan.
  - Behavior: create regional mining collaboration in order to define the market.
- Condition No. 4: Spearhead Collaboration Among the Mines within the Region
  - Attitude Change: long-term vision for transportation.
  - Behavior: apply for a Tiger Grant (Rail Line).

## **Targeted Industry Sector No. 4, *Outdoor-Oriented Tourism and Recreation***

- Condition No. 1: Nevada Department of Transportation Phase II for Ely Downtown (Splash Pad, 1<sup>st</sup> Friday’s)
- Condition No. 2: Marketing and Outreach in Order to Increase Tourism
  - Knowledge: local population needs to seek out local opportunities.
  - Behavior: build local support in order to encourage regional ‘stay’cations.
- Condition No. 3: Trail Program and Family-Friendly Development
  - Attitude Change: tourism groups to develop a regional public campaign to create awareness.
  - Behavior: create and support volunteerism; create a book detailing regional trails.

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- Condition No. 4: Garner and Increase Public Input
    - Attitude Change: emphasis on and education about the arts.
    - Behavior: municipal and county regional contribution to arts and downtown areas.

### **Targeted Industry Sector No. 5, *Vocational Trades and Construction***

- Condition No. 1: More Local-Based Training
- Condition No. 2: Private and Public-Sector Programs Designed to Increase the Number of Locally Skilled Labor (Reduce Outsourcing)
  - Attitude Change: college does not automatically equal success.
  - Knowledge: promoting a vocational trades and construction career and the benefits of this type of career path.
  - Behavior: promote trades a viable and worthwhile occupation (including an agriculture-based career).
- Condition No. 3: Post-High School ‘VoAg’ (Vocational-Agriculture) Certificate; Apprenticeships and Mentorships Beyond Mining
  - Attitude Change: ask retired professionals to volunteer time to re-educate youth.
  - Behavior: community buy-in to match students with vocational opportunities.
- Condition No. 4: Reach Out with Businesses and Great Basin College and Others to Create a Vocational Trades and Construction Education Program
  - Attitude Change: work and career; self-pride.
  - Behavior: more emphasis placed on the development of vocational trades and construction skill development.

### **Targeted Industry Sector No. 6, *Wholesale Trade***

- Condition No. 1: Rail Line to Export Wholesale Goods; Airport Development (Producer, Shipping)
- Condition No. 2: Keep Local Sources Goods Local (ex: Feed to Dairy, Bring Dairy to Nevada)
  - Knowledge: educator on valued-added options.
  - Behavior: incentivize end user production of natural resources.
- Condition No. 3: Development of a Marijuana Processing Plant
  - Attitude Change: find a developer/private-sector partner.
  - Behavior: educate the public and existing business community regarding this industry.
- Condition No. 4: Identify and Determine Suitable Location(s)

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- Attitude Change: vision for industrial-based development with focus on wholesale trade industry.
  - Behavior: investment in needed transportation infrastructure to support further wholesale trade industry development.

### **Selected Economic Development Capacity Building Area No. 1, *Education and Training***

- Condition No. 1: Development of a New Construction Trade School (Train the Local Workforce)
- Condition No. 2: Five New Apprenticeships Post-High School; Identify the Leaders in the Construction Industry Sector
  - Attitude Change: value of a non-college certificate (money and income benefits).
  - Behavior: change attitude of non-college bound individuals.
- Condition No. 3: Develop a Construction Trades Education Program Either at the High School or College Level
  - Knowledge: benefits of agriculture in the classroom.
  - Behavior: promote the trades as a viable worthwhile occupation and career.
- Condition No. 4: Formalize Existing Non-Formalized Partnerships and Relationships
  - Attitude: attitude on work and career/self-pride.
  - Behavior: promote the trades as an alternative to college (life and math skills).

### **Selected Economic Development Capacity Building Area No. 2, *Housing Development***

- Condition No. 1: Encourage Developers to Pre-Sell Units
- Condition No. 2: Additional Development of Affordable Single-Family Housing
  - Attitude: a non-profit may need to learn how to develop a housing plan and submit for construction to appropriate local government authorities.
  - Behavior: start small by focusing on the development of one new affordable housing unit at a time.
- Condition No. 3: Increase Housing Affordability by 25 Percent (Based Upon Need, Not What Exists in the Existing Housing Stock)
  - Behavior: encourage permanent residence (Attitude: the region is not a bad place to live).
  - Behavior: encouraging government to reduce regulations (Attitude: incentives create long-term benefit; Knowledge: get industry input).
- Condition No. 4: Formalization of Existing Non-Formal Partnerships
  - Attitude: pride and value in home ownership.
  - Behavior: better individual financial skills.

