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**TECHNICAL REPORT  
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**A COMPREHENSIVE ECONOMIC DEVELOPMENT  
STRATEGY FOR THE CITY OF WEST WENDOVER, PART OF  
ELKO COUNTY, NEVADA, 2020 THROUGH 2025**



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**UNIVERSITY OF NEVADA, RENO**

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

Frederick A. Steinmann

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

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



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# **City of West Wendover Comprehensive Economic Development Strategy 2020 through 2025**

## **Economic Development Vision**

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.

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# City of West Wendover Comprehensive Economic Development Strategy 2020 through 2025

## Priority Goals

**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.

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

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

- **Condition 1:** Encourage growth in the community's stagnated population growth.
- **Condition 2:** Attract a younger population to move to West Wendover in response to overall aging of the community's existing population.
- **Condition 3:** Development of workforce development programs in order to address the shortage of trained and skilled workers that exists within the community.

While successful implementation of this five-year Comprehensive Economic Development Strategy will require the collaborative and combined efforts of several public sector, private sector and non-profit organizations, agencies, firms and representatives, the City of West Wendover and the City of West Wendover City Council will serve as the Comprehensive Economic Development Strategy Committee. The City of West Wendover and the City of West Wendover City Council, in partnership with 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 the individual conditions outlined in this Comprehensive Economic Development Strategy for the City of West Wendover for 2020 through 2025. Due to significant decreases in countywide and community-wide 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 or community with a fundamental affirmation of the organization’s or community’s core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization or the community will attempt to achieve and implement over the strategic planning horizon.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

This University Center for Economic Development technical report presents the results from the local community and county-level workshops held in West Wendover, Nevada on July 26, 2019 and July 27, 2019 and on September 5, 2019 and September 6, 2019 and contains the required elements of the new five-year Comprehensive Economic Development Strategy for the City of West Wendover for 2020 through 2025. A number of the various elements found in this five-year 2020 Comprehensive Economic Development Strategy for the City of West Wendover are included in the five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. Unless otherwise indicated, both the City of West Wendover and the Northeastern Nevada Regional Development Authority will jointly serve as the Comprehensive Economic Development Strategy Committee for the purposes of implementation and annual evaluation of the 2020 Comprehensive Economic Development Strategy for the City of West Wendover.

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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 City of West Wendover.

### 3.1 State Law and Regional Considerations

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

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

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

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

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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-wide economic development plan created in 2012, *Moving Nevada Forward: A Plan for Excellence in Economic Development 2012-2014*, are to establish a cohesive economic development operating system in the state, to increase opportunity through local education and workforce development, to catalyze innovation in core and emerging industries, to advance targeted sectors and opportunities, and to expand global engagement.

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

### **3.2 Federal Considerations**

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

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

“The purpose of EDA Planning Investments is to provide support to Planning Organizations for the development, implementation, revision or replacement of Comprehensive Economic Development Strategies, and for related short-term

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Planning Investments and State plans designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the nation's most economically distressed Regions. EDA's Planning Investments support partnerships within District Organizations, Indian Tribes, community development corporations, non-profit regional planning organizations and other Eligible Recipients. Planning activities supported by these Investments must be part of a continuous process involving the active participation of Private Sector Representatives, public officials and private citizens, and include:

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

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

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

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

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

The remaining sections of this University Center for Economic Development technical report provides the content for each of these ten technical requirements and comprise the

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Comprehensive Economic Development Strategy for the City of West Wendover 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*, for the City of West Wendover and was completed by workshop participants who participated in the first and second community and county-level Comprehensive Economic Development Strategy workshops for the City of West Wendover held on July 26, 2019 and July 27, 2019 and on September 5, 2019 and September 6, 2019 in West Wendover, Nevada.

### 4.1 Developing a Community and Regional Economic Development Network

During the two community and county-level Comprehensive Economic Development Strategy workshops for the City of West Wendover held on July 26, 2019 and July 27, 2019 and on September 5, 2019 and September 6, 2019, workshop participants, using Stronger Economies Together Module 1, *Launching Stronger Economies Together and Building a Strong Regional Team*, identified various industry and interest area individuals, organizations, and private sector firms already engaged in various economic development efforts throughout the City of West Wendover, Elko County, and for the entire northeastern Nevada region. These individuals, organizations, and private sector firms were sorted into three primary economic development areas: (1) collaborate, (2) cooperate, and (3) coordinate.

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

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

- Hispanic community
- Sheldon Mudd (Northeastern Nevada Regional Development Authority)
- U.S. Department of Defense
- City Government (City of West Wendover)
- Heidi Lewis
- Wendover Airport
- Chris Melville
- County Health and Welfare
- City of West Wendover Mayor and City Council
- Principals (Elko County School District)

- 
- Jas Foundation
  - Brenda
  - Northeastern Nevada Regional Development Authority
  - Elko County
  - Russ Draper (Church of Jesus Christ of Latter-Day Saints)
  - Deep Roots
  - Alinea Ceballos
  - Luca Benntez
  - Historic Airfield
  - Gaming Industry
  - Great Basin College
  - Mines
  - Smiths
  - Bomarc Development
  - U.S. Bureau of Land Management
  - U.S. Department of Agriculture

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

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

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

- Robert Tryjillo
- Hispanic Community
- Nick Flores
- Sheldon Mudd (Northeastern Nevada Regional Development Authority)
- Izzy Gutterrez
- Heidi Lewis
- City Government (City of West Wendover)
- Chris Melville

- 
- Jorge Espinoza
  - City of West Wendover Mayor and City Council
  - Principals (Elko County School District)
  - Brenda
  - Northeastern Nevada Regional Development Authority
  - Father of Catholic Church
  - Russ Draper (Church of Jesus Christ of Latter-Day Saints)
  - Chris Lund
  - Jasie Holm
  - Jenera Healy
  - Alinea Ceballos
  - Moises (Muchines40)

These cooperating individuals, organizations, and private sector firms indirectly engage in various economic development efforts throughout and around the City of West Wendover. Workshop participants noted that each of these individuals, organizations, and private sector firms provide essential leadership throughout the community while also representing key emerging industry sectors and interest areas. Specifically, workshop participants noted that healthcare and workforce development and recruitment represent significant opportunities for the City of West Wendover as identified in the Strengths, Weaknesses, Opportunities, and Threats analysis presented in Section 5.0 of this Comprehensive Economic Development Strategy for the City of West Wendover and University Center for Economic Development technical report. While each individual, organization, and private sector firm listed as ‘cooperating’ will retain their unique and independent mission and vision, their efforts already align with the various economic development goals and objectives listed in Section 7.0 of this Comprehensive Economic Development Strategy and University Center for Economic Development technical report.

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

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

- Hispanic Community
- Nick Flores
- Sheldon Mudd (Northeastern Nevada Regional Development Authority)
- City Government (City of West Wendover)
- Izzy Gutterrez
- Heidi Lewis
- Chris Melville
- Jorge Espinoza

- 
- City of West Wendover Mayor and City Council
  - Principals (Elko County School District)
  - Jas Foundation
  - Northeastern Nevada Regional Development Authority
  - Brenda
  - Father of Catholic Church
  - Chris Lund
  - Jasie Holm
  - Jenera Healy
  - Alinea Ceballos
  - Luca Benntez
  - Historic Airfield
  - Gamin
  - Great Basin College
  - Mines
  - Smiths
  - Bomarc Development

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

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

Economic development efforts can be organized into four general areas, including: (1) creation activities, (2) attraction activities, (3) retention activities, and (4) expansion activities. Creation economic development activities include the strategies and initiatives designed to encourage the formation of new private sector firms within a community and throughout a region. Attraction economic development activities include the efforts to recruit existing business and industry to a specific community or region. Retention economic development activities include the strategies for maintaining and strengthening the community's and region's existing firms and expansion economic development activities include the various initiatives to encourage the growth of existing firms already operating within a community and region. Workshop participants who participated in the two community and county-level Comprehensive Economic Development Strategy workshops for the City of West Wendover held on July 26, 2019 and July 27, 2019 and on September 5, 2019 and September 6, 2019, using Stronger Economies Together Module 2, *Exploring Your Region's Economic and Demographic Foundation*, were asked to identify the existing creation, attraction, retention, and expansion strategies and initiatives already being led by various individuals, organizations, and private sector firms in and around the City of West Wendover.

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#### 4.2.a Existing Creation Economic Development Initiatives

Workshop participants noted a number of existing administrative, economic, and geographic conditions that already drive much of the community's existing business creation economic development strategies and initiatives. Workshop participants noted that the relatively low cost of securing a business license from the City of West Wendover and the city's relatively fast permitting process makes the community particularly attractive to new small businesses and entrepreneurial start-ups. Workshop participants also noted that the community has relatively lower wage expectations when compared to other parts of Elko County, the northeastern Nevada region, the state of Nevada, and, especially, neighboring communities located in the state of Utah including the Salt Lake City metropolitan statistical area.

Creation oriented economic development initiatives in the City of West Wendover also benefit from relatively reasonable utility rates, again when compared to other parts of Elko County, the northeastern Nevada region, the state of Nevada, and, especially, neighboring communities located in the state of Utah including communities within the Salt Lake City metropolitan statistical area. The greater West Wendover area, including parts of unincorporated Elko County, has an abundance of available land to support mid-sized to large-sized firms. The City of West Wendover, in partnership with Elko County, the Northeastern Nevada Regional Development Authority, and the Nevada Governor's Office of Economic Development, recently established an Opportunity Zone, established by the U.S. Tax Cuts and Jobs Act of 2017. This Opportunity Zone in the City of West Wendover and in adjacent unincorporated parts of Elko County allows the City of West Wendover, again in concert with Elko County and the Northeastern Nevada Regional Development Authority, to offer various tax incentives to new businesses in order to encourage long-term private investment in and around the community.

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

Like the community's existing business creation economic development initiatives, the City of West Wendover's existing attraction economic development initiatives largely focuses on providing access to an abundance of available land to support mid-sized to large-sized business development in and around the community. In concert with providing access to an abundance of available land, the City of West Wendover, in partnership with Elko County, the Northeastern Nevada Regional Development Authority, and the Nevada Governor's Office of Economic Development, actively uses its established Opportunity Zone, created as a result of the U.S. Tax Cuts and Jobs Act of 2017, to actively recruit new businesses to the City of West Wendover. The City of West Wendover, in partnership with other economic development organizations, can offer tax incentives to recruited businesses to encourage long-term private investment in the community's existing Opportunity Zone.

Unlike other rural or non-metropolitan communities, the City of West Wendover's existing business attraction economic development initiatives benefit from the existence of a relatively large and robust municipal county-owned airport, the Wendover Airport. This airport largely services the community's significant annual tourist and visitor population but efforts have been made to market the airport as part of the community's business attraction initiatives. The City of

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West Wendover's relatively low cost of living and sizable pool of young available workers are additional parts of the community's overall socio-demographic and economic makeup that makes the City of West Wendover attractive to new firms of various sizes in various industry and occupation sectors.

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

The City of West Wendover boasts a large tourism and visitor industry and occupation sector due to the number of major hotel and casino resorts that operate throughout the community. Established largely to entice tourists and visitors from the state of Utah and along the Utah Wasatch Mountains, these major hotel and casino resorts attract upwards of 5 million visitors per year to the City of West Wendover, a community with a residential population of just under 5,000 people in 2019 and, regionally, with a residential population of just under 6,000 (including the City of West Wendover in Nevada and the City of Wendover in Utah). Individual firms already operating within the City of West Wendover benefit from the community's existing and robust tourism and visitor industry and occupation sector.

In addition to the major hotel and casino resorts that already operate throughout the community, the City of West Wendover is host to a number of internationally recognized events each year and the community's and immediate surrounding area's historic environment and access to a wide variety of outdoor recreation opportunities drives additional tourism throughout the community and throughout the immediate surrounding area. Existing local businesses have been able to serve this population of tourists and visitors by offering alternatives to the adult-oriented recreation and entertainment offered by the existing stock of major hotel and casino resort properties. The combination of internationally recognized events, the area's historic environment, and access to unique outdoor recreation opportunities has successfully helped build up and expand upon the City of West Wendover's existing business retention economic development initiatives.

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

The City of West Wendover has recently partnered with the Northeastern Nevada Regional Development Authority and the Nevada Governor's Office of Economic Development to implement the Nevada Main Street program. The Nevada Main Street program, according to the Nevada Governor's Office of Economic Development, is a holistic approach to Main Street revitalization that involves aesthetics, business creation and retention, and housing development designed to create healthy and economically vibrant communities. With the Northeastern Nevada Regional Development Authority and the Nevada Governor's Office of Economic Development, the City of West Wendover has already developed a comprehensive Main Street revitalization plan for the community and is currently working with a number of existing businesses to use incentives in the Nevada Main Street program to encourage and support business expansion of existing operations.

The City of West Wendover realizes that existing businesses seeking to expand their current operations may need a new location that the firm can grow into. The City of West Wendover utilizes existing access to an abundance of available land that can support build-to-suit mid-sized

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and large-sized business development. The City of West Wendover has combined this access to an existing abundance of available land with the various incentives made available through the community's existing Opportunity Zone, established as part of the U.S. Tax Cuts and Jobs Act of 2017. The use of these unique incentives is done in partnership with the Northeastern Nevada Regional Development Authority and the Nevada Governor's Office of Economic Development. The existing Opportunity Zone in the City of West Wendover also overlaps the community's existing Main Street revitalization planned area which further allows the City of West Wendover to directly incentivize existing firms wishing to expand their current operations.

Workshop participants further noted that the City of West Wendover, along with various private-sector firms and organizations operating throughout the community, has continued to build a strong and robust business-to-business program. This initiative has been used to capture business-to-business purchases inside the community that may have historically been lost to neighboring jurisdictions throughout Elko County and in communities located in the neighboring state of Utah. The City of West Wendover, through continued development and improvement of its relationships with various private sector firms and organizations, has continued to use an emerging business-to-business program to support further expansion of existing firms operating throughout and around the community.

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

Workshop participants who participated in the two community and county-level Comprehensive Economic Development Strategy workshops for the City of West Wendover held on July 25, 2019 and July 26, 2019 and on September 5, 2019 and September 6, 2019, using Stronger Economies Together Module 2, *Exploring Your Region's Economic and Demographic Foundation*, were asked to identify possible new creation, attraction, retention, and expansion strategies and initiatives that should be incorporated into the development of the new five-year Comprehensive Economic Development Strategy for the City of West Wendover. Some of these possible new creation, attraction, retention, and expansion efforts are also currently being considered and developed but additional investment will be needed.

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

Workshop participants universally agreed that the further development of more robust and specialized healthcare services, in a number of specialized areas, will be critical to developing a more robust business creation economic development strategy. Workshop participants noted that the lack of specialized care services within the community leaves the community dependent on the healthcare services provided by other communities in the county and in neighboring communities in the state of Utah. This condition has likely contributed to the stagnation in growth of the community's residential population and, in-turn, limited growth of the area's workforce. Without a growing population and a subsequently growing workforce, the creation of new businesses will likely remain difficult.

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Other desired business creation initiatives and conditions, as identified by workshop participants, that should be considered as part of the City of West Wendover's new five-year Comprehensive Economic Development Strategy include the development of additional commercial retail and professional office space and the development of access to affordable natural gas. Workshop participants generally agreed that new business creation and start-up in the City of West Wendover is difficult given the lack of available turn-key commercial retail and professional office space within the community and the lack of access to natural gas. Improvements in the available square footage of new commercial retail and professional office space and the development of natural gas will be critical to the community's future business creation and start-up efforts. This will require further recruitment of new developers and builders and a natural gas provider.

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

Given the immediate community's and surrounding region's relatively low population, business attraction efforts, especially for mid-sized and large-sized firms, is difficult given the ongoing and increasing need for a larger and available workforce that firms have expressed. Workshop participants indicated that the City of West Wendover, in partnership with its various economic development and community development partners, should focus on developing new programs and initiatives designed to sustainably grow the community's and surrounding region's residential population and workforce. New housing, new healthcare services, expanded educational services, new infrastructure and utility projects, and various other quality of life and community development based initiatives, should all be considered as part of any new larger business attraction economic development initiative.

One community development based initiative specifically highlighted by workshop participants was the development of a new community and recreation center that could house a variety of services, programs, and activities designed to support the community's existing and future residential population. Through dedicated investment and eventual completion and opening of a new community and recreation center, workshop participants indicated that the community could begin to grow its existing residential population in a way that is sustainable and supported by new quality of life activities. As the community's and surrounding region's residential population and workforce begins to grow, the City of West Wendover will be able to better attract new firms that require a relatively large workforce in place to support their business operations.

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

Similar to the issues identified as part of the needed new business expansion economic development initiatives, workshop participants noted a growing need for new community development based initiatives that could stimulate and support a sustainable increase in the community's and surrounding region's existing residential population. Without a sustainably growing population, existing firms are unable to fill vacant and open positions, forcing the business to either close or relocate to another community where an available workforce exists. New housing, new healthcare services, expanded educational services, new infrastructure and utility projects, and various other quality of life and community development based initiatives,

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each designed to support a sustainable increase in the community's and immediate region's residential population, should all be considered as part of any new larger business retention economic development initiative.

Workshop participants specifically focused on developing new youth-based, family-based and senior-based services and projects designed to encourage this existing subset of the community's and immediate region's residential population to stay in West Wendover and for new families to relocate and move to West Wendover. The development of a new community and recreation facility and further development and improvement of the surrounding area's already robust mix of outdoor recreation opportunities could both help existing businesses by helping expand the community's workforce while attracting new tourists and visitors to the area.

Several workshop participants noted that the City of West Wendover, in partnership with Elko County and the Northeastern Nevada Regional Development Authority, should also actively support the development of firms in industry and occupation sectors that complement the community's existing robust tourism and visitor industry and occupation sector. This effort should also include active lobbying and support to expand the facilities and increase the number of flights in and out of the county-owned Wendover Airport. Existing firms considering possible relocation to other communities may be able to take advantage of a new complementary industry and occupation sector and increased in-bound flights at the Wendover Airport.

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

The development of a new 'buy local' or 'shop local' program should be considered as a focal point for any new set of business expansion economic development initiatives developed as part of the City of West Wendover's new five-year Comprehensive Economic Development Strategy. Workshop participants noted that a significant amount of economic activity 'leaks' from the community and is captured by neighboring communities in other parts of Elko County and in communities located in the state of Utah. By capturing this lost economic activity through a comprehensive 'buy local' or 'shop local' program, workshop participants were confident that existing firms operating within the community may be able to expand upon their existing operations.

Further development and implementation of the City of West Wendover's Main Street revitalization project, referred to as the Smith's "Market Place" expansion, coupled with expanded use of the tax incentives that can be provided through the community's existing Opportunity Zone, were also identified by workshop participants as critical for any new set of business expansion economic development initiatives developed as part of the City of West Wendover's new five-year Comprehensive Economic Development Strategy. This approach could potentially provide existing firms with the needed new, modernized, and expanded turn-key commercial retail space and professional office space in order to expand their current operations.

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## 5.0 Analysis: Existing Community and Regional Conditions

This section presents a comprehensive overview of the results from Stronger Economies Together Module 2, *Exploring Your Region's Demographics*, presented to participants of the first and second community and county-level Comprehensive Economic Development Strategy workshops for the City of West Wendover held on July 25, 2019 and July 26, 2019 and on September 5, 2019 and September 6, 2019 in West Wendover, Nevada. The results of a comprehensive community Strengths, Weaknesses, Opportunities, and Threats analysis and several community identity, environmental assessment, and community placemaking exercises facilitated by University Center for Economic Development faculty and staff are also presented in this section.

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

Ten separate socio-demographic and economic categories were examined by participants of the July 25, 2019 and July 26, 2019 City of West Wendover Comprehensive Economic Development Strategy Workshop No. 1 held in West Wendover, Nevada. These categories include total population, median age, total number of households, average household size, median household income, median family income, per capita (mean) income, percent of total population living below the poverty line, civilian workforce, and civilian unemployment rate.

#### 5.1.a Total Population

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

Between 2013 and 2017, the City of West Wendover's total residential population barely increased, increasing from an estimated 4,442 total individuals in 2013 to an estimated 4,449 total individuals in 2017, a net increase of just seven total individuals or 0.2 percent. Countywide, the total residential population for all of Elko County increased from an estimated 50,023 total individuals in 2013 to an estimated 52,377 total individuals in 2017, a net increase of 2,354 total individuals or 4.7 percent. While the City of Carlin's total residential population decreased significantly between 2013 and 2017, the City of Elko's total residential population and the City of Wells' total population both increased between 2013 and 2017, increasing an estimated 7.0 percent and an estimated 11.2 percent respectively. While the total residential population for much of Elko County, including other municipalities and population centers within the county, increased between 2013 and 2017, total residential population growth in the City of West Wendover failed to keep pace with this growth over the same 2013 to 2017 period.

<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%
<b>West Wendover</b>	<b>4,442</b>	<b>4,449</b>	<b>7</b>	<b>0.2%</b>
<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>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 entire state of Nevada between 2013 and 2017 increased from an estimated 2.7 million total individuals in 2013 to an estimated 2.9 million total individuals in 2017, a net increase of approximately 157,659 total individuals or 5.8 percent. Between 2013 and 2017, the total population for the United States increased from an estimated 311.5 million total individuals in 2013 to an estimated 321.0 million total individuals in 2017, a net increase of approximately 9.5 million total individuals or 3.0 percent.

### 5.1.b Median Age

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

Between 2013 and 2017, the median age of the City of West Wendover's residential population increased from an estimated 26.1 years of age in 2013 to an estimated 29.2 years of age in 2017, a net increase of 3.1 years of age or 11.9 percent. While the median age of the City of West Wendover was considerably lower than the median age for all of Elko County and considerably lower than the median age for the City of Carlin, City of Elko, and City of Wells in both 2013 and 2017, the growth in the median age between 2013 and 2017 in the City of West Wendover was considerably greater than the growth in the median age for all of Elko County and other communities located throughout the county between 2013 and 2017. Between 2013 and 2017,

the median age for all of Elko County increased by just 2.4 percent, increased by 8.2 percent in the City of Carlin, increased by 3.3 percent in the City of Elko, and actually decreased by -11.1 percent in the City of Wells.

<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%
<b>West Wendover</b>	<b>26.1</b>	<b>29.2</b>	<b>3.1</b>	<b>11.9%</b>
<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>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

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

### 5.1.c Total Number of Households

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

Similar to the trend in the change in the City of West Wendover’s total residential population between 2013 and 2017, the total number of households in the City of Wendover barely changed, decreasing very slightly from an estimated 1,362 total households in 2013 to an estimated 1,361 total households in 2017, a net decrease of just one household or -0.1 percent. Countywide, the total number of households for all of Elko County increased by 1.6 percent between 2013 and

2017, decreased significantly by -21.6 percent in the City of Carlin, increased by 4.5 percent in the City of Elko, and decreased by -3.0 percent in the City of Wells between 2013 and 2017.

<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%
<b>West Wendover</b>	<b>1,362</b>	<b>1,361</b>	<b>-1</b>	<b>-0.1%</b>
<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>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 total number of households statewide in the state of Nevada increased from an estimated 999,016 total households in 2013 to an estimated 1.1 million total households in 2017, a net increase of approximately 53,233 total households or 5.3 percent. Nationwide, the total number of households throughout 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 average household size for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of West Wendover is highlighted.

Given the relative lack of change in the total number of households in the City of West Wendover and in the community's total residential population between 2013 and 2017, the average household size in the City of West Wendover increased only slightly between 2013 and 2017, increasing from an estimated 3.26 people per household in 2013 to an estimated 3.27 people per household in 2017, a net increase of just 0.01 people per household or 0.3 percent.

The growth in the average household size in the City of West Wendover between 2013 and 2017 was significantly lower than the growth in the average household size for all of Elko County, increasing by 2.9 percent between 2013 and 2017, and significantly lower than the growth in the average household size for the City of Carlin, an increase of 10.4 percent, for the City of Elko, an increase of 2.1 percent, and for the City of Wells, an increase of 14.1 percent.

<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%
<b>West Wendover</b>	<b>3.26</b>	<b>3.27</b>	<b>0.01</b>	<b>0.3%</b>
<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>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

Comparatively, the average household size statewide for the state of Nevada increased slightly between 2013 and 2017, increasing from an estimate of 2.70 people per household in 2013 to an estimated 2.71 people per household in 2017, a negligible increase of just 0.01 people per household or 0.4 percent. The average household size for the entire United States was unchanged between 2013 and 2017, with an estimated average household size of 2.63 people per household in both 2013 and 2017.

### 5.1.e Median Household Income

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

Between 2013 and 2017, median household income in the City of West Wendover increased significantly, increasing from an estimated \$37,740 in 2013 to an estimated \$48,429 in 2017, a net increase of \$10,689 or 28.3 percent. Growth in median household income in the City of West Wendover between 2013 and 2017 significantly outpaced growth in median household income for all of Elko County, which increased by 8.5 percent between 2013 and 2017. Median household income also increased between 2013 and 2017 significantly more in the City of West Wendover than the growth in median household income in the City of Carlin, an increase of 7.3 percent, and in the City of Elko, an increase of 12.6 percent. Growth in median household income in the City of West Wendover was comparable to growth in median household income in the City of Wells, which grew by 28.9 percent between 2013 and 2017.

<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%
<b>West Wendover</b>	<b>\$37,740</b>	<b>\$48,429</b>	<b>\$10,689</b>	<b>28.3%</b>
<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>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

Despite the significant growth in median household income in the City of West Wendover between 2013 and 2017, actual median household income in the City of West Wendover was significantly less than the actual median household income countywide for all of Elko County (\$76,178 in 2017). On a community-by-community basis, the City of Carlin (\$74,148 in 2017), the City of Elko (\$85,530 in 2017), and the City of Wells (\$60,426 in 2017) each had significantly higher actual median household income levels than the City of West Wendover.

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

the median household income for the entire United States increased from an estimated \$53,046 in 2013 to an estimated median household income of \$53,046 in 2013 to an estimated median household income of \$57,652 in 2017, a net increase of approximately \$4,606 or 8.7 percent.

5.1.f Median Family Income

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

Change in and actual median family income levels for the City of West Wendover between 2013 and 2017 followed a similar trend to the change in and actual median household income levels for the City of West Wendover in 2013 and 2017. Between 2013 and 2017, median family income in the City of West Wendover increased from an estimated \$41,208 in 2013 to an estimated \$48,960 in 2017, a net increase of \$7,752 or 18.8 percent. Countywide, median household income for all of Elko County increased by 14.9 percent, remained relatively unchanged in the City of Carlin, increased by 11.2 percent in the City of Elko, and increased by 19.1 percent in the City of Wells.

<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%
<b>West Wendover</b>	<b>\$41,208</b>	<b>\$48,960</b>	<b>\$7,752</b>	<b>18.8%</b>
<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>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 201

In both 2013 and 2017, median family income in the City of West Wendover was significantly lower than median family income levels for all of Elko County (\$86,421 in 2017). Despite the relatively large increase in median family income in the City of West Wendover between 2013 and 2017, actual median family income levels for the City of West Wendover were also considerably lower than actual median family income levels for the City of Carlin (\$74,148 in 2017), for the City of Elko (\$74,148 in 2017), and for the City of Wells (\$60,426 in 2017).

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

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

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

<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%
<b>West Wendover</b>	<b>\$14,982</b>	<b>\$22,701</b>	<b>\$7,719</b>	<b>51.5%</b>
<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>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

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Between 2013 and 2017, per capita income in the City of West Wendover increased dramatically, increasing from an estimated \$14,982 in 2013 to an estimated \$22,701 in 2017, a net increase of \$7,719 or 51.5 percent. The growth in per capita income for the City of West Wendover between 2013 and 2017 significantly outpaced growth in per capita income for all of Elko County, an increase of 14.6 percent in per capita income, and significantly outpaced the growth in per capita income in the City of Carlin, an increase of 17.4 percent, in the City of Elko, an increase of 13.0 percent, and in the City of Wells, an increase of 2.6 percent. In fact, the growth in per capita income in the City of West Wendover between 2013 and 2017 outpaced almost the entire northeastern Nevada region including growth in per capita income between 2013 and 2017 in Eureka County, Humboldt County, Lander County, and White Pine County.

Similar to the trends outlined above for the actual levels of per capita income in both 2013 and 2017 for the City of West Wendover compared to the actual levels of per capita income for all of Elko County, the City of Carlin, the City of Elko, and the City of Wells, actual per capita income levels in the City of West Wendover were measurably lower than actual per capita income levels for each of these communities and jurisdictions in both 2013 and 2017. In 2017, the actual per capita income level for all of Elko County was \$32,498. In 2017, the actual per capita income level for the City of Carlin was \$34,456 and \$35,066 in 2017 for the City of Elko. The actual per capita income level for the City of Wells, an estimated \$23,998 in 2017, was somewhat comparable to the actual per capita income level for the City of West Wendover, an estimated \$22,701 in 2017. In all the jurisdictions located throughout the northeastern Nevada region, the actual per capita income level for the City of West Wendover was the lowest in both 2013 and 2017.

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

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

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

Between 2013 and 2017, the percent of total population living below the poverty line in the City of West Wendover declined significantly, declining from an estimated 24.8 percent in 2013 to an estimated 15.3 percent in 2017, a net decrease of 9.5 percent or a percentage decrease of -38.3 percent. The net decrease and percentage decrease in the percent of total population living below the poverty line in the City of West Wendover between 2013 and 2017 was the largest measured decline in all of Elko County. Between 2013 and 2017, the percent of total population living below the poverty line for all of Elko County increased by 2.7 percent or a percentage increase of 30.7 percent. The percent of total population living below the poverty line in the City of Carlin

decreased by 0.2 percent or a percentage decline of -3.4 percent, increased by 3.4 percent or a percentage increase of 54.0 percent in the City of Elko, and decreased by 2.7 percent or a percentage decrease of -34.2 percent in the City of Wells.

In fact, the decline in the percent of total population living below the poverty line in the City of West Wendover between 2013 and 2017 was one of the largest measured declines among the various communities within the northeastern Nevada region. Despite this significant decline, however, the actual percentage of total population living below the poverty line in the City of West Wendover was the largest in both 2013 and 2017. In 2017, 15.3 percent of the City of West Wendover's total population was living below the poverty line. Comparatively, 11.5 percent of Elko County's total population was living below the poverty line in 2017. An estimated 5.7 percent of the City of Carlin's total population and an estimated 9.7 percent of the City of Elko's total population were living below the poverty line. In 2017, an estimated 5.2 percent of the City of Wells' total population was living below the poverty line.

<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%
<b>West Wendover</b>	<b>24.8%</b>	<b>15.3%</b>	<b>-9.5%</b>	<b>-38.3%</b>
<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>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

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

2013 to an estimated 14.6 percent in 2017, a net decrease of 0.8 percent or a 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 aged 16 years or older) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of West Wendover is highlighted.

<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%
<b>West Wendover</b>	<b>2,779</b>	<b>2,917</b>	<b>138</b>	<b>5.0%</b>
<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>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

Between 2013 and 2017, the total civilian workforce for the City of West Wendover increased from an estimated 2,779 total workers in 2013 to an estimated 2,917 total workers in 2017, a net increase of 138 total works or 5.0 percent. Countywide, Elko County’s total workforce increased by 5.7 percent. In the City of Carlin, the total civilian workforce decreased by an estimated -8.6 percent between 2013 and 2017 and, in the City of Elko, the total civilian workforce increased by an estimated 8.9 percent between 2013 and 2017. In the City of Wells, the total civilian workforce increased by an estimated 6.3 percent between 2013 and 2017. Outside of Elko County, the increase in the total civilian workforce for the City of West Wendover between 2013 and 2017 was one of the largest when compared to changes in the civilian workforce between 2013 and 2017 for Eureka County, Humboldt County, Lander County, and White Pine County.

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

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

Table 5.10 presents the change in the estimated civilian unemployment rate (individuals aged 16 years or older) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of West Wendover 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%
<b>West Wendover</b>	<b>7.6%</b>	<b>1.3%</b>	<b>-6.3%</b>	<b>-82.9%</b>
<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>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 civilian unemployment rate for the City of West Wendover decreased dramatically, decreasing from an estimated 7.6 percent in 2013 to an estimated 1.3 percent in 2017, a net decrease of 6.3 percent or a percentage decrease of -82.9 percent. This decline in the civilian unemployment rate between 2013 and 2017 was the largest for any one jurisdiction within Elko County and for any one jurisdiction within the entire northeastern Nevada region. In 2017, the actual civilian unemployment rate for just the City of West

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Wendover was the lowest for any one jurisdiction within Elko County and for any one jurisdiction within the Northeastern Nevada region.

Countywide, the civilian unemployment rate decreased by 1.3 percent or a percentage decline of -22.8 percent for all of Elko County between 2013 and 2017. In 2017, Elko County's estimated civilian unemployment rate was 4.4 percent. The civilian unemployment rate for the City of Carlin in 2017 was 11.8 percent and increased between 2013 and 2017 by 1.2 percent or a percentage increase of 11.3 percent. For the City of Elko, the civilian unemployment rate in 2017 was 3.7 percent and decreased by 1.1 percent or a percentage decline of -22.9 percent between 2013 and 2017. For the City of Wells, the civilian unemployment rate in 2017 was 4.9 percent and decreased by 2.5 percent or a percentage decrease of -33.8 percent between 2013 and 2017.

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

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

As part of Stronger Economies Together Module 2, *Exploring Your Region's Demographics*, and as part of the assessment of the various socio-demographic and economic conditions outlined in the previous sub-section, participants who attended the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 were asked to identify a set of specific conditions to be addressed as part of the new Comprehensive Economic Development Strategy for the City of West Wendover. Workshop participants were asked to answer the following five questions:

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

Workshop participants identified three specific conditions, based on the assessment of existing socio-demographic and economic data for the City of West Wendover and for communities located throughout the northeastern Nevada region, to be addressed through achievement of the

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City of West Wendover's new five-year Comprehensive Economic Development Strategy, including: (1) encourage new growth in the community's stagnated population growth, (2) attract a younger population to move to West Wendover in response to overall aging of the community's existing population, and (3) development of workforce development programs in order to address the shortage of trained and skilled workers that exists within the community.

#### 5.2.a Condition 1: Encourage Growth in the Community's Stagnated Population Growth

Compared to most of the northeastern Nevada region, the City of West Wendover's residential population generally stagnated in-terms of overall population growth between 2013 and 2017, increasing from an estimated 4,442 total individuals in 2013 to an estimated 4,449 total individuals in 2017, a net increase of just seven additional individuals or 0.2 percent. Comparatively, the total residential population for all of Elko County increased by an estimated 2,354 total individuals, or 4.7 percent, between 2013 and 2017. As a result of this stagnation in population growth, the community's overall workforce has also stagnated in-terms of growth. Between 2013 and 2017, the civilian workforce for the City of West Wendover increased from 2,779 total workers in 2013 to an estimated 2,917 total workers in 2017, a net increase of just 138 additional workers or 5.0 percent. As a result of this stagnation, businesses throughout the community have been unable to fill vacant and open positions and businesses reliant on a residential consumer base have been unable to grow and expand their operations and, in some cases, closed their business or relocated to other communities with a growing residential population and growing workforce.

Stagnation in the growth of the community's residential population and civilian workforce has also made recruitment of new businesses, especially mid-sized and large-sized firms, difficult. Mid-sized and large-sized firms that are interested in relocating to the City of West Wendover in order to take advantage of its strategic geographic location and proximity to a major metropolitan area, the Salt Lake City metropolitan statistical area located in the state of Utah, have been reluctant to do so because of the community's relatively small existing workforce. Workshop participants further noted that this stagnation in the growth of the community's residential population and civilian workforce has magnified West Wendover's geographic isolation from the rest of Elko County and the northeastern Nevada region, reduced overall community engagement levels, and created an 'outsider vs. resident' mentality throughout the community.

Workshop participants generally agreed that taking definitive action to sustainably grow the community's existing residential population and civilian workforce should be a top priority for the City of West Wendover's new five-year Comprehensive Economic Development Strategy. New housing, new healthcare services, expanded educational services, new infrastructure and utility projects, and various other quality of life and community development based initiatives, should all be considered as part of any new larger business attraction economic development initiative. Workshop participants specifically singled out the completion of a new community and recreation center, continued implementation of the community's Main Street revitalization program in partnership with the Northeastern Nevada Regional Development Authority and the Nevada Governor's Office of Economic Development, and the expansion of needed specialty healthcare services as three areas in which the City of West Wendover could and should invest resources. By completing the community and recreation center, by implementing the

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community's Main Street revitalization program, and by successfully expanding specialty healthcare services in the community, workshop participants were confident that the community could successfully and sustainably grow its residential population and civilian workforce.

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

While the City of West Wendover's overall median age in both 2013 and 2017 was significantly less than the median age for all of Elko County and the municipalities of Carlin, Elko, and Wells, the median age in the City of West Wendover increased significantly between 2013 and 2017, increasing from an estimated 26.1 years of age in 2013 to an estimated 29.2 years of age in 2017, a net increase of 3.1 years of age or 11.9 percent. This rate of growth in the median age was the highest in all of Elko County and one of the highest rates of growth for the entire northeastern Nevada region. This condition is largely tied to the ongoing stagnation in growth in both the community's total population and civilian workforce. Without sustainable population growth, the City of West Wendover's overall residential population has aged with more individuals in the community's existing civilian workforce inching closer to retirement age. As a result of this trend, individual businesses located throughout the City of West Wendover have and will continue to have difficulty in finding trained and able-bodied workers to fill vacant and open positions.

Workshop participants suggested that, in attempting to sustainably grow the community's residential population and civilian workforce, the City of West Wendover should actively recruit a younger population to mitigate the overall aging trend that has occurred throughout the community over the past several years. Workshop participants did suggest that any recruitment of a new population be done in such a way as to not negatively impact and reduce the community's already relatively high median household income, median family income, and per capita income levels. Any recruitment of a younger population should also be tied to the creation and recruitment of new firms in need of filling key positions within key industry and occupation sectors. This effort will also be tied to the community's efforts to retain younger elements of the community's existing residential population through targeted new housing, new healthcare services, expanded educational services, new infrastructure and utility projects, and various other quality of life and community development based initiatives to be incorporated into the City of West Wendover's new five-year Comprehensive Economic Development Strategy.

Although a significant focus will be on retaining the community's younger elements of its existing residential population and on recruiting a younger population to relocate to the City of West Wendover, workshop participants noted that the community's senior population should not be ignored. Specific elements of the community's new five-year Comprehensive Economic Development Strategy should be devoted to creating, attracting, retaining, and expanding existing public sector and private sector services and businesses oriented toward this population. Workshop participants noted that the community's senior and older population segments have sizable disposable income levels that could support expansion of firms in industry and occupation sectors that directly cater to these population groups. Balancing the need to grow the community's residential population and civilian workforce through the direct recruitment of a younger population demographic with the need to retain and provide services, commercial retail

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opportunities, and even employment opportunities to the community's senior and aging population demographic will be required in implementing the City of West Wendover's new five-year Comprehensive Economic Development Strategy.