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### **Selected Economic Development Capacity Building Area No. 3, *Marketing and Attraction***

- Condition No. 1: Community-Wide Comprehensive Advertising Plan
- Condition No. 2: An Outreach Program to Match the Outdoor Opportunities with a Supplier (Regionally)
  - Attitude: a chamber of commerce (or multiple chambers within the region partnered together) may need to develop a shopping campaign.
  - Behavior: encourage individuals to shop regionally.
- Condition No. 3: Increase Site Visits by Potential Companies to Five Per Week Throughout the Region
  - Attitude Change: encourage community pride.
  - Knowledge: explain what change and growth could look like).
  - Behavior: encourage individuals to promote/share marketing material and websites, etc.
- Condition No. 4: Develop a Regional Marketing Plan for Northeastern Nevada
  - Attitude Change: teach benefits of tourism.
  - Behavior: improved attitude toward tourism and visitors in general.

### **Selected Economic Development Capacity Building Area No. 4, *Technology Development***

- Condition No. 1: Improved Broadband and Local Information Technology Services
- Condition No. 2: Reliable and High Speed Broadband
  - Attitude Change: government may need to research other area activities and approaches.
  - Behavior: consider diverse and alternative models to the development of reliable and high speed Broadband services.
- Condition No. 3: Secure Broadband Access Along Major Travel Corridors (Battle Mountain, Elko, Ely, West Wendover, Winnemucca)
  - Attitude Change: must understand that more services (Broadband) will require additional financial investment.
  - Behavior: convince people to be willing to pay a little more than what they are used to in order to develop the service.
- Condition No. 4: Develop an Inventory of Providers Including a List of Capabilities and Services
  - Attitude Change: change attitude toward support for an assessment of existing Broadband infrastructure.
  - Behavior: development and implementation of a regional Broadband development initiative.

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## **Selected Economic Development Capacity Building Area No. 5, *Small Business, Entrepreneurship, Innovation***

- Condition No. 1: Development of a New Downtown Business Plans (As Needed) Including Incentives for New and Small Businesses
- Condition No. 2: Development of an Entrepreneurial Ecosystem throughout the Region; Development of a Customer Service Training Program
  - Attitude Change: develop awareness of the impacts that retail leakage has on the region's economy including the effects on local communities.
  - Behavior: cut or reform local government regulations in order to support new and small business development (focus on the adaptive reuse of older vacant buildings).
- Condition No. 3: Establish 'Buy-Local' or 'Shop-Local' Campaigns; Develop Entrepreneur Training and Mentor Program
  - Promote Amazon 'Facts' (Attitude Change: support local; Knowledge: good stuff can be purchased nearby from businesses located throughout the region).
  - Encourage people to think 'outside the box', create and innovate (Attitude Change: promote 'can do' attitude; Knowledge: resources available for entrepreneurs).
- Condition No. 4: Model Retail and Business Leakage and Quantify Small Business Impacts in a Regional Report
  - Attitude Change: change attitude toward taking business risks.
  - Behavior: education in business and opportunities to start-up a new business.

## **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 third regional strategic planning workshop held on November 14, 2019 was the creation of a general strategy and action plan for the achievement of each of the various goals developed for each of the six targeted industry sectors and for each of the five selected economic development capacity building areas developed during the previous Stronger Economies Together modules. Workshop participants were asked to develop at least one specific actionable item for each of the six targeted industry sectors and for each of the five selected economic development capacity building areas and generally identify a person(s) or organization(s) responsible for the actionable item, develop a realistic timetable for achievement of the actionable item, and a basic checkpoint or benchmark.

### **Targeted Industry Sector No. 1, *Agriculture***

- Actionable Item: Collaborate with Nevada Cattleman, Farm Bureau, Future Farmers of America, University of Nevada Cooperative Extension, and K-12 Schools to develop

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Fact Sheets to Ensure Implementation of Agriculture-Based Curriculum in the Region's Various School Districts within Three Years.

- Curriculum to focus on the economic benefits of an agriculture-based career (job opportunities, income opportunities, etc.).
- Measurable: added Future Farmers of America participation.
- Checkpoint: First Year, Evaluate Current Programs; First Year, 20 percent increase in Future Farmers of America regional participation and enrollment.