5.2.c Condition 3: Development of Workforce Development Programs in Order to Address the Shortage of Trained and Skilled Workers that Exists within the Community

In 2017, the City of West Wendover had the lowest civilian unemployment rate throughout the entire northeastern Nevada region at just 1.3 percent. Between 2013 and 2017, the civilian unemployment rate in the City of West Wendover declined dramatically, decreasing from an estimated 7.6 percent in 2013 to an estimated 1.3 percent in 2017, a net decrease of 6.3 percent or a percentage decrease of -82.9 percent. Comparatively, the civilian unemployment rate of all of Elko County decreased from 5.7 percent to 4.4 percent between 2013 and 2017, a net decrease of 1.3 percent or a percentage decrease of -22.8 percent. While decline in the civilian unemployment rate is always advantageous for individuals, such a sudden and dramatic decline, coupled with stagnated growth in the community's residential population and civilian workforce and the overall aging of the community's population, makes it increasingly difficult for individual firms to fill vacant and open positions. As a result, individual firms may be unable to expand their existing operations and may be forced to close or relocate to other communities where there is ample surplus labor. This condition has been compounded by the inability of firms within the community to recruit surplus labor from other parts of Elko County or the northeastern Nevada region as civilian unemployment rates have declined region-wide over the past several years.

Workshop participants noted that sustainable growth of the community's residential population and civilian workforce, through direct recruitment of a younger population, is central to addressing the negative impacts associated with the community's sudden and dramatic decline in the civilian unemployment rate. While workshop participants noted that the City of West Wendover must actively maintain relatively low unemployment rates as part of its new five-year Comprehensive Economic Development Strategy, the community must also aggressively expand and grow its civilian workforce at a rate that is equal to the increase in demand for additional workers. Workshop participants noted that any increase in the community's residential population and civilian workforce should be benchmarked against existing median household income levels, median family income levels, and per capita income levels and that any and all steps necessary to keep the community's civilian unemployment rate under 5.0 percent should be incorporated into the City of West Wendover's new five-year Comprehensive Economic Development Strategy.

The sudden and dramatic decline in the community's overall civilian unemployment rate has had the added negative impact of reducing the community's overall social capital, including noted decreases in volunteerism and community engagement. Because everyone that can work is working, individuals do not have enough time to engage outside of work in social and home life. In some cases, individuals are working two to three jobs at one time given the high demand for able-bodied workers that exists throughout the community. By sustainably growing the community's residential population and civilian workforce through targeted new housing development, creation of new healthcare services, expanded educational services, new

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infrastructure and utility projects, and various other quality of life and community development based initiatives, workshop participants noted that the community's overall quality of life and social capital can be enhanced over time. Specifically, workshop participants singled out the completion of a new community recreation center, continued implementation of the community's Main Street revitalization program in partnership with the Northeastern Nevada Regional Development Authority and the Nevada Governor's Office of Economic Development, and the expansion of needed specialty healthcare services as three areas in which the City of West Wendover could and should invest resources in order to build up the community's overall stock of social capital and community engagement.

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

Workshop participants who attended the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 were asked to answer three questions regarding the City of West Wendover's overall community culture and identity, including:

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

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

In general, workshop participants agreed that, if the City of West Wendover were a person, this person would likely be female and would absolutely be an extrovert. Not only would this person be willing to go to a party and would strive to be the center of attention at that party, this person would likely be the one hosting the party. This emphasis on being an extrovert and host is very consistent with the community's rather dominate tourism and visitor based economic base and the considerable investment that has been made in developing and growing the various hotel and casino resorts operating throughout the City of West Wendover. Having fun, listening to upbeat music, and dancing are a few of the many activities that this individual would actively engage in. While always seeking out action and adventure, it is possible that this person is slightly out of shape, requiring some improvement in their physical characteristics. This is consistent with the desire of workshop participants for the City of West Wendover to further pursue, implement and complete the community's Main Street revitalization plan. Overall revitalization and rehabilitation of key commercial and business corridors and public spaces was identified by workshop participants as a key priority for the City of West Wendover's new five-year Comprehensive Economic Development Strategy.

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If this community (the City of West Wendover) was an automobile, workshop participants generally agreed that a full-sized pickup truck with extra horse power and lots of additional upgrades would best reflect the City of West Wendover’s overall community culture and identity. Although this pickup truck would be relatively new, purchased within the last few years, it would already have a high amount of miles recorded on its odometer, likely between 100,000 and 200,000 total miles. This was indicative of the community’s overall geographic isolation from the rest of Elko County and from the rest of the northeastern Nevada region. Coupled with a general lack of expanded commercial and retail opportunities and expanded specialty healthcare services, people in West Wendover are often forced to travel to other urban population centers, either the City of Elko to the west or Salt Lake City in Utah to the east. As a result of this, any pickup truck that would represent the community’s overall culture and identity would have a high amount of miles already on it. As a further result of all this travel, and the subsequent transient nature of the community’s population and workforce, this pickup truck, despite being relatively new, would almost certainly need some additional ‘TLC’ and repair. Again, overall revitalization and rehabilitation of key commercial and business corridors and public spaces was identified by workshop participants as a key priority for the City of West Wendover’s new five-year Comprehensive Economic Development Strategy.

In regard to a musical score, workshop participants hinted at a dual personality for the City of West Wendover by suggesting that, from Monday through Thursday, any song by Kenny G would adequately represent daily life in the City of West Wendover. However, for Friday, Saturday, and Sunday, any song by Kenny Logins would absolutely represent daily life in the City of West Wendover. This dual personality of the community’s culture and identity is largely due to the community’s existing tourism and visitor economic base. Fridays, Saturdays, and Sundays in West Wendover are monopolized by the high number of tourists and guests that visit the many hotel and casino resort properties operating throughout the community. But come ‘check out time’, the community settles back to its more rural or non-metropolitan traditional identity where the overall pace of life slows down. Smoothing out these extremes is one area in which workshop participants suggested additional focus on as part of the City of West Wendover’s new five-year Comprehensive Economic Development Strategy. While workshop participants noted that it is important to protect and preserve the community’s existing rural and non-metropolitan history and identity, improved services, expanded entertainment and recreation opportunities, and new commercial and retail opportunities designed to support the community’s existing residential population should be part of the community’s future planned strategic economic development initiatives.

#### **5.4 Community Assessment: Community and Regional Likes and Dislikes**

In further assessing community, as well as regional, likes and dislikes, workshop participants who attended the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and the second workshop held on September 5, 2019 and September 6, 2019, were asked to answer four additional questions, including:

- What do you like about your community?

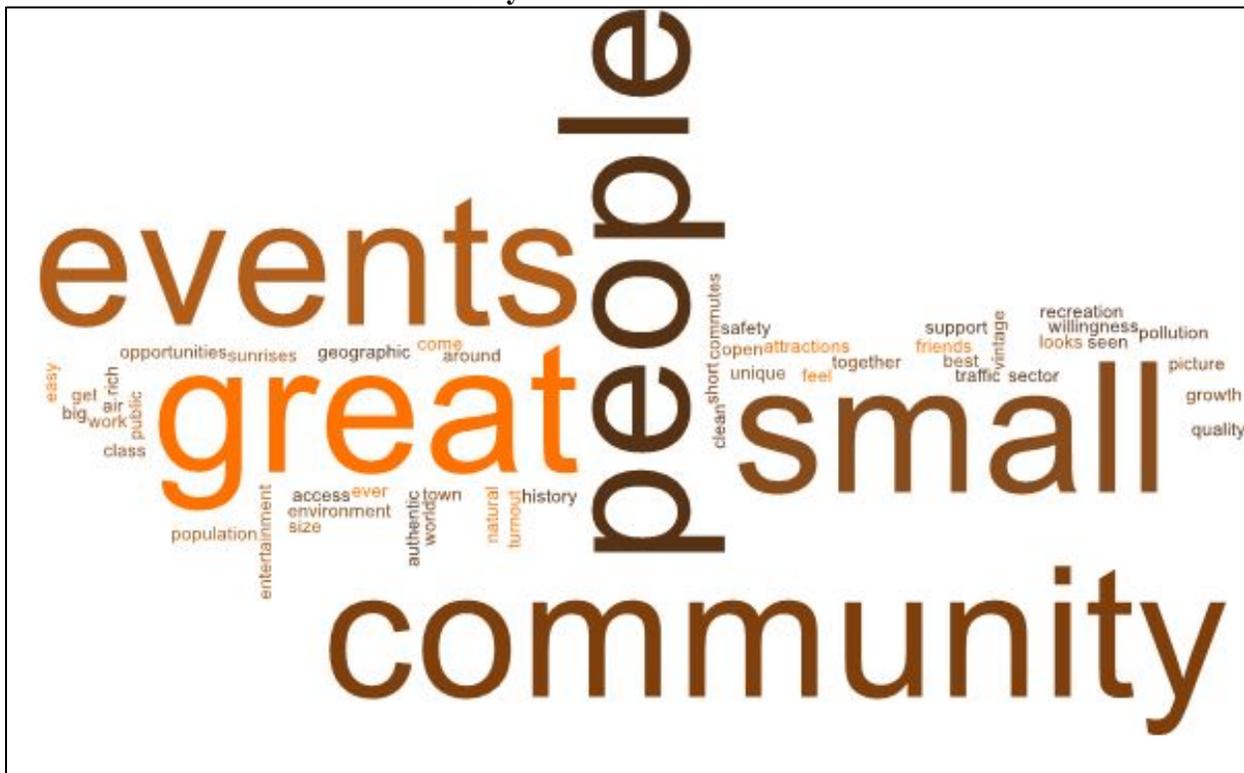
- What do you dislike about your community?
- What do you like about the region (northeastern Nevada)?
- What do you dislike about the region (northeastern Nevada)?

The purpose of each of these questions is to provide a general insight into areas of strength and weakness for both the community and for the entire region as a whole, including the five counties of the Northeastern Nevada Regional Development Authority region combined. The results of this community assessment exercise were eventually incorporated into the development of a new strategic economic development vision and set of economic development goals and objectives for the City of West Wendover’s new five year Comprehensive Economic Development Strategy for the 2020 to 2025 period.

#### 5.4.a What do you like about your community?

Figure 5.1 presents a word cloud of the most common responses to the question, *What do you like about your community?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and in the second workshop held on September 5, 2019 and September 6, 2019.

**Figure 5.1 – What do you like about your community?  
City of West Wendover**



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Workshop participants identified a number of characteristics in West Wendover that they particularly liked ranging from the people who live and work in the community to the small-town yet cosmopolitan feel in West Wendover to the various special events and outdoor recreation opportunities that already exist. In regard to the people, despite decreasing levels of social capital, community engagement, and volunteerism over the past few years, workshop participants generally agreed that the people that live and work in West Wendover are dedicated to their community and its overall growth and prosperity. Individuals and the private sector work collaboratively with public sector representatives from the City of West Wendover to routinely identify and solve shared community problems.

Workshop participants further noted that the significant investment that has been made in the community's tourism and visitor industry and occupation sector and the various hotel and casino resorts that operate throughout the community afford the people who live and work in West Wendover unique recreational and entertainment opportunities that would not normally exist in other rural or non-metropolitan communities of a similar population size. Coupled with the many outdoor recreation opportunities that exist throughout the wider area, West Wendover is an attractive community that continues to offer a unique mix of entertainment and recreation opportunities that the public enjoys. These opportunities contribute to the community's already high quality of life and the community's existing environmental and geographic characteristics, having clean air and no pollution, further contributes to the high quality of life that people who live in West Wendover appreciate.

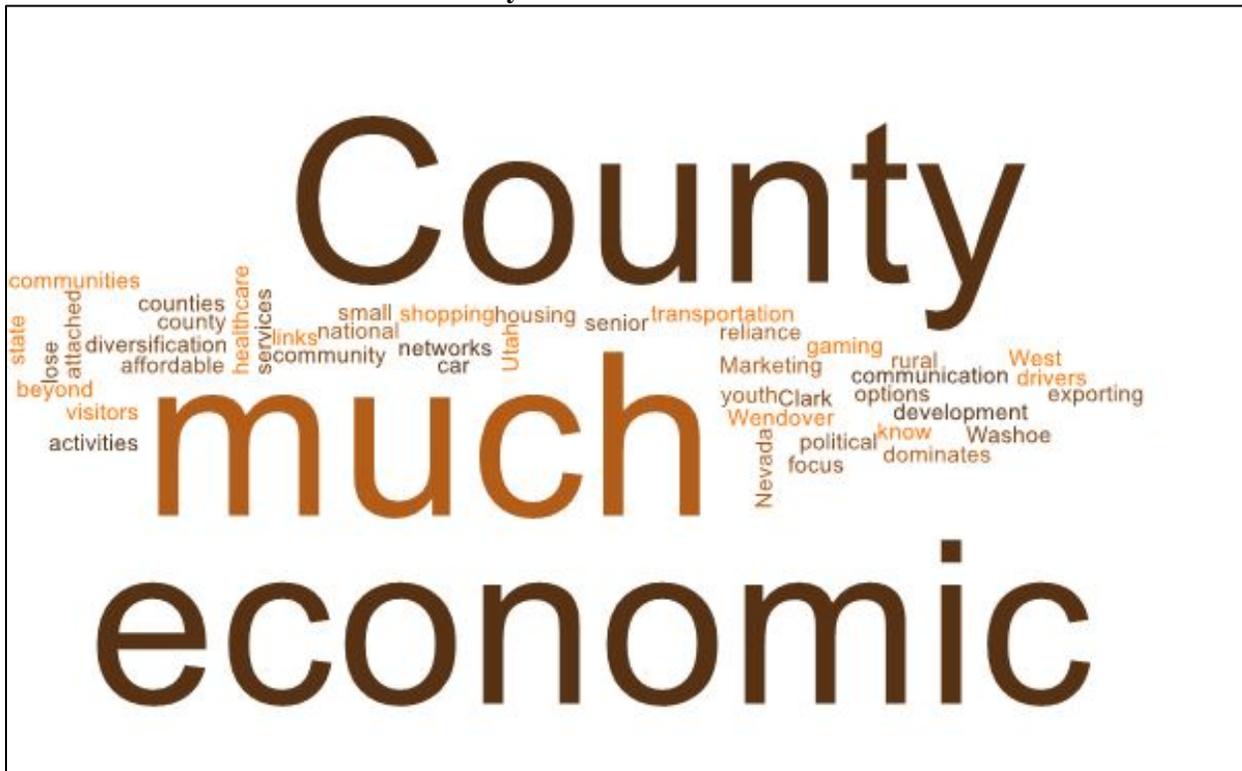
Unlike other rural or non-metropolitan communities, workshop participants noted that the City of West Wendover is very open toward and supportive of growth as long as that growth is sustainable and does not threaten the relatively high quality of life that already exists. Workshop participants noted that the government of the City of West Wendover, including its elected and appointed officials and staff representatives, work alongside the public and business community to routinely develop and improve the community's openness and support of new economic development initiatives and overall economic growth. This openness toward development and growth is evident in a number of new initiatives, most notably the development and ongoing implementation of the City of West Wendover's Main Street revitalization project and the establishment of a new Opportunity Zone, established by the U.S. Tax Cuts and Jobs Act of 2017. The city government, the public, and the business community are eager to use these initiatives to support a wide range of new economic development and diversification initiatives as part of the community's new five-year Comprehensive Economic Development Strategy.

#### 5.4.b What do you dislike about your community?

Figure 5.2 presents a word cloud of the most common responses to the question, *What do you dislike about your community?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and in the second workshop held on September 5, 2019 and September 6, 2019.

At the top of the list of items that workshop participants indicated that they disliked about their community, the existing relationship between the City of West Wendover and Elko County remains an area in need of significant improvement. Despite the community’s overall economic and financial contributions to Elko County in-terms of property tax revenue and sales and use tax revenue, there is a perception in West Wendover that this community does not receive its ‘fair share’ of public sector investment from the county. In many ways, workshop participants noted that West Wendover has a more direct and meaningful economic relationship with communities in the state of Utah, including the Salt Lake City metropolitan statistical area and other communities along the western front of the Wasatch Mountains than with Elko County or other communities throughout the northeastern Nevada region or throughout the state of Nevada. Improved marketing and communication of the community and the community’s unique needs to the county and to other communities and jurisdictions in Elko County and in the state of Nevada was one area that workshop participants would like to see improvement in as part of the City of West Wendover’s new five-year Comprehensive Economic Development Strategy.

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



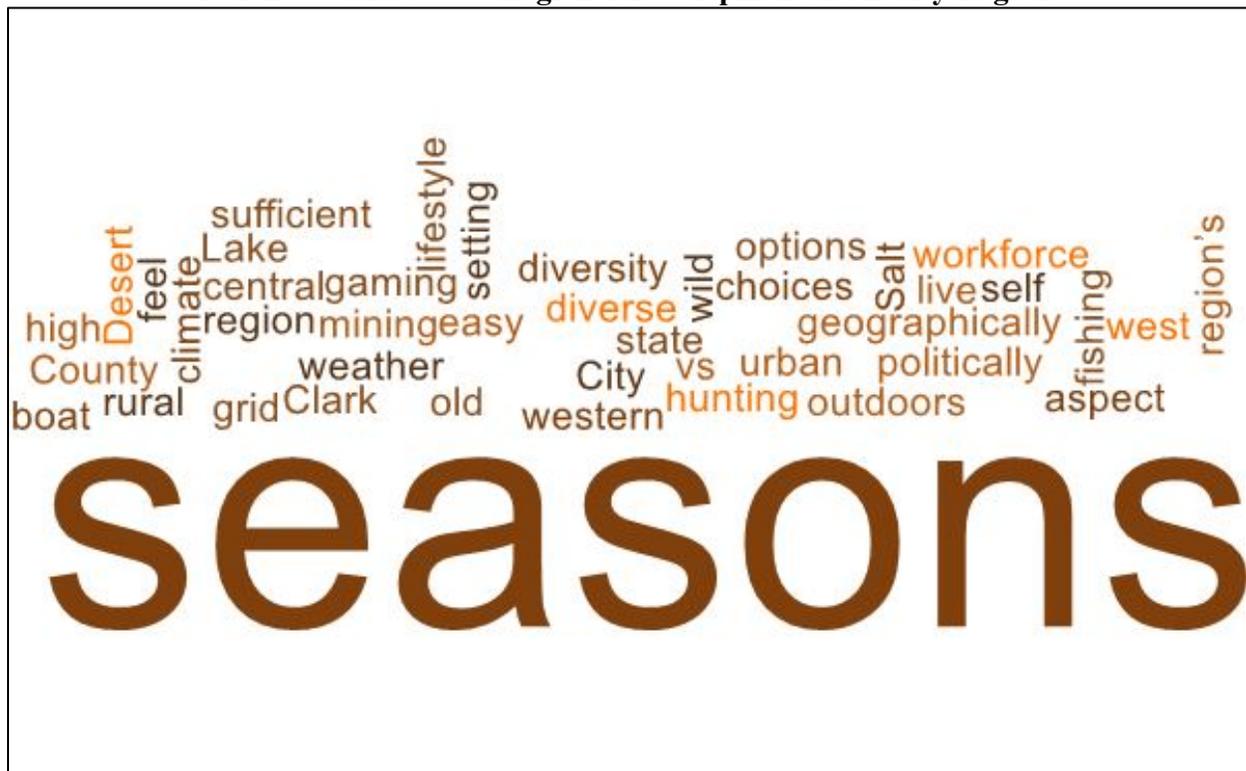
Workshop participants also identified a number of areas that require ‘much more’ attention and development, ranging from improved healthcare services in order to support the existing and a growing residential population to more commercial and retail shopping opportunities to the development of new activities for the community’s existing (and hopefully future) youth population and senior population. Again, workshop participants noted that further development and implementation of the City of West Wendover’s Main Street revitalization program and the eventual development and opening of a community recreation center could significantly improve

the community’s existing mix of commercial and retail shopping opportunities and activities for the City of West Wendover’s youth and senior populations. According to workshop participants, further development and implementation of the City of West Wendover’s Main Street revitalization program and further use of existing incentives tied to the establishment of a new Opportunity Zone should be done collaboratively with both the Northeastern Nevada Regional Development Authority and the Nevada Governor’s Office of Economic Development.

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

Figure 5.3 presents a word cloud of the most common responses to the question, *What do you like about the region (northeastern Nevada)?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and in the second workshop held on September 5, 2019 and September 6, 2019.

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



Almost all of the characteristics of the northeastern Nevada region (including all of Elko County, Eureka County, Humboldt County, Lander County, and White Pine County) that workshop participants highlighted as aspects that they liked were tied to the region’s unique mix of different geographic characteristics. Chief among these characteristics were the many outdoor recreation and entertainment opportunities afforded to people who live throughout the region and visit the region on an annual basis as a result of the different seasons enjoyed in northeastern Nevada. Northeastern Nevada can, as workshop participants indicated, be described as a high

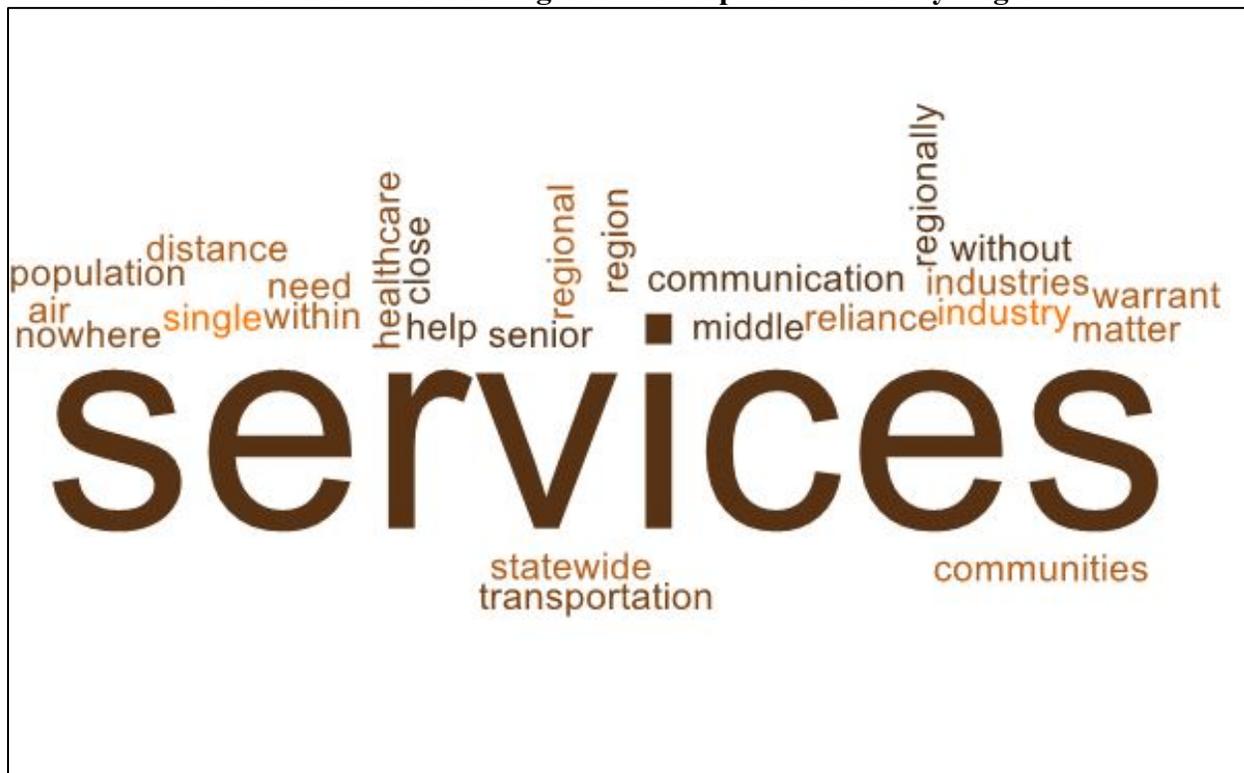
desert with four unique and distinctive seasons. Each community and each county within northeastern Nevada offers a wide range of outdoor recreation and entertainment opportunities tied to each season ranging from backcountry skiing and snowmobiling in the winter to fishing, hunting, camping and hiking in the spring and summer to a wide range of special events generally held in the fall months.

Workshop participants also noted that much of northeastern Nevada has maintained much of its distinctively western and rural history and identity. Despite the uniqueness of each community in northeastern Nevada, workshop participants noted that there is also a shared and robust regional identity that emphasizes self-sufficiency, hard work, and dedication to one's community. This shared regional identity has also created a unified front against perceived political and regulatory control being exerted over communities within the region by the state government and other larger metropolitan communities in Nevada.

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

Figure 5.4 presents a word cloud of the most common responses to the question, *What do you dislike about the region (northeastern Nevada)?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and in the second workshop held on September 5, 2019 and September 6, 2019.

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



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Workshop participants unanimously agreed that the single largest characteristic of northeastern Nevada that they disliked was a general ‘lack of’ various services that both the public and the business community need and will continue to need in order to be prosperous and grow. A general lack of youth-oriented services, senior-oriented services, specialized healthcare and mental health care services, expanded educational services for K through 12 primary school students, and advanced workforce development and job training services were a few of the various service areas that workshop participants identified as needing improvement regionally over the next five-years. Coupled with this general ‘lack of’ various services, is a general lack of expanded commercial and retail shopping opportunities. Even in the region’s largest population centers, the City of Winnemucca located in Humboldt County and the City of Elko located in Elko County, residents frequently travel to communities in western Nevada or southern Idaho to shop and individual firms in key industry sectors are forced to make a number of their business-to-business transactions with firms operating outside the northeastern Nevada region.

The general ‘lack of’ various services and expanded commercial and retail shopping opportunities in the region is largely due to the region’s geographic isolation and physical distance from major metropolitan and urban population centers. The Reno-Sparks metropolitan statistical area is approximately 250 to 300 miles from the center of the northeastern Nevada region to the west. The Boise metropolitan statistical area, located in southwestern Idaho, is also approximately 250 to 300 miles from the center of the northeastern Nevada region and the Twin Falls metropolitan statistical area, in south central Idaho, is over 150 miles from the center of northeastern Nevada. The Salt Lake City metropolitan statistical area, located in northeastern Utah along the western front of the Wasatch Mountains, is almost 250 miles from the center of the northeastern Nevada region. Despite being centrally located among these different metropolitan statistical areas and larger urban population centers, much of the northeastern Nevada region remains geographically isolated and limited to just a handful of major transportation network connections.

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

Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and in the second workshop held on September 5, 2019 and September 6, 2019 were asked to complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the City of West Wendover. The results of this SWOT analysis are presented in this sub-section.

**Strengths** are defined as characteristics of the City of West Wendover that gives the community an economic development advantage over others and **weaknesses** are defined as characteristics of the community that place it at an economic development competitive disadvantage relative to other communities both within and outside the Northeastern Nevada Regional Development Authority region. **Opportunities** are elements within the external environment that the City of West Wendover could potentially take advantage of and **threats** are elements within the external environment that may derail the economic development efforts of the community over the next five years.



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School District. In partnership with various other public sector organizations, the City of West Wendover has invested significant resources in a variety of recreation activities and facilities including the community pool, golf course, baseball and soccer fields, and other outdoor recreation assets. The Elko County School District has developed a number of unique programs and activities including a JAG program, various trade programs, athletic programs, school and community events, and, in partnership with the Peppermill Hotel Casino Wendover and several other major hotel and casino resort properties, has developed a number of scholarships that benefit graduating seniors interested in furthering their education.

Workshop participants further noted that West Wendover is unique in that, for a relatively small rural non-metropolitan community, the community benefits from the tremendous amount of investment made by the various hotel and casino properties operating throughout West Wendover into the community's tourism and visitor industry and occupation sector. Each of the major hotel and casino resort properties have recently completed or are currently undertaking major renovations to their properties including improvements to their gaming floors and restaurant and retail facilities, show rooms and entertainment venues, and hotel rooms. These sizable renovations represent a significant investment into the community's primary industry and occupation sector. This investment will also solidify West Wendover as a major destination community for people visiting northeastern Nevada from the Salt Lake City metropolitan statistical area and from across the entire western front of the Wasatch Mountains in Utah.

#### 5.5.b Weaknesses

Figure 5.6 presents a word cloud of the various economic development weaknesses of the City of West Wendover as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and during the second workshop held on September 5, 2019 and September 6, 2019.

While community pride was identified by workshop participants as a major economic development strength for the City of West Wendover, workshop participants pointed out that this strong sense of community pride is also a source of opposition to change and types of economic development and growth that are perceived to threaten the existing cultural identity of the community. Although workshop participants noted that the City of West Wendover, the business community, and the public in general are generally supportive of business interests, there are notable examples of when a small but vocal minority of the public and business community has opposed new economic development initiatives and growth opportunities that were perceived as threatening to specific interests. As a result of these examples, the City of West Wendover has missed out on critical economic development and growth opportunities that could have helped strengthen existing industry and occupation sector strength while also helping to diversify the community's overall economic base.

A significant source of these few but highly visible examples where a select minority opposed certain economic development opportunities may have been, according to workshop participants, the result of poor communication and a failure of key community, political and business leaders to confront unsubstantiated rumors. Additional engagement from the community's community,

political and business leaders will be needed in order to successfully implement the various elements of this new five-year Comprehensive Economic Development Strategy. Engagement with key demographic groups, especially the community’s Hispanic community and certain ‘niche’ groups will also be needed over the next five years.

**Figure 5.6 – Economic Development Weaknesses  
City of West Wendover**



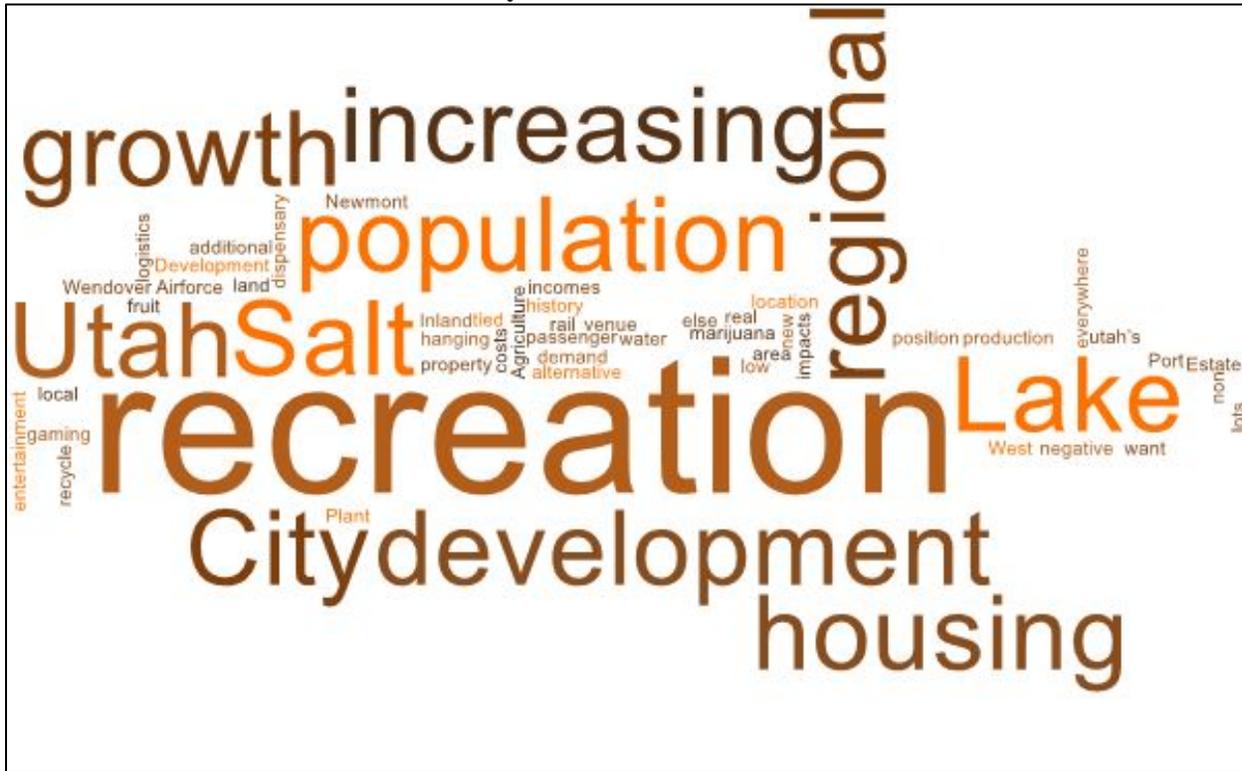
Additional key economic development weaknesses, as identified by workshop participants, for the City of West Wendover include the growing need for additional infrastructure investment, especially in natural gas provision and telecommunications. Additional housing of all types and for all income groups, additional healthcare and mental health care services, and additional independent commercial and retail shopping opportunities will each be needed in order to successfully and sustainably grow a larger population and civilian workforce. Workshop participants, as has been previously discussed, noted that many businesses, ranging from relatively small businesses to mid-sized and large-scale firms, have increasingly found it difficult to fill vacant and open positions due to the community’s relatively small civilian workforce and a very low civilian unemployment rate. Future business creation, attraction, retention, and expansion efforts will require future growth of the area’s residential population and civilian workforce.

### 5.5.c Opportunities

Figure 5.7 presents a word cloud of the various economic development opportunities for the City of West Wendover as identified by workshop participants who participated in the first

community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and during the second workshop held on September 5, 2019 and September 6, 2019.

**Figure 5.7 – Economic Development Opportunities  
City of West Wendover**



Many of the City of West Wendover’s possible economic development opportunities are centered on the community’s central geographic location, its access to major transportation networks and existing transportation assets, and the various outdoor recreational and special event opportunities found within and around West Wendover. Workshop participants noted that the population of the Salt Lake City metropolitan statistical area and the entire western front of the Wasatch Mountains, along with median household income levels, median family income levels, per capita income levels, and disposable income levels, have all increased significantly over the past few years. Utah’s growing technology industry cluster along with growth in several related and unrelated industry and occupation sectors, is a major opportunity for the City of West Wendover to continue to grow its primary tourism and visitor hospitality industry and occupation sector while possibly diversifying the existing economic base by developing new or recruiting existing businesses in industry and occupation sectors that can serve future growth in and around the Salt Lake City metropolitan statistical area.

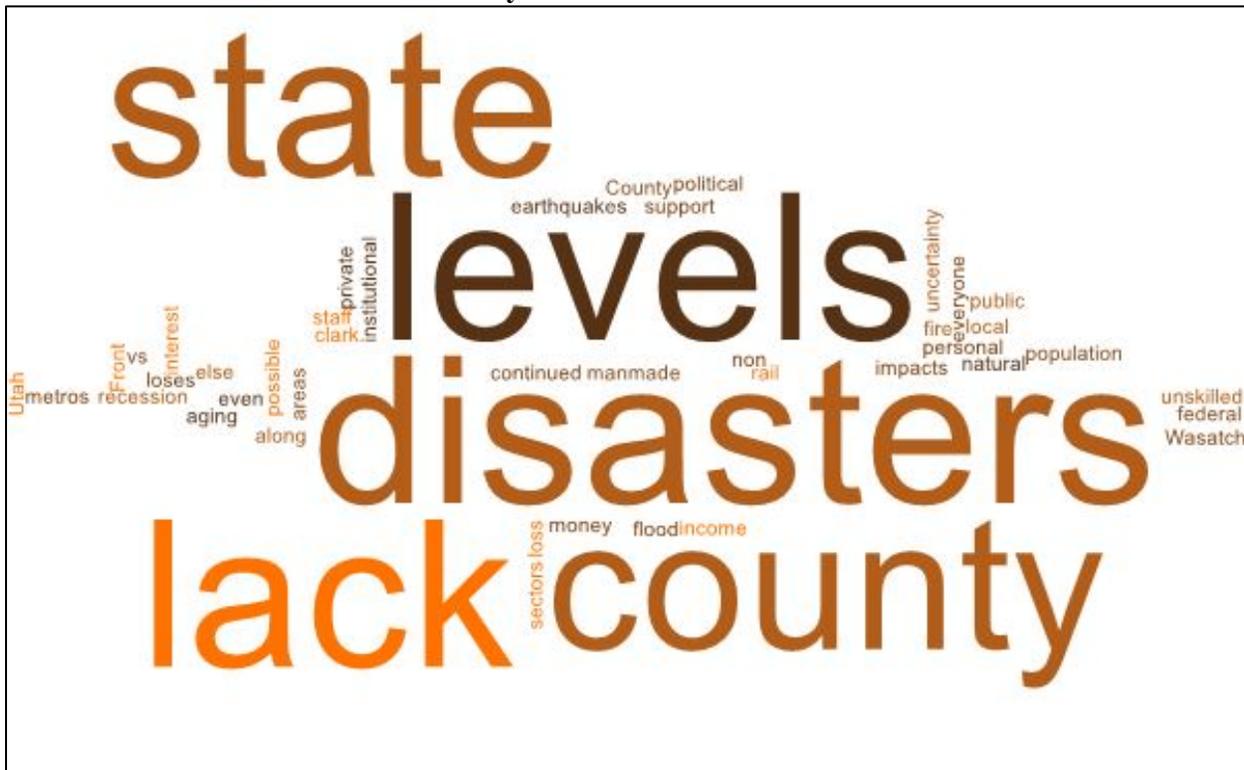
Within northeastern Nevada, growing population levels and increased median household income levels, increased median family income levels, and increased per capita income levels each present additional opportunities for the City of West Wendover to better attract tourists and visitors from across the region. New and emerging industry and occupation sectors within the

region, including alternative agriculture (marijuana production and sales), mining-related light to heavy manufacturing, and renewed interest in logistics, renewable energy, and even recycling could each be pursued in the City of West Wendover as part of the community’s new five-year Comprehensive Economic Development Strategy. Utilization of the various tax incentives, made possible by the creation of an Opportunity Zone within the city’s limits and in the surrounding parts of unincorporated Elko County, could potentially accelerate the development of these new and emerging industry and occupation sectors. Successful creation and attraction of firms in these new emerging industry and occupations sectors may require further development in the community’s housing stock, mix of healthcare and mental healthcare services, community-oriented services for youth and seniors, and in the community’s existing transportation assets including additional access to U.S. Interstate 80, U.S. Highway 95 Alternate, existing railroad infrastructure, and the Wendover Airport.

#### 5.5.d Threats

Figure 5.8 presents a word cloud of the various economic development threats for the City of West Wendover as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and during the second workshop held on September 5, 2019 and September 6, 2019.

**Figure 5.8 – Economic Development Threats  
City of West Wendover**



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May of the individual economic development threats to the City of West Wendover center on the community's political and economic relationship to other public sector entities, most notably the government of Elko County and the state of Nevada. As previously mentioned, the City of West Wendover's tourism and visitor hospitality industry sector generates a considerable amount of public revenues for both the county and the state. However, there is a perception within the community that the City of West Wendover does not receive its 'fair share' of public resources and investment from either the county or the state. Additional political uncertainty at the federal, state, county and even local level, in both Nevada and Utah, could potentially disrupt the community's existing and future economic development programs and initiatives.

Workshop participants also noted that future manmade and natural disasters, along with the increased possibility of a statewide and/or national and/or global recession could significantly and negatively impact the community's tourism and visitor hospitality industry and occupation sector, an industry and occupation sector that makes up a sizable part of the City of West Wendover's economic base. As has been proven over the past several decades, either manmade or natural disasters or subsequent or indirectly related recessions have significantly reduced disposable and personal income levels. As disposable and personal income levels decline, tourism and gaming are often among the first spending items that individuals tend to cut back on or eliminate altogether. Because the City of West Wendover so heavily depends on its tourism and visitor hospitality industry and occupation sector as a major source of employment and source of wealth and income, any disruption to tourism and visitor travel to West Wendover could be potentially disastrous.