### **Targeted Industry Sector No. 2, *Healthcare***

- Actionable Item: Work with Regional Healthcare Providers to Promote Organizational Success Stories
  - Measurable: increase patient count year-over-year.

### **Targeted Industry Sector No. 3, *Mining***

- Actionable Item: Highlight the Economic Value of Local Dollar Exchange and Reduction of Leakage within the Region's Mining and Natural Resource Extraction Supply Chain
  - Measurable: development of fact sheets and studies highlighting the economic value of capturing identified supply chain leakages.
  - Measurable: a reduction in the dollar-value of supply chain leakages of 20 percent within the next three to five years.

### **Targeted Industry Sector No. 4, *Outdoor-Oriented Tourism and Recreation***

- Actionable Item: Integrate and Bolster Relationships with Regional Convention, Visitors and Tourism Authorities
- Actionable Item: Develop an Integrated Regional Marketing Committee

### **Targeted Industry Sector No. 5, *Vocational Trades and Construction***

- Actionable Item: Engage K-12 School Districts within the Region to Develop a Program Designed to Promote Local and Regional Opportunities that Highlights the Vocational Trades
- Actionable Item: Improve and Expand Shop/Welding/Woodworking Curriculum within the K-12 Schools
- Actionable Item: Identify and Assist Great Basin College in Filling the Gaps in Vocational Trade Training Curriculum

### **Targeted Industry Sector No. 6, *Wholesale Trade***

- Actionable Item: Partner with Lander Grant University System (Nevada System of Higher Education and the University of Nevada, Reno) to Identify and Promote Opportunities Based on Available Natural Resources within the Region

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### **Selected Economic Development Capacity Building Area No. 1, *Education and Training***

- Actionable Item: Engage K-12 School Districts within the Region to Develop a Program Designed to Promote Local and Regional Opportunities that Highlights the Vocational Trades
- Actionable Item: Improve and Expand Shop/Welding/Woodworking Curriculum within the K-12 Schools
- Actionable Item: Identify and Assist Great Basin College in Filling the Gaps in Vocational Trade Training Curriculum

### **Selected Economic Development Capacity Building Area No. 2, *Housing Development***

- Actionable Item: Work with Local Governments to Develop and Employ Incentives for Builders and Contractors

### **Selected Economic Development Capacity Building Area No. 3, *Marketing and Attraction***

- Actionable Item: *to be developed upon adoption of this Comprehensive Economic Development Strategy by the Northeastern Nevada Regional Development Authority*

### **Selected Economic Development Capacity Building Area No. 4, *Technology Development***

- Actionable Item: Establish Entrepreneur Workshops focused on Technology Development for the Purpose of Education and Networking

### **Selected Economic Development Capacity Building Area No. 5, *Small Business, Entrepreneurship, Innovation***

- Actionable Item: *to be developed upon adoption of this Comprehensive Economic Development Strategy by the Northeastern Nevada Regional Development Authority*

In addition to specific actionable items for these six targeted industry sectors and five targeted economic development capacity building areas, workshop participants identified a series of actionable items specifically targeting the additional development of improved broadband connectivity within the region. Specifically, workshop participants suggested the development and implementation of a new property tax assessment to directly support the development of needed broadband infrastructure. Workshop participants argued that the Northeastern Nevada Regional Development Authority, in partnership with the region's various local municipal and county governments and in partnership with other rural (non-metro) communities and regions throughout the state of Nevada, should lead this initiative and that the establishment of this new property tax assessment should be completed within the next five years.

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## 9.0 Strategic Economic Development Goals for the Member Counties and Communities

As part of this wider regional Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority, companion Comprehensive Economic Development Strategy documents for Elko County (including the communities of the City of Carlin, City of Elko, City of Wells, City of West Wendover and the communities of Jackpot and Spring Creek), Eureka County, Lander County, and White Pine County were developed. As referenced earlier in this technical report, Humboldt County had already completed their own strategic economic development plan prior to the start of this regional process and Pershing County was admitted to the Northeastern Nevada Regional Development Authority after this regional process had been completed.

While each individual county and community will be primarily responsible for the implementation and administration of these community and county-level Comprehensive Economic Development Strategy plans, the Northeastern Nevada Regional Development Authority will provide assistance and coordination support to each community and county. Through implementation and administration of this Comprehensive Economic Development Strategy for the entire region, the Northeastern Nevada Regional Development Authority will indirectly assist with implementation and administration of the community and county-level Comprehensive Economic Development Strategy plans. This section presents the specific economic development goals and objectives for the various community and county-level Comprehensive Economic Development Strategy plans developed as part of this regional strategic economic development planning initiative.