## **5.6 Assessment of City of West Wendover's Economic Development Capacity**

During the second community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on September 5, 2019 and September 6, 2019, workshop participants were asked to answer eight separate questions as part of a community assessment developed by Steven G. Koven and Thomas S. Lyons for the International City-County Manager's Association. The results of this assessment are presented here.

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

In general, workshop participants agreed that the City of West Wendover, the community's residential population, and the community's business community is largely supportive of business interests and growth. Workshop participants noted a number of specific examples in which the City of West Wendover has directly supported business interests and growth including the development and implementation of a comprehensive Main Street revitalization plan and the creation of a new Opportunity Zone, established as part of the U.S. Tax Cuts and Jobs Act of 2017, both done in concert with the Nevada Governor's Office of Economic Development and the Northeastern Nevada Regional Development Authority. Despite this general feeling of support, workshop participants did note that there is a sizable part of the community's residential population and business community that is opposed to and will oppose any future business

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interest and growth if the specific interest or growth initiative results in additional taxation or threatens the community's existing culture and identity. Future support of business interests and growth must be effectively communicated to the public and to the business community and shown to support and promote the community's existing culture and identity in order to gain the requisite support needed.

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

Workshop participants indicated a general mix of both support and antagonism toward government programs and incentives. On one hand, workshop participants pointed out that the City of West Wendover has been successful in developing and implementing a comprehensive Main Street revitalization program and in establishing a new Opportunity Zone. Both initiatives include and utilize a variety of government programs and direct incentives to encourage new private sector investment. However, the development of a new industrial park, part of the new Opportunity Zone initiative, initially met with fairly strong opposition but, when individuals were shown the benefits of the initiative, antagonism toward the industrial park and Opportunity Zone faded and the community eventually, for the most part, now supports the initiative. Workshop participants agreed that communication and engagement with the public and the business community is critical in building support for government programs and incentives as a way of encouraging economic development, diversification, and growth.

Tailored messaging and engagement is also necessary for specific groups of the population that may be predisposed to supporting a specific government program or new public policy. For example, additional investment in public programs and initiatives that are oriented toward improving youth-related services may initially encounter strong resistance from a portion of the population that does not have children. Again, early engagement and communication of the benefits of youth-related services to the community as a whole is necessary to ensure enough support is generated so that the program or initiative can be successfully implemented and achieved. Minimizing the potential negative impacts of new programs and initiatives, especially the possibility of increasing taxes (despite how remote the chances of such a negative impact may be) is also essential in reducing potential antagonism toward government programs and incentives while building the necessary level of support to ensure successful implementation and achievement of the specific program or initiative being considered.

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

While there does exist a moderate level of support for both redistributive programs and developmental programs oriented toward economic development, diversification, and growth, workshop participants did note that support for developmental programs is considerably higher than any support for redistributive programs in the community. Again, workshop participants noted that the City of West Wendover has been successful in establishing a new Opportunity Zone that does employ the use of redistributive economic development initiatives through the application of tax incentives that would not necessarily be available to the public or business community at large. However, more developmental oriented economic development programs,

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including the provision of technical assistance to new small businesses and entrepreneurial start-ups, general workforce development programs including job retraining and certified technical education programs, and strategic economic and community development marketing programs, will receive considerable support and little opposition from the public and the business community.

Again, workshop participants emphasized the need to focus on early education, outreach and engagement with the public and business community before any redistributive or developmental program is fully developed and implemented. Ensuring the support of community, political, and business leaders is especially important but the general public and the general business community should be involved in the larger decision making process as early in the process as possible. Workshop participants were eager to note that the City of West Wendover's elected and appointed officials and government staff representatives have a long history of community engagement and an openness to the public's and business community's perspectives and positions regarding a wide variety of public policy topics including and beyond specific economic development, diversification, and growth initiatives. Workshop participants expressed their desire for the City of West Wendover's elected and appointed officials, government staff representatives, and even regional representatives from the Northeastern Nevada Regional Development Authority to continue using this 'open door' approach to building support for future programs and initiatives needed to help grow and diversify the community's economic base.

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

Without reservation, workshop participants unanimously agreed that the City of West Wendover has a long, productive, and positive history of public-private collaboration with both private sector representatives of the community's largest employers to the smallest small business. Throughout the community's history, both the public sector (including both the government of the City of West Wendover, the City of Wendover in Utah, and the Elko County School District) and the private sector have worked to secure and develop needed equipment and infrastructure, recruit, train and employ a needed workforce, and collaborated on assembling and securing land needed to support new development and growth. Ultimately, past public-private collaboration has occurred because all parties believed that the collaboration was the 'right thing to do' for the community's economic resiliency and growth and in preserving and bettering the community's overall quality of life.

In some cases, workshop participants did note that there has been resistance to public-private collaboration on both the public sector's side and on the private sector's side. In these fairly rare situations where a reasonable public-private collaboration could not be formed, the failure to develop a mutually beneficial public-private collaboration was largely due to differing opinions as to what was specifically in the best interest of the community or it directly and negatively impacted the interest of one or more parties involved in the proposed collaboration. Workshop participants, however, noted that these examples of failed public-private collaborations are fairly rare and that the community's public sector and business community is generally predisposed to engaging in mutually beneficial public-private collaborations. Workshop participants strongly believed that this default support of public-private collaboration will continue for the foreseeable

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future and will certainly be needed in implementing the many specific economic development programs and initiatives and in achieving the stated strategic economic development goals outlined in this new five-year Comprehensive Economic Development Strategy for the City of West Wendover.

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

In general, workshop participants agreed that the community has really yet to face this choice and consider what the impacts on the community's quality of life promotion or curtailment of growth may be in either the short-term or long-term. In general, the community has remained fairly supportive of additional economic development, diversification, and growth initiatives pursued by the City of West Wendover in partnership with the public, the business community, and other public sector or non-governmental economic development partners. Given the community's dependence on the tourism and visitor hospitality industry and occupation sector and after having to experience recent declines in this industry and occupation sector as a result of the 9/11 Terrorist Attacks and subsequent recession in 2001 and the Great Recession of 2008 through 2010, both the public and the business community in West Wendover are accurately aware of how negatively quality of life can be impacted by not supporting overall economic growth strategies.

While West Wendover's residential population and overall civilian workforce has remained relatively unchanged in recent years, certain recent changing demographics that the community is now experiencing may eventually force the public and the business community to confront the challenges of growth and the positive and negative impacts that growth may have on the community's existing quality of life. In navigating these changing economic landscapes, workshop participants noted that some sacrifice of the community's existing quality of life and, maybe more to the point, in the community's existing culture and identity may be needed. However, protection and improvement of the community's quality of life and existing culture and identity should serve as benchmarks upon which support for future growth and diversification can be measured against by the public and by the business community. Early communication and engagement with the public and with the business community will be vital in ensuring that these default benchmarks are met as new growth and diversification efforts are pursued as part of the City of West Wendover's new five-year Comprehensive Economic Development Strategy.

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

As previously alluded to, the City of West Wendover has a long and robust history of engaging with the public and the private sector in developing meaningful and positive public-private collaborations and in determining what the best set of economic development, diversification, and growth initiatives relative to the needs of the community and the desire of the community to preserve and improve an existing quality of life and community culture and identity are. Given the relative importance of one or two primary industry and occupation sectors to the community's economic base and the perceived isolation and separation from other parts of Elko County and the northeastern Nevada region that exists, West Wendover's public sector

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representatives, private sector representatives, non-profit representatives, and the public at large have historically employed a unified approach to decision making and policy implementation.

While competition over scarce resources (for example labor, water, and land) does exist and because there is a history in which a few individual community, political, and economic ‘elites’ have used their power in ways that did not necessarily align with community interests or the community’s existing culture and identity, continued education and engagement will have to serve as a foundational cornerstone in achieving the various elements outlined in this new five-year Comprehensive Economic Development Strategy for the City of West Wendover. Finding areas of mutual agreement and benefit is a critical first step in ensuring that community, political, and economic power is as uniformly shared and distributed as is reasonably possible.

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

As is common in any relatively small rural and non-metropolitan community found anywhere in Nevada, there will always be some level of resistance to change. However, workshop participants noted that West Wendover is unique in that the community itself, as a tourist and visitor destination city, has always had to deal with change and an influx of new people with new ideas and with new ways of doing things. Workshop participants noted that the City of West Wendover was an early proponent and adopter of a comprehensive Main Street revitalization program and eagerly supported the establishment of a new Opportunity Zone relative to other communities in Nevada with similar socio-demographic and economic characteristics. Because these and other initiatives, that by their very nature, encouraged change but were met with little resistance, the City of West Wendover has become somewhat of a model for other smaller rural and non-metropolitan communities interested in supporting and encouraging economic development, diversification, and change while protecting the community’s existing culture and identity.

While people have a natural resistance and ‘fear’ change, the City of West Wendover has overcome this resistance and ‘fear’ of change through education and early engagement with the public and business community. For example, the recent legalization of marijuana production and consumption (for both medicinal and recreational uses) has largely been met with resistance from the state’s more rural and non-metropolitan areas. However, the City of West Wendover engaged the public and business community early on in the legalization process by acknowledging the potential negative impacts legalizing marijuana production and consumption may have in the community, developing mutually agreed upon approaches to mitigating the potential negative impacts, and by communicating the potential positive impacts of marijuana production and consumption legalization. Critical to the general success in this area was the willingness of the public sector, private sector and the public in general to openly discuss and engage on this issue.

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

The quality of the community’s natural environment and its natural assets and resources has always been a large part of the community’s standard for quality of life and the community’s culture and identity. Open views, accessible and usable public lands, clear air and clean water,

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and the enjoyment of the night sky and the region's wildlife are a few examples of the many elements of the surrounding area's natural environment that are highly valued by the public and even the business community. The people who live, work and play in West Wendover have a tremendous amount of pride in the natural amenities of their community and take active steps to promote and protect it. While these natural assets and resources have not really been threatened in the past, additional economic development, diversification, and growth could possibly harm these assets and resources. Ultimately, the general preservation and protection of these natural assets and resources will be a key benchmark upon which any future set of economic development, diversification, and growth initiatives will be measured against. The City of West Wendover, in order to ensure that these benchmarks are met, must again actively educate and engage the public and the business community to identify and address any potential negative impact that could harm the community's natural assets and resources as a result of any future economic development project, program, or initiative.

## **5.7 Assessment of Community Environmental Factors for the City of West Wendover**

During the second community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on September 5, 2019 and September 6, 2019, workshop participants completed an environmental factors community assessment. Workshop participants first completed this assessment individually and then as a single small group. The assessment, developed by Steven G. Koven and Thomas S. Lyons for the International City-County Manager's Association, asks participants to rank ten different environmental factors using a scale of one (low), two (medium), and three (high). A score of low (1) indicates a priority area that should be immediately addressed by policy makers as soon as possible and likely poses a significant competitive disadvantage for the community. A score of medium (2) indicates an area that the locality may have a competitive advantage in but should consider further investment in in-order to prevent the factor from becoming a competitive disadvantage. A score of high (3) indicates an area of relative competitive strength that could be leveraged in order to support economic development within the community.

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

Together, the average scores of each of the ten environmental factors and the various sub-factors presented in this sub-section provide decision makers and community leaders with a general understanding of how well or how poorly the City of West Wendover, in partnership with the general public and wider business community, is positioned to support and manage future growth and development. These factors can be used as benchmarks to measure future success in

achievement of the new five-year Comprehensive Economic Development Strategy’s strategic economic development vision and the various strategic economic development goals.

5.7.a Economic Base

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

<b>Table 5.11 – Economic Base</b>		
<b>City of West Wendover Comprehensive Economic Development Strategy Workshop</b>		
<b>Sub-Factor</b>	<b>Average Individual Score</b>	<b>Group Score</b>
Lack of Dependency on a Single Firm or Industry	1.4	1.5
Capacity to Diversify	2.6	2.0
Willingness to Diversify	2.2	2.5
<b>Average Score – Economic Base</b>	<b>2.1</b>	<b>2.0</b>

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 overall individual score of 2.1 and an overall group score of 2.0, workshop participants generally agreed that the City of West Wendover has a moderate ability to diversify its overall economic base. In general, workshop participants indicated that the City of West Wendover has a relatively high dependency on a single firm or industry sector, most notably the tourism and visitor hospitality industry and occupation sector. However, given the community’s central geographic location, the existing mix of transportation infrastructure and assets, and availability of land and needed natural resources, workshop participants generally agreed that the community’s capacity to diversify is generally moderate to high. Workshop participants also noted that the community’s overall willingness to diversify, despite the community’s relatively high dependence on a single industry and occupation sector and some default resistance to change among the community’s residential population and business community, is also between moderate and high.

5.7.b Workforce Characteristics

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

Sustainable growth of a robust and skilled civilian workforce has been identified as a primary area of focus for the City of West Wendover’s new five-year Comprehensive Economic Development Strategy. With a civilian unemployment rate of 1.3 percent in 2013, the City of West Wendover has practically no surplus labor to support business expansion efforts or to fill vacant and open positions. With an average overall individual score of 2.1 and a group overall score of 1.7, workshop participants generally rated the community’s overall workforce characteristics between low and moderate with the community’s significantly low unemployment rate pushing the overall workforce characteristics ranking closer to moderate than low.

<b>Table 5.12 – Workforce Characteristics</b>		
<b>City of West Wendover Comprehensive Economic Development Strategy Workshop</b>		
<b>Sub-Factor</b>	<b>Average Individual Score</b>	<b>Group Score</b>
Workforce Size	1.1	1.0
Total Employment (If Unemployment Rate is high, mark “Low)	3.0	3.0
Proportion in Low Wage Positions	1.8	1.0
<b>Average Score – Workforce Characteristics</b>	<b>2.1</b>	<b>1.7</b>

With an average individual score of 1.1 and a group score of 1.0, workshop participants ranked the community’s overall workforce size as relatively low. This is not surprising given the relative recent stagnation in the growth of the community’s residential population and civilian workforce. Combined with a very low unemployment rate, individual businesses throughout the community have faced a growing challenge of finding available and trained workers to fill vacant and open positions.

As already mentioned, the City of West Wendover’s current civilian unemployment rate is extremely low and the community is well below the natural level of unemployment (generally benchmarked at 5.0 percent). This strength in total employment is reflected in the score of 3.0 for both the average individual score and group score given to total employment by workshop participants. Workshop participants did, however, rank the community’s overall proportion of the total civilian workforce in low wage positions as relatively low with an average individual score of 1.8 and a group score of 1.0. Workshop participants generally agreed that a significant portion of the community’s existing workforce are in relatively low wage and low skill positions.

### 5.7.c Skill

Table 5.13 presents the results of the environmental factors assessment for workforce skill for the City of West Wendover. The average score for each individual sub-factor and for the

primary environmental factor based on the average individual score and the overall group score is presented.

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

<b>Table 5.13 – Workforce Skill Characteristics</b>		
<b>City of West Wendover Comprehensive Economic Development Strategy Workshop</b>		
<b>Sub-Factor</b>	<b>Average Individual Score</b>	<b>Group Score</b>
Percent Competent in Technology-Oriented Firms	1.4	1.6
Percent Competent in Professional-Oriented Firms	1.0	2.0
<b>Average Score – Workforce Skill</b>	<b>1.5</b>	<b>1.5</b>

The percent of the community’s existing civilian workforce currently capable of filling technology-oriented positions was ranked as low to moderate by workshop participants, with an average individual score of 1.4 and with a group score of 1.6. The percent of the community’s existing civilian workforce currently capable of filling professional-oriented positions was also ranked as low to moderate by workshop participants, with an average individual score of 1.0 and with a group score of 2.0. Additional workforce development and job training programs, combined with the active recruitment of a higher skilled workforce, were specific economic development strategies identified by workshop participants that could potentially improve these specific workforce skill characteristics.

5.7.d Land and Physical Capital

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

Workshop participants generally ranked the City of West Wendover’s overall mix of land and physical capital assets, as it pertains to supporting future economic development, diversification, and growth initiatives, as relatively high as indicated by the average overall individual score of 2.6 and the group overall score of 2.9. Land and physical capital consists of four separate components, including the availability of vacant land, the availability of underused land, access

to utilities, and access to transportation. Each of these individual component parts received relatively high individual rankings based upon the average individual score and group score provided by workshop participants.

<b>Table 5.14 – Land and Physical Capital</b>		
<b>City of West Wendover Comprehensive Economic Development Strategy Workshop</b>		
<b>Sub-Factor</b>	<b>Average Individual Score</b>	<b>Group Score</b>
Availability of Vacant Land	2.7	3.0
Availability of Underused Land	2.6	3.0
Access to Utilities (Including Communication)	2.7	3.0
Access to Transportation (Highways, Airports, etc.)	2.4	2.5
<b>Average Score – Land and Physical Capital</b>	<b>2.6</b>	<b>2.9</b>

With an average individual score of 2.7 and a group score of 3.0, workshop participants generally ranked the availability of vacant land in the community to support new economic development, diversification, and growth initiatives as relatively high. With an average individual score of 2.6 and a group score of 3.0, workshop participants generally ranked the availability of underutilized land (land this is not currently being used for its highest and best economic purpose) as relatively high as well. Access to utilities, including communication, with an average individual score of 2.7 and a group score of 3.0, was also ranked as relatively high. However, workshop participants noted an immediate need to further develop and provide natural gas and to improve overall telecommunication and broadband connectivity throughout parts of the community.

Access to transportation received the lowest average individual score and group score, with scores of 2.4 and 2.5 respectively. While workshop participants highlighted the community’s direct access to major transportation networks, including U.S. Interstate 80, U.S. Highway 95 Alternate, a well-developed municipal and county-owned airport, and a major railroad corridor, as a major economic asset for the community, workshop participants agreed that some of these major transportation assets are not used to their full potential. Specifically, increased traffic at the Wendover Airport and new development in new industry and occupation sectors that could benefit from the existing level of access to a major railroad network in the community could significantly enhance overall usage of these major transportation and economic assets.

#### 5.7.e Energy

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

Reliability of, access to, and the price of energy for both residential and business customers were each generally ranked as medium to high. Overall, the community’s overall stock of energy assets, with an average individual overall score and with a group overall score of 2.5 and 2.7 respectively, was ranked as moderate to high. Workshop participants noted that, unlike other comparable rural and non-metropolitan communities located throughout the northeastern Nevada region and throughout the state of Nevada, the City of West Wendover has invested significantly in the development of the community’s energy assets.

<b>Table 5.15 - Energy</b>		
<b>City of West Wendover Comprehensive Economic Development Strategy Workshop</b>		
<b>Sub-Factor</b>	<b>Average Individual Score</b>	<b>Group Score</b>
Reliability	2.6	2.0
Access	2.5	3.0
Price	2.5	3.0
<b>Average Score – Energy</b>	<b>2.5</b>	<b>2.7</b>

Energy consists of three separate components, including reliability, access, and price. With an average individual score of 2.6 and with a group score of 2.0, workshop participants generally ranked the reliability of energy in West Wendover as moderate to high, tending closer to moderate than high. With average individual scores of 2.5 and with group scores of 3.0, workshop participants generally ranked both the overall level of access to energy and the overall price of electricity in West Wendover as moderate to high, tending closer to high than moderate. The moderate to high ranking, tending closer to high rather than moderate, is mostly due to the significant investments that the City of West Wendover and its various partners have made in energy production and distribution over the last several years.