### 9.1 Elko County

The development of a new five-year Comprehensive Economic Development Strategy for Elko County involved the development of several individual community-level strategic economic development plans for the City of Carlin, the City (and County) of Elko, the City of Wells, the City of West Wendover, and the communities of Jackpot and Spring Creek. Development of these individual community-level Comprehensive Economic Development Strategy documents were pursued due to the unique geographic make-up of Elko County. As most of Elko County's population is located in relatively isolated geographic locations throughout the county, development of specific strategic economic development plans for each individual community could better address the unique and specific economic development needs of each individual community.

The development of these individual community-level plans, including the development of community focused strategic economic development vision statements and strategic economic development goals, were developed during a series of strategic economic development planning workshops held between July 22, 2019 through July 27, 2019 in Carlin, Nevada, Elko, Nevada,

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and West Wendover, Nevada and between August 19, 2019 and August 22, 2019 in Carlin, Nevada and Elko, Nevada and on September 5, 2019 and September 6, 2019 in West Wendover, Nevada. These workshops were facilitated by faculty from the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno.

#### 9.1.a City of Carlin Comprehensive Economic Development Strategy for 2020 through 2025

As part of the new five-year Comprehensive Economic Development Strategy for the City of Carlin for 2020 through 2025, the following strategic economic development vision has been developed:

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

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

As part of this new five-year strategic economic development vision, the following eight strategic economic development goals and objectives have been developed for the City of Carlin:

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

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While development of the new strategic economic development vision and development of the new 2020 through 2025 strategic economic development goals was completed by various public-sector, for-profit private-sector, and non-profit private-sector sector representatives, the City of Carlin (government of), including the City of Carlin City Council and the City of Carlin City Manager’s Office, will serve as the standing Comprehensive Economic Development Strategy Committee for the City of Carlin. The City of Carlin (government of) will be the primarily responsible entity for overall implementation, evaluation, and administration of the Comprehensive Economic Development Strategy for the City of Carlin for 2020 through 2025.

9.1.b City of Elko (Elko County in General) Comprehensive Economic Development Strategy for 2020 through 2025

As part of the new five-year Comprehensive Economic Development Strategy for the City of Elko, the area immediately surrounding the City of Elko, and for Elko County in general for 2020 through 2025, the following strategic economic development vision has been developed:

*Elko will be a magnet for economic activity in the intermountain west, attracting a diverse and professional workforce. Residents will enjoy a lifestyle that embraces the future while honoring our rich heritage.*

*Through regional collaboration, Elko will aggressively pursue implementation of technology and investment to drive economic diversification and enhance quality of life for all who call Elko home.*

As part of this new five-year strategic economic development vision, the following four strategic economic development goals and objectives have been developed for the City of Elko, the area immediately surrounding the City of Elko, and for Elko County in general:

- **Goal No. 1:** Increase access to reliable Internet (at least 15 BPS consistently) through the recruitment of an additional provider to serve the City of Elko. To bring fiber supported Internet to Elko by December, 2020.
- **Goal No. 2:** Reduce the percentage of population living below the poverty line by 20 percent in the City of Elko by July 1, 2024.
- **Goal No. 3:** Increase commercial air service to and from Salt Lake City and Reno by 2025. To have two additional airlines servicing the Elko area with direct flights from and to Reno, Nevada by July 1, 2024.
- **Goal No. 4:** Formalize and establish a process of collaboration between Spring Creek Association, City of Elko, and Elko County and convene the first meeting by January 30, 2020.

The development of the new strategic economic development vision and development of the new 2020 through 2025 strategic economic development goals for the City of Elko, the area immediately surrounding the City of Elko, and for Elko County was completed by various

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public-sector, for-profit private-sector, and non-profit private-sector sector representatives. These individuals will continue to serve as the Comprehensive Economic Development Strategy Committee for the City of Elko, the area immediately surrounding the City of Elko, and for Elko County in general and, in partnership with the Northeastern Nevada Regional Development Authority, will be responsible for the overall implementation, evaluation, and administration of the Comprehensive Economic Development Strategy for the City of Elko, the area immediately surrounding the City of Elko, and for Elko County in general for 2020 through 2025.