#### 5.7.f Financial Capital

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

With an average individual overall score of 1.5 and with a group overall score of 1.5, workshop participants generally ranked the community’s availability of financial capital to support new business creation and entrepreneurial start-up activity as between low and moderate. Workshop participants noted that the development of a robust pool of financial capital to support new small business creation and entrepreneurial start-up efforts has historically not been necessary in West Wendover. However, given recent economic development initiatives, such as the development and implementation of a Main Street revitalization project and the establishment of a new

Opportunity Zone, development of a robust pool of financial capital will be needed in both the short-term and long-term to support a variety of new small business development and entrepreneurial start-up efforts.

<b>Table 5.16 – Financial Capital</b>		
<b>City of West Wendover Comprehensive Economic Development Strategy Workshop</b>		
<b>Sub-Factor</b>	<b>Average Individual Score</b>	<b>Group Score</b>
Predisposition of Local Banks to Lend	2.0	2.0
Ability to Secure Gap Financing	1.7	2.0
Ability to Secure Venture Capital	1.3	1.0
Ability to Secure Angel Capital	1.2	1.0
<b>Average Score – Financial Capital</b>	<b>1.5</b>	<b>1.5</b>

Financial capital consist of four separate components, including the predisposition of local banks to lend to local businesses, the ability of local businesses to secure gap financing, and the ability of start-up businesses and entrepreneurs to secure either venture capital or angel capital. With an average individual score and a group score of 2.0, workshop participants generally agreed that local banks throughout the community have a moderately ranked predisposition to lend to new small businesses and new entrepreneurial start-ups. With an average individual score of 1.7 and a group score of 2.0, workshop participants ranked the ability of small businesses and entrepreneurial start-ups to secure gap financing as generally low to moderate, tending closer to moderate. The ability of small businesses and entrepreneurial start-ups to secure venture capital and angel capital were each generally ranked as low, with average individual scores of 1.3 and 1.2 and group scores of 1.0 and 1.0 respectively.

#### 5.7.g Tax Structure

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

Workshop participants generally ranked the City of West Wendover’s overall tax structure, in-terms of its favorability to businesses, retirees, and residents as moderate to high with an average individual overall score of 2.1 and an average group overall score of 3.0. In general, workshop participants noted that the lack of an income tax and relatively low property tax rates and sales and use tax rates benefit individual businesses operating throughout the community and individual retirees and residents living in West Wendover. This favorability is enhanced given the prevailing tax structure in neighboring communities, both throughout Elko County and

throughout the northeastern Nevada region and when compared to the prevailing tax structure in the state of Utah.

<b>Table 5.17 – Tax Structure</b>		
<b>City of West Wendover Comprehensive Economic Development Strategy Workshop</b>		
<b>Sub-Factor</b>	<b>Average Individual Score</b>	<b>Group Score</b>
Favorability to Businesses	2.3	3.0
Favorability to Retirees	1.9	3.0
Favorability to Residents	2.3	3.0
<b>Average Score – Tax Structure</b>	<b>2.1</b>	<b>3.0</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. With an average individual score of 2.3 and a group score of 3.0, workshop participants generally ranked the overall favorability of the community’s existing tax structure for businesses as moderate to high, tending closer to high. With an average individual score of 1.9 and a group score of 3.0, workshop participants were evenly mixed in ranking the overall favorability of the community’s existing tax structure as moderate to high for retirees living in West Wendover. With an average individual score of 2.3 and a group score of 3.0, workshop participants ranked the overall favorability of the community’s existing tax structure as moderate to high, tending closer to high, for residents living throughout the community.

#### 5.7.h Regional Culture

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

Regional culture consists of four separate components, including the community’s overall support for the business community, the overall willingness of individuals to risk personal capital to support start-up and entrepreneurial efforts, the overall willingness to accept possible externalities including the risk associated with new business start-up and entrepreneurial efforts, and the overall willingness to alter the status quo to support new growth and economic development. In general, despite a history of support for the business community and business interests but because of a prevailing ‘fear of the unknown’ and ‘fear of change’, workshop participants ranked the community’s overall regional culture toward economic development and entrepreneurial efforts as between low and moderate with an average individual overall score of 1.7 and an average group score of 1.3. In general, workshop participants agreed that individuals in West Wendover do not have a strong overall willingness to risk their own personal capital, a

willingness to accept possible externalities or market risk, or a willingness to alter the status quo to pursue their own small business or entrepreneurial start-up efforts.

<b>Table 5.18 – Regional Culture</b>		
<b>City of West Wendover Comprehensive Economic Development Strategy Workshop</b>		
<b>Sub-Factor</b>	<b>Average Individual Score</b>	<b>Group Score</b>
Support for Business	1.9	1.0
Willingness to Risk Personal Capital (Personal Funds)	1.4	1.0
Willingness to Accept Possible Externalities (Market Risk)	1.6	1.0
Willingness to Alter the Status Quo	1.9	2.0
<b>Average Score – Regional Culture</b>	<b>1.7</b>	<b>1.3</b>

With an average individual score of 1.9 and a group score of 1.0, workshop participants ranked the community’s overall support for business initiatives between low and moderate with individual scores tending toward moderate levels of support for business initiatives and the group score tending toward low levels of support for business initiatives. In regard to the willingness of individuals to risk their own personal capital and willingness to accept possible externalities and market risk in pursuing their own small business and entrepreneurial start-up efforts, workshop participants ranked these culture characteristics as generally low with average individual scores of 1.4 and 1.6 respectively and group scores of 1.0 and 1.0 respectively. Only regarding the willingness to alter the status quo or accept some measurable level of change were workshop participants in general agreement, ranking this regional culture characteristic as generally moderate with an average individual score of 1.9 and a group score of 2.0.

### 5.7.i Geography

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

Geography consists of four separate components, including the overall desirability of the community’s climate, the overall desirability of the community’s topography, and the community’s proximity to key economic centers, and the community’s overall access to national and international markets. Except for the community’s access to key national and international markets, workshop participants generally ranked the City of West Wendover’s geographic economic assets as moderate to high with an average individual overall score of 2.1 and a group overall score of 2.3. The average individual overall score and the group overall score for the City of West Wendover’s combined mix of geographic economic assets would have likely tended closer to high if not for the relatively low ranking of the community’s access to key

national and international markets, that received an average individual score of 1.1 and a group score of 1.0.

<b>Table 5.19 - Geography</b>		
<b>City of West Wendover Comprehensive Economic Development Strategy Workshop</b>		
<b>Sub-Factor</b>	<b>Average Individual Score</b>	<b>Group Score</b>
Desirability of Climate	2.6	3.0
Desirability of Topography	2.7	3.0
Proximity to Key Economic Centers	2.1	2.1
Access to National and International Markets	1.1	1.0
<b>Average Score – Geography</b>	<b>2.1</b>	<b>2.3</b>

Workshop participants ranked the desirability of the community’s climate, the desirability of the community’s topography, and the community’s general proximity to key economic centers as moderate to high with desirability of climate and desirability of topography tending toward relatively high rankings. Desirability of climate and desirability of topography received average individual scores of 2.6 and 2.7 respectively from workshop participants and group scores of 3.0 and 3.0 respectively from workshop participants. The proximity to key economic centers, most notably the Salt Lake City metropolitan statistical area and the western front of the Wasatch Mountains in the state of Utah, was generally ranked as moderate with an average individual score and a group score of 2.1 each.

5.7.j Research Environment

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

Research environment consists of three separate components, including linkages to universities (both private and public), access to the Internet and broadband connectivity, and access to private laboratories and research facilities. Except for the community’s existing access to the Internet and overall quality of broadband connectivity, especially when compared to other communities located throughout the northeastern Nevada region, workshop participants generally ranked the City of West Wendover’s existing research environment as low to moderate, with the average individual overall score and the group overall score tending toward moderate. The average individual overall score for the community’s existing research environment was 1.8 and the group overall score for the community’s existing research environment was 1.7. In general, workshop participants agreed that the overall existing research environment can moderately support expanded and diversified economic development efforts but that improved linkages to

universities and private laboratories will be needed as part of the City of West Wendover’s new five-year Comprehensive Economic Development Strategy.

<b>Table 5.20 – Research Environment</b>		
<b>City of West Wendover Comprehensive Economic Development Strategy Workshop</b>		
<b>Sub-Factor</b>	<b>Average Individual Score</b>	<b>Group Score</b>
Linkage to University(ies) (Public and Private Colleges)	1.6	1.0
Access to the Internet and Broadband Connectivity	2.9	3.0
Access to Private Laboratories (Research Facilities)	1.0	1.0
<b>Average Score – Research Environment</b>	<b>1.8</b>	<b>1.7</b>

Workshop participants generally ranked the community’s existing linkages to universities (both public and private) as relatively low, with an average individual score of 1.6 and with a group score of 1.0. Especially in comparison to the levels of access to the Internet and broadband connectivity in other communities located throughout the northeastern Nevada region, workshop participants agreed to rank the City of West Wendover’s overall access to the Internet and broadband connectivity as generally high, with an average individual score of 2.9 and with a group score of 3.0. Workshop participants were also in agreement that the community’s existing access to private laboratories and research facilities is generally low, with an average individual score and a group score of 1.0 respectively.

## **5.8 Standard, Creative, and Tactical Placemaking Assessment**

During the second community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on September 5, 2019 and September 6, 2019, workshop participants completed a comprehensive community and economic development placemaking and readiness assessment. The Standard, Creative, and Tactical Placemaking Assessment consisted of 32 separate questions that workshop participants, in small groups, were asked to answer using “Yes”, “No” or “Don’t Know”.

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

Workshop participants generally noted that the City of West Wendover does currently have a number of community assets that contributes to a strong overall sense of community including the encouragement of art in public places, a number of festivals, fairs, and outdoor concerts, regular Farmer’s Markets, utilization of public and institutional buildings as focal points within the community, active engagement and promotion of historic preservation, and dedicated public

spaces and buildings with historic significance. Workshop participants further agreed that the community’s current Master Plan actively includes and promotes a number of standard, creative, and tactical placemaking strategies. The City of West Wendover, in partnership with the community’s various hotel and casino resort properties, also has an active visitors and convention bureau and an active chamber of commerce that actively promotes and supports the larger business community.

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

Workshop participants did indicate that the establishment of a more formal arts organization could better promote and support the development of the arts in the City of West Wendover. While the City of West Wendover actively supports and promotes the arts, a dedicated arts

organization could also help promote the community to potential tourists and visitors while supporting a fledging arts community that has developed in the City of West Wendover over the past several years.

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

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

In regard to the City of West Wendover’s existing land use master plan and related zoning ordinances, workshop participants noted a number of areas where the city actively promotes a number of specific standard, creative, and tactical placemaking activities. The government of the City of West Wendover established the City’s Community Development Department in 1999 and the department is responsible for the city’s planning and zoning initiatives, commercial and residential development plan reviews and related building permits, developing and using statistics and demographics to guide short-term and long-range planning decisions, code development and compliance, coordination with issuance of business licensing, community event planning, community advertising and other matters related to the development and growth of the city. As part of the Community Development Department, the City’s Tourism and Convention Bureau works closely with the city government to promote a number of programs, projects, and

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initiatives designed to improve both the tourist and visitor experience while also actively working to improve the quality of life for area residents and the business community.

Workshop participants agreed that the current land use master plan, and related planning documents and initiatives, actively encourages the creation of quality public spaces and encourages the development of spaces for various social and community gathering activities. Workshop participants also noted that City of West Wendover does have a sign ordinance that permits a number of decorative banners and appropriate temporary signs to advertise festivals and special events. The City of West Wendover's existing land use master plan, zoning ordinances, and codes also permits food trucks and carts on public spaces and also allows related commercial activities near existing recreational and/or heritage sites.

Over the past several years, the City's Community Development Department, in partnership with a number of other public sector and various private sector interests, have undertaken a number of specific planning initiatives designed to encourage various standard, creative, and tactical placemaking activities. Most notably, the City of West Wendover is further developing and implementing a comprehensive Main Street revitalization project which is aimed at creating higher density residential and commercial development and additional public spaces to support public gatherings, special events, and activities. The community believes that this initiative will continue to make the City of West Wendover an even more enjoyable community for both tourists and visitors and the community's residential population.

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

Workshop participants noted that the City of West Wendover, given its high annual tourist and visitor count and as a result of the significant private sector investment made into critical infrastructure and public assets by the community's existing hotel and casino resort properties, is unique relative to other similar sized more rural or non-metropolitan communities within the northeastern Nevada region when it comes to the breadth and depth of critical infrastructure designed to support standard, creative, and tactical placemaking. Workshop participants highlighted the community's relatively strong broadband and telecommunication infrastructure network, the community's existing public transportation system, and the community's commitment to employing complete streets planning principles (especially in the development and implementation of its Main Street revitalization project).

Workshop participants further highlighted the community's commitment to public-private partnerships in developing and implementing a variety of economic development programs, projects, and initiatives and actively engages the public, property owners, business owners, and other key stakeholders in regular and frequent charrette-type planning sessions. The city's new Main Street revitalization project is unique in northeastern Nevada in that the city is actively promoting new higher density mixed-used development throughout a significant portion of the community's geographic footprint. As part of this initiative, and as part of the city's existing land use master plan and related zoning and building codes, the City of West Wendover has also

developed a series of high standards regarding the types and quality of building materials used in public buildings and facilities.

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

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Of the few areas in which workshop participants indicated that the community has failed to take active steps in promoting standard, creative, and tactical placemaking, workshop participants were most eager to explore the possibility of developing some type of entrepreneurship incubator, innovation incubator, kitchen incubator, or similar program. Workshop participants noted that the development of some type of entrepreneurship incubator, combined with the development of the needed technical and financial assistance to support entrepreneurial and small business start-ups, would serve the dual purpose of helping to diversify the community's existing economic base while also helping to create new businesses that could capture some of the economic and consumption activity that is lost to neighboring communities elsewhere in Elko County and to communities in the neighboring state of Utah.

## **5.9 Community and Economic Development Readiness Assessment**

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

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

In regard to evaluating the City of West Wendover's Baseline Capacity, in-terms of the community's overall community and economic development readiness, workshop participants answered "Yes" to most of the questions except four specific areas. Workshop participants noted that the city and the community's private sector have significantly invested in a number of baseline community and economic development assets including ensuring that the community's water system meets and exceeds various state and federal standards and that the existing water system is capable of supporting future growth. Workshop participants further noted that the city has encouraged the use of water meters for individual residential and business properties and that the current waste water system meets and exceeds applicable state and federal standards and is sufficient to support future growth. One area requiring additional investment and attention, according to workshop participants, is the development of a storm water drainage and flood retention system designed to protect critical community and economic development assets.

Other critical areas of existing public services include an adequate road and street system, fire protection services, police and law enforcement services, and available emergency medical services. One area that the City of West Wendover, as identified by workshop participants, does require additional baseline development in is the development of additional specialized healthcare and mental health care services including the development of a local area hospital that can support the community's existing residential population and future population growth. Currently, residents in the City of West Wendover, requiring more specialized and urgent care must travel to hospitals and medical facilities operating in the Salt Lake City metropolitan

statistical area or to other hospitals and medical facilities located elsewhere throughout the northeastern Nevada region or other parts of the state of Nevada.

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

Workshop participants further noted the growing need for an assisted living facility for the community's growing senior population. In addition to pursuing the development of an assisted living facility, workshop participant indicated that the future planned development of a community recreation center will help provide various services and activities for both the community's younger and older populations as well as the public in general. While the development of a new community recreation center will help provide needed services and activities, a specialized assisted living facility, as well as additional housing for low and moderate income levels, will be needed to support future population growth and demographic change.

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

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

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

Workshop participants noted a number of areas in which the City of West Wendover has already or is actively making progress in improving the community’s overall civic capacity needed to support current and future community and economic development programs, projects, and initiatives. The unique nature of the community’s existing economic base, given its dependence on the tourism and visitor hospitality industry sector and the significant investments made by the community’s various public sector organizations, non-profit organizations, and various private sector firms including the major hotel and casino resort properties, has contributed to the community’s continued development of its overall civic capacity.

Because of the significant progress that the City of West Wendover has made in improving its overall civic capacity, workshop participants answered “Little Progress to Date” for just two Civic Capacity statements and answered “No Action Yet” for only one of the Civic Capacity statements. Specifically, workshop participants answered “Little Progress to Date” in keeping the community’s citizens well informed about the community’s various economic development efforts and in building an uninterrupted track record of positive community activity. Workshop participants answered “No Action Yet” in assessing the system of measuring progress in order to learn from past actions regarding the community’s economic and community development efforts. Additional communication and early engagement with the community’s residential population and business community will be critical in informing the public and business community about the City of West Wendover’s new five-year Comprehensive Economic Development Strategy and in measuring the community’s success in achieving the strategy’s new strategic economic development vision and stated economic development goals and objectives.

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

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

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

<b>Table 5.26, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Economic Development Capacity Statements, City of West Wendover</b>						
<b>Statement</b>	<b>Yes</b>	<b>Actively Making Progress</b>	<b>Little Progress to Date</b>	<b>No Action Yet</b>	<b>No Answer</b>	<b>Don't Know</b>
The community has access to commercial air service within 60 minutes.				x		
The community has competitively priced natural gas available.			x			
The community has competitively priced electricity available.	x					
There is access for citizens and business to high speed, broadband, interactive telecomputing technologies that support electronic exchange of data and information.	x					
There are wireless communication services available.	x					
There is a local or regional information technology forum or equivalent organization that is capable of providing planning, marketing, training, and coordination in the use of telecomputing technologies.				x		
The community has access to passenger air service within 60 minutes.				x		

Of the statements that workshop participants answered “Little Progress to Date”, key areas of needed improvement in regard to overall Economic Development Capacity include additional economic diversity in the community’s existing economic base, developing and growing a capable and productive workforce, creating additional school-to-work, job shadow, and internship programs, and developing competitively priced natural gas for both residential and business use. Of the statements that workshop participants answered “No Action Yet”, key areas of significantly more improvement needed in regard to the City of West Wendover’s overall Economic Development Capacity include the building of additional industrial zoned buildings that are ready to occupy at a reasonable market rate, developing additional commercial and passenger air service with direct service to key markets, and creating a local or regional information technology forum that is capable of providing planning, marketing, training, and coordination in the use of telecomputing technologies. Workshop participants provided “No Answer” to the statement regarding access to barge or river transportation as this statement does not apply to the City of West Wendover.

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

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

While the City of West Wendover, in partnership with other public sector organizations, non-profit organizations, and several private sector firms, has made significant progress in completing or initiating a number of Community Development Capacity programs, projects, and

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initiatives, workshop participants did note that the City of West Wendover has made little to no progress in two critical areas. First, the City of West Wendover does not currently have a community center. However, workshop participants noted that the City of West Wendover is actively pursuing the development of a new community recreation center that could eventually be used to house various community center activities. Secondly, the City of West Wendover has not developed sufficient childcare centers or services. Workshop participants agreed that this current deficiency in childcare centers and services is one of the reasons why the community's median age has increased and why growth in the community's residential population has stagnated over the past several years. Improved childcare centers and services was identified as a primary area of need that should be addressed as part of the City of West Wendover's new five-year Comprehensive Economic Development Strategy in order to development additional community development capacity.

In regard to Part 2 of the Standard, Creative, and Tactical Placemaking Assessment, workshop participants noted a number of strategies or projects that have recently been completed and a number of key strategies that the community is currently pursuing. In regard to the strategies or projects that have been recently completed that have improved the community's overall standard, creative, and tactical placemaking capacities, the City of West Wendover has focused on completing several new major infrastructure projects. Over the past several years, the City of West Wendover has significantly improved overall utility capacity of its water, sewer, and electric services, invested in the rehabilitation of existing and development of new roadways, and completed significant upgrades to the Wendover Airport. The Elko County School District, in partnership with the City of West Wendover, has also completed development and rehabilitation of the area's existing elementary and middle schools and the city, itself, has completed the rehabilitation and expansion of its public parks. Newly completed residential development and newly developed small and large commercial developments, coupled with the completion of several multi-million dollar expansions and revitalization projects at several of the existing major hotel and casino resort properties, have helped improve the community's overall economic base.