#### 9.1.c City of Wells Comprehensive Economic Development Strategy for 2020 through 2025

As part of the new five-year Comprehensive Economic Development Strategy for the City of Wells for 2020 through 2025, the following strategic economic development vision has been developed:

*The City of Wells welcomes the world to a business friendly and empowering environment that embraces our values of team work, reliability and passion. In creating an environment that fosters economic growth through entrepreneurial and vocational work force education, we will grow smartly.*

As part of this new five-year strategic economic development vision, the following six strategic economic development goals and objectives have been developed for the City of Wells:

- **Goal No. 1:** Launch new dual enrollment construction/trades program at local high schools by August 2021.
- **Goal No. 2:** Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package).
- **Goal No. 3:** Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021.
- **Goal No. 4:** Increase new business development by 5 new startups by December 2024 (1 per year) by utilizing Goal No. 2.
- **Goal No. 5:** Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process.
- **Goal No. 6:** Acquire U.S. Highway 40 through Wells by July 31, 2021.

While development of the new strategic economic development vision and development of the new 2020 through 2025 strategic economic development goals was completed by various public-sector, for-profit private-sector, and non-profit private-sector sector representatives, the City of Wells (government of), including the City of Wells City Council and the City of Wells City Manager's Office, will serve as the standing Comprehensive Economic Development Strategy

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Committee for the City of Wells. The City of Wells (government of), in partnership with the Northeastern Nevada Regional Development Authority, will be the primarily responsible entity for overall implementation, evaluation, and administration of the Comprehensive Economic Development Strategy for the City of Wells for 2020 through 2025.

#### 9.1.d City of West Wendover Comprehensive Economic Development Strategy for 2020 through 2025

As part of the new five-year Comprehensive Economic Development Strategy for the City of West Wendover for 2020 through 2025, the following strategic economic development vision has been developed:

*Within the next five years, the City of West Wendover, as a city and as a community, will become a more self-supporting community for our residents and businesses by providing basic and expanded needed resources and services. The community will strive to maintain its existing rural identity and culture while growing as a destination for a diversity of businesses, tourism activities and recreational opportunities.*

As part of this new five-year strategic economic development vision, the following five strategic economic development goals and objectives have been developed for the City of West Wendover:

- **Goal No. 1:** Within two years, recruit, open, and operate a 24 hour a day/7 day a week Urgent Care Facility with x-ray services, emergency services, family care services, OBGYN services, and dialysis services.
- **Goal No. 2:** Within two years, provide access to natural gas to replace expensive propane and increase reliability to encourage business development and lower costs.
- **Goal No. 3:** Within three years, develop and open a Rec Center with basketball courts, performance stage, indoor walking track, kitchen facility, weight room, exercise and yoga facilities, and a game room.
- **Goal No. 4:** Within five years, increase the community's total population by 5 percent (over five years between year one and year five) benchmarked relative to existing income and wage levels (to ensure current levels in incomes and wages benchmarked to 2019 levels).
- **Goal No. 5:** Within five years, recruit, open and keep open one new major (diversified) employer in the community.

The development of the new strategic economic development vision and development of the new 2020 through 2025 strategic economic development goals for the City of West Wendover was completed by various public-sector, for-profit private-sector, and non-profit private-sector sector representatives. These individuals will continue to serve as the Comprehensive Economic

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Development Strategy Committee for the City of West Wendover and, in partnership with the Northeastern Nevada Regional Development Authority, will be responsible for the overall implementation, evaluation, and administration of the Comprehensive Economic Development Strategy for the City of West Wendover for 2020 through 2025.

9.1.e A Comprehensive Economic Development Strategy for the Communities of Jackpot and Spring Creek for 2020 through 2025

As part of the new five-year Comprehensive Economic Development Strategy for the unincorporated communities of Jackpot, Nevada and Spring Creek, Nevada for 2020 through 2025, the following strategic economic development vision has been developed:

*The foothills of the Ruby Mountains will cultivate and integrate new businesses creating a diverse economy through education and fostering health and wellness of our residents while embracing the natural beauty of our rural surroundings.*

As part of this new five-year strategic economic development vision, the following five strategic economic development goals and objectives have been developed specifically for the communities of Jackpot, Nevada and Spring Creek, Nevada:

- **Goal No. 1:** Grow technical educational programs for current and potential industries by 2024. Identify the technical needs and capacity required to create an educational program with three new industry sectors within one year of adoption of the strategic plan.
- **Goal No. 2:** Increase access to capital for small business development by 3 percent by 2022.
- **Goal No. 3:** Increase affordable housing for middle to low income buyers by 5 percent through the use of assistance organization by 2024.
- **Goal No. 4:** The Northeastern Nevada Regional Development Authority will provide population and demographic statistical information to potential healthcare provider to establish a business within four years in Spring Creek.
- **Goal No. 5:** Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months.

The development of the new strategic economic development vision and development of the new 2020 through 2025 strategic economic development goals for the communities of Jackpot, Nevada and Spring Creek, Nevada was completed by various public-sector, for-profit private-sector, and non-profit private-sector sector representatives. These individuals will continue to serve as the Comprehensive Economic Development Strategy Committee for the communities of Jackpot, Nevada and Spring Creek, Nevada and, in partnership with the Northeastern Nevada Regional Development Authority, will be responsible for the overall implementation, evaluation, and administration of the Comprehensive Economic Development Strategy for the communities of Jackpot, Nevada and Spring Creek, Nevada for 2020 through 2025.

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Further implementation, evaluation, and administration of the Comprehensive Economic Development Strategy for Jackpot, Nevada and Spring Creek, Nevada will also be done in tandem with the implementation, evaluation, and administration of the new five-year Comprehensive Economic Development Strategy for the City of Elko, the area immediately surrounding the City of Elko, and for Elko County in general. Coordination with Elko County is required largely due to the unincorporated nature of both Jackpot, Nevada and Spring Creek, Nevada.

## 9.2 Eureka County

The Comprehensive Economic Development Strategy for Eureka County for 2020 through 2025 was developed during a series of strategic economic development planning workshops held on July 18, 2019 in Eureka, Nevada and on August 15, 2019 in Eureka County. These workshops were facilitated by faculty from the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno. As part of the new five-year Comprehensive Economic Development Strategy for Eureka County for 2020 through 2025, the following strategic economic development vision has been developed:

*Eureka County will diversify, innovate, and grow the county's economy through continued diversification, innovation and growth by investing in key industry sectors, including mining, agriculture, natural resources and small business development and expansion.*

*Eureka County values our rich rural heritage and lifestyle and future economic development diversification, innovation, and growth will be pursued only if it is consistent with the rich rural heritage and lifestyle that we value.*

Eureka County, prior to the development of its new five-year Comprehensive Economic Development Strategy for 2020 through 2025, had an existing Comprehensive Economic Development Strategy completed and adopted in 2014. As part of the development of the new five-year Comprehensive Economic Development Strategy, several of the individual goals and objectives from the 2014 Comprehensive Economic Development Strategy were selected for inclusion into the new five-year strategy for 2020 through 2025. These goals and objectives from the 2014 Comprehensive Economic Development Strategy for Eureka County, extended into the 2020 to 2025 period, are as follows:

- **Goal No. 1:** Expand and Diversify the Eureka County Economy
  - Objective 1.1: Increase the number of resident employees as a percentage of total mining employment in Eureka County.
  - Objective 1.2: Increase the number of and total employment by mines in Eureka County.
  - Objective 1.3: Expand the number of non-mining basic industries located in Eureka County.
  - Objective 1.4: Increase the number of retail and service related business establishments in Eureka County.

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- **Goal No. 2: Retain and Expand Business**
    - Objective 2.1: Increase mining related purchases from Eureka County businesses.
    - Objective 2.2: Increase local government purchase from Eureka County businesses.
    - Objective 2.3: Increase state and federal purchases from Eureka County businesses.
    - Objective 2.4: Increase resident purchases from Eureka County businesses.
    - Objective 2.5: Increase purchases by County-based businesses from County-based businesses.
    - Objective 2.6: Identify and minimize barriers to existing business success.
    - Objective 2.7: Provide incentives for existing business expansion.
    - Objective 2.8: Increase snow water generated in the Diamond Mountains and related recharge of the Diamond Valley Aquifer. (Kept but De-Prioritized)
    - Objective 2.9: Utilize temporary beneficial secondary use of mine de-watered water in the vicinity of Diamond Valley for groundwater recharge purposes in Diamond Valley. (Kept but De-Prioritized)
    - Objective 2.10: Incentivize investment in water conservation technologies for irrigation in Diamond Valley.
    - Objective 2.11: Incentivize investment in replacement of existing high water crops with low water use and dry land crops in Diamond Valley.
    - Objective 2.12: Secure supplemental sources of water for aquifer storage and recharge in the Diamond Valley.
  