Nevada Gold Mines, the region's largest private sector mining and natural resource conglomerate, has recently begun production at a new mine site near West Wendover and the City of West Wendover, in partnership with the Nevada Governor's Office of Economic Development and the Northeastern Nevada Regional Development Authority, has recently completed the designation and creation of a new Opportunity Zone, established by the U.S. Tax Cuts and Jobs Act of 2017. Planning for Downtown Phase 1, part of the city's new Main Street revitalization project, has been completed and the City of West Wendover has also made significant investments into the community's police and fire protection services. These investments were made in anticipation of new commercial, retail, and industrial development that is expected to follow further implementation of the community's Main Street revitalization project and the further use of the community's new Opportunity Zone.

In regard to key strategies that the community is currently developing and pursuing in order to increase its overall standard, creative, and tactical placemaking capacities, the City of West Wendover has identified and is in the planning stages of developing a pipeline and securing a provider that can provide natural gas to the community's residential population and growing business community in order to support future growth and development. The City of West

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Wendover is also aggressively pursuing the development of a mix of new residential projects that are designed to help the community get ahead of anticipated future population growth while also diversifying the community's existing stock of residential property types. Workshop participants expressed their hope that a better diversified mix of residential property types will also help prospective home buyers and renters afford quality housing. Additional amenities and services needed to support and encourage a sustainably growing population and business community includes the planned development of a new community recreation center, implementation of a Port of West Wendover Plan, improvements to existing public spaces including a dog park, and the development of additional healthcare and urgent care services. Workshop participants also suggested that the City of West Wendover should explore the possibility of developing commuter and passenger rail service that could increase the community's connectedness to the major population centers and markets located in northeastern Nevada and throughout the western front of the Wasatch Mountains.

In order to specifically address the overall need to grow the community's civilian workforce and to increase the labor pool in order to support existing and future business activity, workshop participants noted the need to develop a comprehensive workforce development and job training program for the City of West Wendover. Workshop participants suggested that, as part of the City of West Wendover's new five-year Comprehensive Economic Development Strategy and by working collaboratively with other public sector organizations, non-profit organizations, and various private-sector interests, the City of West Wendover should develop new trade and vocational training development programs in order to improve the current and future civilian workforce's overall employment skill set. Individual firms currently operating within the community, and new firms that will be created in and attracted to the community as a result of the newly created Opportunity Zone, will significantly increase the demand for skilled laborers and an expanded civilian workforce. Development of a comprehensive workforce development and job training program for the City of West Wendover will be critical in supporting current and future development and economic growth.

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## 6.0 Analysis: Community, Regional, and Industry Assessment

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

### 6.1 Industry and Workforce Characteristics for Elko County

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

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

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

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

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

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

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The Accommodation and Food Services industry sector had a location quotient of 2.55 in 2018, making this industry sector a net exporting industry for Elko County. The Government industry sector was the second largest industry sector in both 2013 and 2018 in Elko County, employing a total of 3,807 individuals in 2013 and a total of 4,054 individuals in 2018, a net increase of 247 total jobs or 6.0 percent. In 2018, the location quotient for the Government industry sector was 1.13, making the Government industry sector a net exporter for Elko County. The net exporting status of the Government industry sector in Elko County in 2018 is likely due to the concentration of federal and state government positions located in Elko County but the wider regional coverage and provision of these federal and state government services to communities located throughout northeastern Nevada.

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

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

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

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

Source: Nevada Governor's Office of Economic Development

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

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

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

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

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

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

Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and in the second workshop held on September 5, 2019 and September 6, 2019 were asked to identify the specific demand conditions, factor conditions, firm strategy, rivalry and composition, and related and supporting industries for the City of West Wendover using the industry sector and occupation sector data for Elko County presented in the previous sub-section. As part of Stronger Economies Together Module 3, *Focusing on Regional Competitive Advantage*, workshop participants were asked to answer four separate questions, including:

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

### 6.2.a Demand Conditions

Demand conditions are defined as the conditions that influence demand for goods or services produced in a community or defined region. Given the high concentration of major hotel and casino resort properties operating within the City of West Wendover, workshop participants identified the conditions and economic activity in the Accommodation and Food Services industry sector, in the Arts, Entertainment, and Recreation industry sector, and in the Food Preparation and Serving Related occupation sector, as the primary drivers of demand conditions for the City of West Wendover.

As previously mentioned, the City of West Wendover boasts a large tourism and visitor industry and occupation sector due to the number of major hotel and casino resorts that operate throughout the community. Established largely to entice tourists and visitors from the state of Utah and along the western front of the Wasatch Mountains, these major hotel and casino resorts attract upwards of 5 million visitors per year to the City of West Wendover. For a community with a residential population of just under 5,000 total individuals, the various industry and occupation sectors directly related to tourism and visitor hospitality drives a significant portion of the demand conditions present throughout the community.

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Secondary demand conditions, as identified by workshop participants, include the conditions and economic activity of the Mining, Quarrying, and Oil and Gas Extraction industry sector, the Construction and Extraction occupation sector, and in the Transportation and Material Moving occupation sector. Other important demand conditions for the City of West Wendover, based upon the overall high performance and quality of the community's public K through 12 schools, include the conditions and related economic activity in the Educational Services industry sector and in the Education, Training, and Library occupation sector. While workshop participants expressed their strong support for the community's tourism and visitor hospitality industry and occupation sectors, workshop participants also indicated the need to focus on new economic development diversification efforts of the community's existing demand conditions. Future economic development diversification efforts in the City of West Wendover should be focused on industry and occupation sectors that can complement the community's existing tourism and visitor hospitality base while also developing other industry and occupation sectors that are not necessarily directly impacted by changes in the level of economic activity in the existing tourism and visitor hospitality base.

#### 6.2.b Factor Conditions

Factor conditions are defined as existing infrastructure, resources and materials, and workforce characteristics that can either be improved or used to support the expansion and growth of specific industry sectors. As has already been illustrated throughout this five-year Comprehensive Economic Development Strategy, the City of West Wendover, in partnership with various other public sector organizations and private sector firms operating within the city, has developed significant infrastructure assets designed to support ongoing and future development of critical industry and occupation sectors. Improved connectivity with U.S. Interstate 80 and U.S. Highway 95 Alternate, continued development of critical railroad infrastructure, improved water, sewer, and power infrastructure, and improvements made to the Wendover Airport have each contributed to the growth of the community's existing tourism and visitor hospitality economic base and has established a foundation on which new economic development diversification efforts can be built upon.

New public and tourist-related private entertainment facilities and venues, including the development of a new multi-purpose high quality Concert Hall, continued development of existing and new food and entertainment options, improvements to the public golf course, swimming pool, and baseball fields, and further development of access to area public lands and outdoor recreation opportunities have improved both the tourist and visitor experience and the general quality of life for the community's existing residential population and non-gaming business community.

The community's relatively low crime rates, improved public safety, and a renewed focus on workforce development and job training have each improved the overall attractiveness of the community to new businesses in a variety of targeted industry and occupation sectors. Further development and implementation of the community's Main Street revitalization project and further utilization of the community's recently established Opportunity Zone will each provide

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new and existing businesses in targeted industry and occupation sectors with additional needed infrastructure, land, and facilities to support future expansion and growth.

### 6.2.c Firm Strategy, Rivalry, and Composition

Firm strategy, rivalry, and composition is generally defined as the community's and/or region's portfolio of businesses, entrepreneurial activity and support, and general mix of businesses. As discussed in the previous sub-section of this University Center for Economic Development technical report, and reaffirmed by workshop participants, the Accommodation and Food Services industry sector, the Government industry sector, the Retail Trade industry sector, and the Mining, Quarrying, and Oil and Gas Extraction industry sector each represent primary components of the community's existing economic base. Outside these four primary industry sectors, firms in a number of other vital industry and occupation sectors already operate throughout the community. Workshop participants indicated that the City of West Wendover, as part of its new five-year Comprehensive Economic Development Strategy, should focus on increasing the depth of these industry sectors through a targeted business creation, attraction, retention, and expansion program. In order for such a targeted program to work, increased communication and engagement with the community's existing business community will be needed in order to ascertain the needs of individual firms in targeted industry and occupation sectors.

Workshop participants noted, that in order to improve the overall depth of firm strategy, rivalry and composition in West Wendover, steps should be taken to improve overall small business development and entrepreneurial start-up initiatives in the community. Identifying critical barriers to new small business development and entrepreneurial start-up, including rent prices, availability of space, and access to funding, is critical to forming targeted programs, projects, and initiatives designed to support the community's overall economic diversification efforts. Workshop participants further noted that, in considering future strategies designed to improve the community's depth of firm strategy, rivalry, and composition, the City of West Wendover, in partnership with other public sector organizations, non-profit organizations, and existing private sector firms, should also consider business creation, attraction, retention, and expansion strategies that improve the community's overall quality of life by filling niches in key areas such as personal fitness and recreation.

### 6.2.d Related and Supporting Industries

Related and supporting industries are defined as the firms within and between industries that buy and sell from each other. Specifically, the related and supporting industries form both the upstream and downstream elements of the community's and region's overall value chain. Certain 'holes' within the community's and region's overall value chain, as identified by workshop participants, include improving tourist and visitor counts between Mondays and Thursdays as Fridays through Sundays are typically the high tourist and visitor count periods of a standard week in West Wendover. Further development of the community's Retail Trade industry sector, through small business and entrepreneurial start-up development, improvement and growth in the community's Health Care and Social Assistance industry sector, future growth of the community's Transportation and Warehousing industry sector, and additional

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development of the community's Wholesale Trade industry sector could significantly capture lost dollars and economic activity that 'leaks' to other communities and regions outside the City of West Wendover and outside the northeastern Nevada region. Alternative agricultural products, including the cultivation, processing, and sale of marijuana and hemp, as well as the development of a comprehensive business-to-business program could also significantly improve existing industry and occupation sectors in the community while helping to diversify the City of West Wendover's existing economic base.

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

Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and in the second workshop held on September 5, 2019 and September 6, 2019 were asked to identify specific industry and occupation clusters that the City of West Wendover, as part of its new five-year Comprehensive Economic Development Strategy, should explore further, should avoid investing in for the future, could be viable future community and regional industry and occupation sectors, and are declining but may be worth reviving. As part of Stronger Economies Together Module 3, *Focusing on Regional Competitive Advantage*, workshop participants were asked to answer four separate questions, including:

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

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

#### **6.3.a Industries Worth Exploring Further**

Workshop participants identified five industry sectors that the City of West Wendover should, as part its new five-year Comprehensive Economic Development Strategy, target and explore

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further including the Arts, Entertainment, and Recreation industry sector, the Health Care and Social Assistance industry sector, the Manufacturing industry sector, the Transportation and Warehousing industry sector, and the Utilities industry sector. Further and future development of the Arts, Entertainment, and Recreation industry sector can simultaneously help to diversify the City of West Wendover's existing economic base, help strengthen the community's existing tourism and visitor hospital industry sector, while also improving the community's overall quality of life. In partnership with the community's existing major hotel and resort properties, members of the public, and other parts of the business community, the development of new arts, entertainment, and recreation facilities and activities should be incorporated into the City of West Wendover's new five-year Comprehensive Economic Development Strategy.

As has already been discussed, expansion and further investment in the community's Health Care and Social Assistance industry sector will be needed to provide a wider variety of specialty healthcare and mental health services for the community's existing and future residential population. While basic health care services are currently met, the development of acute care facilities, emergency and trauma care facilities, and various specialty care facilities is needed from both a quality of life perspective and from a general business strategy perspective. Currently, existing residents in need of beyond-basic and urgent care treatment must travel to healthcare facilities or hospitals located in the Salt Lake City metropolitan statistical area or to communities elsewhere in northeastern Nevada and the state of Nevada. This often requires individuals to take time off of work and even a relatively short visit to a neighboring community's healthcare provider or facility results in a full day of lost work and productivity.

Further development of the Transportation and Warehousing industry sector could potentially take advantage of the existing central geographic location of the City of West Wendover relative to other major metropolitan and population centers and key markets and the significant transportation assets that already exist, including major road, rail, and air services. Utilization of the various tax incentives associated with the existing Opportunity Zone could be used to further support expansion of the Transportation and Warehousing industry sector as well as the Manufacturing industry sector and the Utilities industry sector. Further exploration and development of the Utilities industry sector, especially focused on distribution and provision of natural gas, will be needed to support additional expansion of both the Transportation and Warehousing industry sector and the Manufacturing industry sector. Hazardous waste processing, defense contracting, and aerospace are sub-sectors of the Manufacturing industry sector specifically identified by workshop participants as areas that the City of West Wendover could potentially build new business creation, attraction, retention, and expansion efforts around as part of its new five-year Comprehensive Economic Development Strategy.

### 6.3.b Industries to Avoid or Not Pursue

The Finance and Insurance industry sector, the Professional, Scientific, and Technical Services industry sector, and the Administrative and Support and Waste Management industry sector were each identified by workshop participants as industry sectors that the City of West Wendover should not actively pursue and should avoid for the time being as part of its new five-year Comprehensive Economic Development Strategy. Between 2013 and 2018, the total number of jobs created by firms in the Finance and Insurance industry sector in all of Elko County

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decreased from 299 total jobs created in 2013 to 296 total jobs created in 2018, a net decrease of three total jobs created or -1.0 percent. The location quotient for the Finance and Insurance industry sector for all of Elko County in 2018 was just 0.31 indicating that this industry sector was a significant net importer of financial and insurance services. Workshop participants concluded that the resources needed to grow and expand the Finance and Insurance industry sector, especially for the City of West Wendover, would not justify the anticipated return on investment that could be reasonably expected over the next five years.

Between 2013 and 2018, the total number of jobs created by the Professional, Scientific, and Technical Services industry sector for all Elko County increased from a total of 531 total jobs created in 2013 to a total of 626 total jobs created in 2018, a net increase of 95 total jobs created or 18.0 percent. Despite this increase in the total number of jobs created, the location quotient for the Professional, Scientific, and Technical Services industry sector for all of Elko County in 2018 was just 0.40, indicating that this industry sector was a significant net importer of related goods and services. Similar to the Finance and Insurance industry sector, workshop participants concluded that the resources needed to grow and expand the Professional, Scientific, and Technical Services industry sector, especially for the City of West Wendover, would not justify the anticipated return on investment that could be reasonably expected over the next five years. Instead, workshop participants suggested that, as part of its new five-year Comprehensive Economic Development Strategy, the City of West Wendover, with its various other partner public sector, non-profit, and private sector organizations and entities, work to develop a comprehensive workforce development and job training program designed to improve the overall skill set of the area's existing civilian workforce to better serve the needs of existing businesses that have been unable to find sufficiently qualified laborers for vacant and open positions.

The total number of jobs created in the Administrative and Support and Waste Management industry sector, for all of Elko County, decreased from a total of 614 jobs created in 2013 to a total of 585 jobs created in 2018, a net decrease of 29 total jobs created or -5.0 percent. With a location quotient of just 0.39 for all of Elko County in 2018, the Administrative and Support and Waste Management industry sector accounts for a relatively small portion of the overall economic base for all of Elko County and an even smaller portion of the overall economic base for the City of West Wendover. Workshop participants indicated that a potentially higher return on investment for other related and unrelated industry and occupation sectors for the City of West Wendover is more likely than investment in the Administrative and Support and Waste Management industry sector for the next five years. However, workshop participants did note that as improvements to the Transportation and Warehousing industry sector are made over the next five years, new opportunities with lower initial investment costs for the Administrative and Support and Waste Management industry sector may arise. If and when these opportunities emerge, workshop participants suggested that the City of West Wendover should reevaluate possible future investment in the future development of the Administrative and Support and Waste Management industry sector.

### 6.3.c Viable Future Local and Regional Industry Sectors

Workshop participants identified three separate industry sectors, including the Accommodation and Food Services industry sector, the Agriculture, Forestry, Fishing and Hunting industry

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sector, and the Utilities industry sector, as industry sectors that could be considered viable future local and regional industry sectors for both the City of West Wendover and for the entire northeastern Nevada region. In the City of West Wendover, significant public sector and private sector investment in the area's tourism and visitor hospitality industry, captured largely by the Accommodation and Food Services industry sector, has already been made. While tourism and visitor hospitality, and the Accommodation and Food Services industry sector in general, represents a significant part of the community's and region's existing economic base, future diversification and investment of this industry sector could potentially lead to additional economic development and growth. Workshop participants suggested that the existing major hotel and casino resort properties operating throughout the City of West Wendover could be incentivized to develop new amenities designed to serve the current and future residential population of the community and that the industry as a whole should consider growth in new markets beyond the western front of the Wasatch Mountains in the state of Utah including parts of Idaho, other parts of Utah, and Wyoming.

While total employment in the Agriculture, Forestry, Fishing and Hunting industry sector is relatively low when compared to other larger industry sectors, with 356 total jobs created by the industry sector in 2013 and 390 total jobs created by the industry sector in 2018, this industry sector has been and continues to be a significant part of the City of West Wendover's, Elko County's, and the region's overall economic base. In 2018 alone, the location quotient for the Agriculture, Forestry, Fishing and Hunting industry sector in Elko County was 1.39, indicating that firms within this industry sector were significant net exporters of their goods and services. New opportunities in Nevada's Agriculture, Forestry, Fishing and Hunting industry sector, including the legalization of hemp and marijuana cultivation, processing, and use, could potentially improve overall economic activity and growth in the Agriculture, Forestry, Fishing and Hunting industry sector in the City of West Wendover given the area's unique topography and climate and access to major road and rail transportation assets.

Both locally and regionally, potential future development of the Utilities industry sector could become a source of new economic development, growth and diversification over the next five or more years for the City of West Wendover. While the total number of jobs created in the Utilities industry sector for all of Elko County decreased between 2013 and 2018, declining from a total of 123 jobs created in 2013 to a total of 109 jobs created in 2018, a net decrease of 14 total jobs created or -11.0 percent, the location quotient for the Utilities industry sector in 2018 for all of Elko County was 1.34, indicating that this industry sector is a net exporting industry sector and that there are external markets for electricity and other utilities produced in Elko County. Possible future development of geothermal power, solar power, and wind power in and around the City of West Wendover could provide area residents and businesses with an even cheaper source of electricity while also creating surpluses of renewable energy that could be sold to external markets that have increasing levels of demand for renewable energy.

#### 6.3.d Industry Sectors Declining but Worth Reviving

A number of industry and occupation sectors that have been in decline in the City of West Wendover, in Elko County, and throughout the northeastern Nevada region could potentially be worth revising and investing in as part of the City of West Wendover's new five-year

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Comprehensive Economic Development Strategy given recent investments in critical infrastructure assets and the pursuit of new economic development initiatives including the establishment of the region's only Opportunity Zone in and around the City of West Wendover. As has already been outlined, workshop participants noted that the City of West Wendover's central geographic location to other major population centers and markets, its diversity of major transportation assets, its availability of land and other natural resources, combined with newly accessible incentives created by the Opportunity Zone, make the City of West Wendover ideal for new business creation and attraction opportunities in declining or currently less impactful industry and occupation sectors. Consistency and commitment to which industry and occupation sectors are targeted and how they are targeted will be needed in order to ensure that the resources dedicated to implementation of the City of West Wendover's new five-year Comprehensive Economic are not wasted.