  - **Goal No. 3: Increase Availability of and Access to Capital for Business and Industrial Development in Eureka County.**
    - Objective 3.1 (formerly Objective 3.2): Increase Nevada State Bank Community Reinvestment Act related lending to local businesses.
    - Objective 3.2 (formerly Objective 3.3): Increase Rural Nevada Development Corporation lending to Eureka County businesses.
  
  - **Goal No. 4: Increase Visitation to and Spending in Eureka County.**
    - Objective 4.1: Minimize vacancy rates in area motels, hotels and RV parks.
  
  - **Goal No. 5: Establish and Maintain Relationships with Federal, State, and Local Government Economic Development Officials and Non-Governmental Parties**
    - Objective 5.1: Establish and maintain relationships with federal economic development officials.
    - Objective 5.2: Establish and maintain relationships with state economic development officials.
    - Objective 5.3 (formerly Objective 5.5): Establish and maintain relationships with non-governmental economic development related organizations.

Twelve new strategic economic development goals were developed specifically for the new five-year Comprehensive Economic Development Strategy for Eureka County for 2020 through 2025.

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These 12 new strategic economic development goals, tied to the new strategic economic development vision listed above, are:

- **Goal No. 1:** Within five years, will include two to seven medical services with urgent care, medical services, birthing center, assisted living, skilled nursing with hospice service to support the aging population of the county.
- **Goal No. 2:** Increase in tourism to achieve an 80 percent occupancy rate by 2020.
- **Goal No. 3:** Develop tourism potential with grants to develop historical resources.
- **Goal No. 4:** Recruit one large non-traditional industry (greater than \$250,000 CAPEX, 15 to 20 jobs) by December 2024.
- **Goal No. 5:** Light industry using a railhead at Beowawe to bring supplies in and products out.
- **Goal No. 6:** Establish small business loan (grant) program that offers two to three loans annually by December 2021.
- **Goal No. 7:** Increase visitors to Eureka County by 50 percent to 100 percent by December 2021.
- **Goal No. 8:** Increase events in Eureka County by 300 percent by December 31, 2020.
- **Goal No. 9:** Add three to five small businesses (\$5 to \$20,000 CAPEX, one to three jobs each) in Eureka County by December 2024.
- **Goal No. 10:** Mining diversification from gold – vanadium and Moly prospects.
- **Goal No. 11:** Collaborate with developers to build ten new homes per year on county lots starting in 2019.
- **Goal No. 12:** Increase recharge to Diamond Valley alluvial aquifer from future mining; dewatering in the flow system.

While development of a the new strategic economic development vision, evaluation of the existing 2014 strategic economic development goals and objectives, and development of the new 2020 through 2025 strategic economic development goals was completed by various public-sector, for-profit private-sector, and non-profit private-sector sector representatives, the Eureka County Board of County Commissioners will serve as the standing Comprehensive Economic Development Strategy Committee for Eureka County. The Eureka County Board of County Commissioners will be the primarily responsible entity for overall implementation, evaluation, and administration of the Comprehensive Economic Development Strategy for Eureka County for 2020 through 2025.

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### 9.3 Lander County

The Comprehensive Economic Development Strategy for Lander County for 2020 through 2025 was developed during a series of strategic economic development planning workshops held on July 15, 2019 and July 16, 2019 in Battle Mountain, Nevada and on August 12, 2019 and August 20, 2019 in Battle Mountain, Nevada. These workshops were facilitated by faculty from the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno. As part of the new five-year Comprehensive Economic Development Strategy for Lander County for 2020 through 2025, the following strategic economic development vision has been 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.*

As part of this new five-year strategic economic development vision, the following 11 strategic economic development goals and objectives have been developed for Lander County:

- **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,

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- **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 unites (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.

The Lander Economic Development Authority will continue to serve as the Comprehensive Economic Development Strategy Committee for the five-year 2020 through 2025 period. The Lander Economic Development Authority is an advisory board to the Lander County Board of County Commissioners and acts as the lead agency for economic development within Lander County, including the communities of Austin, Battle Mountain, and Kingston.

## 9.4 White Pine County

Through a series of strategic economic development planning workshops facilitated by representatives from the Nevada Governor’s Office of Economic Development and the U.S. Department of Agriculture Rural Development, a new five-year Comprehensive Economic Development Strategy has been developed for White County.

As part of the new five-year Comprehensive Economic Development Strategy for White Pine County for 2020 through 2025, the following strategic economic development mission and vision has been developed:

***White Pine County Mission:*** *White Pine County is creating a community with a diverse economy and “Ely”vated quality of life for our citizens and visitors through focused collaboration and cooperation.*

***White Pine County Vision:*** *As the premier destination for outdoor enthusiasts, Ely’s vibrant downtown attracts all age groups. Our community is proud of our state-of-the-art infrastructure, quality housing at all price points and his home to the number one school district in the State. Welcome Home!*

As part of this new five-year strategic economic development vision, the following 13 strategic economic development goals and objectives have been developed for White Pine County:

- **Goal No. 1:** Develop a Comprehensive Outdoor Recreation/Tourism Plan to expand outdoor recreation accessibility and economic impact by developing outdoor businesses, services, and events.

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- **Goal No. 2:** Working with Main Street American Program, Revitalize Ely Downtown Area.
  - **Goal No. 3:** Work with economic development authorities to identify and recruit new Businesses.
  - **Goal No. 4:** Develop a community plan to address housing needs to address blight, assess needs, provide affordable housing, as well as trades recruitment or a trades educational program specific to housing needs.
  - **Goal No. 5:** Develop a comprehensive education plan for all county schools.
  - **Goal No. 6:** Develop a workforce plan to include partnerships with local industry, colleges, and high school.
  - **Goal No. 7:** Maintain and expand efforts related to securing water in White Pine County.
  - **Goal No. 8:** Address outdated infrastructure, make infrastructure available for development – Broadband-Sewer-Water-Paving.
  - **Goal No. 9:** Develop a way to build partnerships with federal and state agencies.
  - **Goal No. 10:** Develop an expansion plan for the airport.
  - **Goal No. 11:** Develop a county wide transportation plan.
  - **Goal No. 12:** Create a comprehensive broadband plan for White Pine County.
  - **Goal No. 13:** Reduce energy costs by making a natural gas option available.

On August 14, 2019, the White Pine County Board of County Commissioners adapted the *White Pine County Public Lands Policy Plan 2018* as part of the county’s overall resiliency planning effort. This resiliency planning effort was developed and completed in tandem with the development of the new five-year Comprehensive Economic Development Strategy for White Pine County. Several of the specific goals and strategies developed as part of the county’s resiliency planning effort, and incorporated into the new five-year Comprehensive Economic Development Strategy for White Pine County, include:

- Downstream manufacturing for hemp farm.
- Engage in mine closure planning.
- Work to streamline property transfer from the federal government.

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- Develop more effective strategies related to federal government issues of wild horse and sage grouse issues that are impacting the agricultural and tourism (hunting) industries.
  - Establish a town site 40 to 50 miles east of Ely, Nevada to provide housing and development related to the mining industry.
  - Actively work on improving and expanding transportation infrastructure, including: (1) engaging state and federal level officials to bring the proposed U.S. Interstate 11 corridor through White Pine County and Ely, and (2) renovate the rail system from Ely north.
  - Bring natural gas into White Pine County and Ely.
  - Work to diversify the economy.
  - Engage developers and identify other strategies for addressing housing.

A number of these goals and objectives, developed as part of White Pine County's resiliency planning efforts, were incorporated into the various goals and objectives developed for the new five-year Comprehensive Economic Development Strategy for White Pine County including the development of a plan to communicate concerns through the hiring of lobbyists, petitions, and the development of a comprehensive Awareness and Education Campaign.

As part of the development of new five-year Comprehensive Economic Development Strategy for White Pine County, a new 'strategy committee' was established. Community sectors and representatives selected for this 'strategy committee', that will continue to serve as the Comprehensive Economic Development Strategy Committee for White Pine County, include the following:

- Representatives of Local Businesses
- Local Government including Representation from White Pine County and the City of Ely
- Key Industry Sector Representatives
- Representatives from Finance and with Financial Experience
- Representatives from Agriculture including Farming and Ranching
- Environmental Representatives
- Specific Profession Representatives (Law, Medicine, Engineering, Education, etc.)
- Utilities and Utility Service Providers
- Community Organization Representatives

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- Workforce and Workforce Development Specialists
  - Community-Based Committees
  - Members of the Goshute and Ely Shoshone Tribes

This standing Comprehensive Economic Development Strategy Committee for White Pine County will have primary responsibility for ensuring implementation and administration of the new five-year Comprehensive Economic Development Strategy for White Pine County.