In regard to a specific industry sector that has been declining, or is not currently a significant part of the community's overall economic base, workshop participants noted that the City of West Wendover should focus on further development and expansion of the area's Health Care and Social Assistance industry sector because of its importance to the community's overall quality of life, the community's overall attractiveness to new residents and businesses, and the impacts an underdeveloped Health Care and Social Assistance industry sector has on existing residents and the existing business community. With a location quotient of just 0.56 in 2018 for all of Elko County, it is clear that individual residents throughout Elko County depend on expanded and specialty care services provided by healthcare providers and facilities located outside the county and, possibly, outside the northeastern Nevada region. New healthcare providers and facilities, which can expand upon the area's existing stock of basic healthcare service, could reduce the need of individual residents to travel outside the area and region to gain access to the healthcare services they need. This would have the added benefit of minimizing lost productivity incurred by existing private sector firms that often lose one to several days of labor so that individuals can travel to out-of-area healthcare providers and facilities.

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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 Strong Economies Together Module 6, *Discovering Assets and Barriers*, completed by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and in the second workshop held on September 5, 2019 and September 6, 2019

### 7.1 Development of a Strategic Economic Development Vision

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

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

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

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



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various communities engage more with the City of West Wendover in order to pool resources that can be used to take advantage of shared opportunities as they emerge.

In drafting a new five-year strategic economic development vision statement for the City of West Wendover, three specific themes and targets were developed by workshop participants. First, within five years, the City of West Wendover will become more self-sufficient in order to serve the community's residents and businesses by providing basic and expanded services and needed resources. Second, within five years, the City of West Wendover will become a regional destination for a diversity of businesses in a variety of industry and occupation sectors, tourism activities, and recreation opportunities. Third, within five years, the City of West Wendover in pursuing sustainable economic development, diversification, and growth strategies, will seek to preserve and celebrate its rural identity, heritage, and history.

Based upon the three specific themes and targets set by workshop participants for the City of West Wendover's future strategic economic development initiatives, workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop held on July 25, 2019 and July 26, 2019, and based upon the revisions made by workshop participants who participated in the second workshop held on September 5, 2019 and September 6, 2019, the following new five-year strategic economic development vision statement was 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.***

Workshop participants were asked to evaluate the new five-year strategic economic development vision statement for the City of West Wendover by answering the following two questions:

- What does it mean to be self-sufficient or 'self-supporting' (not self-contained or self-isolated)?
- What does 'rural identity' and 'rural culture' mean and what parts of this identity and culture should the community preserve, protect, and grow?

Workshop participants defined self-sufficient and 'self-supporting' as having the necessary and wanted services and shopping and recreation opportunities available in the community without having to travel to Salk Lake City, Elko, or another community. The 'services that we want and need', and making sure that 'money earned in the community is money spent in the community' are part of how the community views self-sufficiency and self-supporting. Completing and opening a new community recreation center, developing and providing natural gas to residents and businesses, and having expanded healthcare and specialty care services were specific ways in which the community can become more self-sufficient and self-supporting. Workshop participants also expressed a desire to see the community, its residents, and its business community become more involved in community events and activities and, while new

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population growth was identified as a critical part of this new economic development vision, having the community's existing younger population and senior population stay in the community was as important to workshop participants as was growing the population due to increased in-migration.

More 'mom and pop' small businesses, no traffic jams or congestion, clear air and clean skies, and an 'intimacy among people' where people know each other and care for each other were ways in which workshop participants defined the City of West Wendover's rural identity and culture. An 'easiness' of living that provides for the needs and wants of individuals without having to conform to a standard of living that exists in more urban or metropolitan communities is an essential part of maintaining a rural identity and culture. While sustainable population growth and growth of the community's civilian workforce is a critical goal of the City of West Wendover's new five-year Comprehensive Economic Development Strategy, workshop participants noted that the population that eventually moves to West Wendover should move to West Wendover because of what it is and what the community already values, not what the new population wants West Wendover to become.

While economic development, diversification, and growth is critical to the City of West Wendover becoming more self-sufficient and self-supporting, workshop participants agreed to a new strategic economic development vision that balances development, diversification, and growth with protecting, preserving, and celebrating the community's rural culture, rural identity, and rural values. In achieving this balance, it will be critical to avoid over-promising on the results and impacts of new development, diversification, and growth initiatives and communicating and engaging with the public and the business community early on in the development of new initiatives. Early successes, in which the goals of the new five-year Comprehensive Economic Development Strategy are achieved and the valued elements of the community's rural culture and identity are preserved and promoted, will also be vital in building community support for future economic development, diversification, and growth initiatives.

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

According to the US Department of Agriculture Rural Development's Stronger Economies Together (SET) strategic planning curriculum, SMART goals should be **s**pecific, **m**easurable, **a**ttainable, **r**elevant, and **t**ime framed. A *specific* goal clearly states what should be achieved and where efforts will be focused. A *measurable* goal provides a plan to track and assess progress made in achieving the goal and establishes milestones to be achieved during the strategic plan's implementation. An *attainable* goal takes into account the availability of needed resources while also recognizing the factors that might prevent the organization from achieving the goal. A *relevant* goal provides an idea as to why it is important for the organization to achieve it by outlining the benefit of achieving the goal. A *time framed* goal is one that has a clearly defined target date for accomplishing the goal.

Using the definitions of a SMART goal provided above, workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and in the

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second workshop held on September 5, 2019 and September 6, 2019 were asked to develop a set of new strategic economic development goals for the City of West Wendover's new five-year Comprehensive Economic Development Strategy. As one group, workshop participants developed the five new separate strategic economic development goals listed here.

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

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

The second step in developing an accompanying implementation plan involves identifying the needed capital that the organization does not currently have but will need to achieve a specific

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organizational goal and objective. Capital can be divided into seven interdependent categories, including: (1) natural, (2) cultural, (3) human, (4) social, (5) political, (6) financial, and (7) built.

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

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

The following is a list of the five new strategic economic development goals for the City of West Wendover's new five-year Comprehensive Economic Development Strategy, including the asset needs, capital needs, and potential barriers for each new strategic economic development goal as developed by workshop participants.

- **Goal No. 1:** 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.

Assets:

- Needed Land is Secured and Facility is Designed
- Community Interest and Demand Exists
- Workforce is Available to Staff the Facility
- Companies (Providers) Have Already Expressed Interest
- Support from Area Major Employers (Peppermill, Bomarc, etc.) Exists
- City of West Wendover (government of)

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Capital:

- Needed Money and Financial Resources
- Willing Provider(s) including Needed Workforce, Trained Personnel
- Some Modification(s) as Needed to the Existing Facility
- County (Elko), State (Nevada), and Federal (various agencies) Support Needed (mostly financial)
- More Businesses, Employers, Potential Investors

Barrier(s):

- Barrier: needed financial resources do not materialize; loss of political will and community support
  - Internal or External Source: internal source
  - Impact Goal or Impact Entire Plan: impacts the entire plan
  - Solution(s): focus on additional community education, engagement, and outreach; spread the estimated costs around; secure the necessary economic and political will to achieve the goal from county, state, and federal entities; City of West Wendover must make achievement of this goal a priority
- **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.

Assets:

- Access to Existing Main Exists (Montello)
- Usable Distribution System in Place (most of the needed infrastructure in place)
- Demand and Supplier (Provider) Available
- City of West Wendover (government of)
- Wendover Gas
- Pipeline Company

Capital:

- Needed Money and Financial Resources to Complete the Goal
- Political: Permits, Authorization
- Secure Needed Right Away
- Social: change needed in order to support move from use and dependence of propane to natural gas (change over); further community dialogue and engagement; provider
- Natural Gas Line is Built; need Access to Main in order to Complete the Goal
- Cost Related for Hardship (Programs)/Non-Converting

Barrier(s):

- Barrier: securing the private funding/investment needed to build and operate

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- Internal or External Source: external (provider/end-users; demand load needs to exist)
  - Impact Goal or Impact Entire Plan: impacts just the goal (population growth and specific business-related goals could also potentially be impacted)
  - Solution(s): increase load/end-user demand levels to justify needed investment(s); look at alternative approaches to providing natural gas
- **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.

Assets:

- Design of the Proposed Community Recreation Center is Complete
- Operator has been Identified (West Wendover Recreation District)
- Community Demand and Support Exists
- Money and Needed Financial Resources are Committed (Within 3 Years, Retirement of Existing Debt); Cash-on-Hand (Ability to Finance with a 2 Year Wait)

Capital:

- Needed Capital is Secured
- Need the Time to Retire Existing Debt so that New Debt can be Issued to Build the Community Recreation Center

Barrier(s):

- Barrier: Bond Capacity is Lost (Possible Recession)
  - Internal or External Source: Both Internal (Lost Bond Capacity) and External (Recession)
  - Impact Goal or Impact Entire Plan: Impacts Entire Plan
  - Source(s): Economic Conditions (External, National, Regional, State)
  - Solution(s): Delay until Conditions are More Favorable; Focus on the Achievement of the Other Goals in the Meantime; Look at Different Funding Options (formation of a 501(c)3 or have the City of West Wendover take control and use municipal funding sources and bonding capacity)
- **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).

Assets:

- Existing Employment Opportunities with Major Employers

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- Building Homes Now (15 units/100 units of multi-family)
  - Mix of Housing Types to be Available Soon
  - Needed Infrastructure in Place (roads, water, sewer)
  - Schools have Capacity in Place to Support New Population
  - Basic Private Services (Retail) Exists (grocery, dry cleaning, hardware, care rental, car services)
  - Pro-Growth Attitude Exists in the Community

Capital:

- Need Additional Population (home buyers); Increased Willingness to Relocate to West Wendover
- Social: Become a More Inviting Community to Newcomers
- Built: Facilities, Infrastructure, Services (need the financial resources for this)
- Greater than 5 percent K-12 Public School Capacity Needed
- Additional Basic Retail Services Needed (expanded grocery services)

Barrier(s):

- Barrier: Failure to Achieve the Other Goals in the Comprehensive Economic Development Strategy
  - Internal or External Source: Internal (but could become external if changed for the negative if economic conditions change)
  - Impact Goal or Impact Entire Plan: Impacts Just the Goal; Could Spread to the Entire Plan
  - Solution(s): Increase Transportation Linkages with ‘Neighboring’ Communities
- **Goal No. 5:** Within five years, recruit, open and keep open one new major (diversified) employer in the community.

Assets:

- Pro-Growth Business Community
- Land Available
- Basic Infrastructure in Place
- Supportive Public Policy (City of West Wendover, government of)
- Northeastern Nevada Regional Development Authority (Governor’s Office of Economic Development)
- U.S. Department of Agriculture Rural Development
- Transportation Facilities and Infrastructure
- Location and Geographic Center (proximity to Salt Lake City metropolitan statistical area)
- Large Tourist and Visitor Population

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Capital:

- Needed Advocacy for the City of West Wendover to Regional, State, and National Partners (City of West Wendover, government of; Northeastern Nevada Regional Development Authority)
- Infrastructure (natural gas, stoplights, additional roads)
- Overcome Prevailing ‘Outsider’ Mentality
- More Workers Needed
- More Housing Needed

Barrier(s):

- Barrier: (macro) economic conditions change; failure to achieve the other stated goals in the Comprehensive Economic Development Strategy
- Internal or External Source: internal and external source
- Impact Goal or Impact Entire Plan: impacts just the goal (compliments the rest of the plan but the four other goals, Goal 1 through Goal 4, are critical to achieving this goal, Goal 5)
- Source(s): changes in macroeconomic conditions (National, State, Regional)
- Solution(s): continue to work on achieving the other stated goals in the Comprehensive Economic Development Strategy and identify other alternative development targets and opportunities

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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 first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and in the second workshop held on September 5, 2019 and September 6, 2019

### 8.1 Identifying Targeted Economic Development and Community Conditions

Stronger Economies Together Module 7, *Planning for Success*, asked workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and in the second workshop held on September 5, 2019 and September 6, 2019 to identify specific **conditions** that they would like to change as part of the successful implementation of the new five-year Comprehensive Economic Development Strategy. Workshop participants were also asked to identify accompanying **behaviors**, defined as the concrete actions that individuals or groups can take in order to alter the underlying conditions, and a set of accompanying **attitudes**, **behaviors**, and **skills**, defined as the elements individuals or a group needed to learn or develop in order to affect the desired change, for each identified condition. The following is a list of the specific conditions, and the accompanying behaviors and attitudes, behaviors, and skills, as identified by workshop participants for each of the five new strategic economic development goals.

- **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.

Condition(s):

- Not enough population, demand for services, or anticipated Return on Investment to support Nevada Health Center.
- Not enough workers (relatively small civilian workforce) to support expanded specialty healthcare services or facility.

Behavior(s):

- Individual residents and individual businesses need to buy-in to the benefit of having expanded specialty healthcare services or facility in the community.
- Identify and pursue alternatives to Nevada Health Center.

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

- Educate the public and business community to support local expanded healthcare services and facility once they are developed; show the personal, community, and economic benefit of having expanded healthcare services and facility in the community.
  - Buy-in and knowledge of community and community needs as it pertains to expanded specialty healthcare services; need an additional shift in attitude and knowledge of potential provider(s).
- **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.

Condition(s):

- Demand not high enough within the community to support further development of natural gas (specifically providing access to natural gas).

Behavior(s):

- End-users (individual residents and individual businesses) need to understand the personal, community, and economic benefit to them (education component).

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

- Understanding the personal economics of shifting from propane to natural gas usage (education).
  - Promote and educate – community, political, and business leaders need to lead the transition from usage of propane to natural gas; public-sector (local government) coordination role in making the transition from propane to natural gas.
  - Administrative skill set needed (rebates, credit system).
- **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.

Condition(s):

- Financial resources needed to build, open, and operate the new community recreation center need to be fully secured.

Behavior(s):

- The City of West Wendover (and other relevant public sector organizations and agencies) have not prioritized the money and financial resources needed to build, open, and operate the new community recreation center (need to consider and plan for potential changes to market conditions, i.e. changes in interest rate costs).

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

- External: strong market and economic conditions.
  - Need to make sure that the community recreation center remains a TOP PRIORITY (continue to show and communicate the value of the community recreation center to the entire community and key community, political, and economic leaders).
  - Fundraising: identify and pursue alternative financial funding approaches as needed (community foundations, philanthropic organizations, other public sector, non-profit, and private sector organizations).
  - City of West Wendover (government of) needs to be more actively involved in promoting and supporting the community recreation center (become a visible champion for the project).
- **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).
    - Lack of 'stuff' that makes a community a place for all ages (additional shopping opportunities, expanded recreational and entertainment options, community and social activities, opportunities to volunteer and serve the community, etc.)

Behavior(s):

- People not investing money or time in building a community.
- People do not 'feel' that it is their responsibility to help build a community and a 'place' that people want to live, work, and play in (need to focus on building the stock of social capital in the community).

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

- Educate the public and business community about the benefits of community development and growth.
  - Encourage and promote business community buy-in of broader community development and growth initiatives.
  - Northeastern Nevada Regional Development Authority and the City of West Wendover (government of) need to champion community development and growth initiatives.
- **Goal No. 5:** Within five years, recruit, open and keep open one new major (diversified) employer in the community.

Condition(s):

- Utilities and land prohibit relocation of larger firms in targeted industry and occupation sectors.

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- Cost of doing business in West Wendover can be prohibitively high (high cost of labor given relatively limited supply of civilian workers, etc.)

Behavior(s):

- Businesses are not willing to invest or take the chance (risk aversion) and are too reliant on the use of incentive packages.
- City of West Wendover (government of) and other public sector organizations (regional, state, federal) cannot provide the necessary services or infrastructure and are too willing to use incentive packages to entice new businesses to relocate to West Wendover.

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

- Utilize the benefits of the community's newly established Opportunity Zone (in addition the use of associated tax incentives).
- Focus on workforce development and job training programs to develop the needed skill set(s) of in-demand workers.
- Develop and utilize new and existing internship programs (see existing programs: Silver Core, Peppermill ESL, shared workforce).
- Elko County School District (K through 12 schools) and Great Basin College (Nevada System of Higher Education) develop and implement new workforce development and job training programming and curriculum (Information Technology, coding, vocational training, trade school, certified technical education).

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

- **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.

Existing Players:

- City of West Wendover (government of)
- Local Businesses
- Existing Patients and Users (existing residential population)
- Federally Elected Officials (Nevada Congressional Delegation)

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Missing Pieces:

- Facility, Nevada Health Center (key piece); need to have Nevada Health Center come to the table and be an active partner (have approached for money and needed financial resources)
  - ‘Tough Sell’; need a 501(c)3 as a possible alternative approach (‘Wendover Care’?)
  - Communication and engagement needed to overcome resistance to Nevada Health Center
- **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.

Existing Players:

- Wendover Gas
- Pilot Valley Propane
- City of West Wendover (government of)
- Elko County (government of)
- U.S. Bureau of Land Management
- Public Utility Commission
- Reach out to the Public, Secured Financing (Billing System?); focus on Conservation
- U.S. Department of Agriculture Rural Development (grant and dedicated money for match)

Missing Pieces:

- Financing KEY; private financier/financing along with needed public dollars as ‘gap’ financing
  - Wendover Gas (primarily)
  - Public Relations side (facts); need to develop and implement a robust public information and outreach campaign focused on the personal, community, and economic benefits of switching from propane to natural gas
  - Develop and Implement a Rebate Program (Wendover Gas, Public Utility Commission)
- **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.

Existing Players:

- West Wendover Recreation District
- City of West Wendover (government of)
- Business Leaders (Peppermill, other major hotel and casino resort properties, key non-gaming business owners and operators)

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- Community and Public Support

Missing Pieces:

- Most needed pieces are in place; need to fully secure and allocate the needed financial resources
  - Identify a possible ‘Plan B’ regarding financing (and operation); potential development of a 501(c)3.
  - Alternative: dissolve the West Wendover Recreation District (government of the City of West Wendover can do this; have the government of the City of West Wendover use its own bonding capacity to support development, construction, and operation of the new recreation center)
  - Boys & Girls Club could be a potential partner and/or operator if needed
- **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).

Existing Players:

- City of West Wendover (government of)
- Northeastern Nevada Regional Development Authority
- Small Businesses (entire small business community)
- Members of the Community (especially new families moving into the community)
- Elko County School District
- Private Sector Housing Developers (general and specialty-type developers)

Missing Pieces:

- Nevada Health Center
  - Elko County (government of; in Nevada)
  - Tooele County (government of; in Utah)
  - City of Wendover (government of; adjacent municipality in Utah)
- **Goal No. 5:** Within five years, recruit, open and keep open one new major (diversified) employer in the community.

Existing Players:

- Northeastern Nevada Regional Development Authority
- City of West Wendover (government of)
- Elko County (government of; in Nevada)
- Tooele County (government of; in Utah)
- Elko County School District
- Great Basin College (Nevada System of Higher Education)

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Missing Pieces:

- Utility Companies and Providers (not the city government)
- U.S. Bureau of Land Management
- Major Property Owners in the Community
- State of Nevada (Governor’s Office of Economic Development; Office of the Lieutenant Governor); need a ‘LAZER BEAM FOCUS’ on West Wendover
- Union Pacific (railroad) and Amtrak (passenger rail)

Central to the achievement of each of the five goals is engagement with a variety of additional public sector organizations, in both Nevada and Utah and with various state government and federal government representatives, various non-profit organizations that focus on specific community development issues, and the community’s existing business community.

Achievement of each of the five new strategic economic development goals for the City of West Wendover will also require additional community engagement and coalition building with the community’s residential population and business community in order to secure the necessary pooled financial and non-financial resources as needed.

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

The final component of Stronger Economies Together Module 8, *Measuring for Success*, completed by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of West Wendover held on July 25, 2019 and July 26, 2019 and in the second workshop held on September 5, 2019 and September 6, 2019 was the creation of a general strategy and action plan for the achievement of each of the City of West Wendover’s new five strategic economic development goals developed during the previous Stronger Economies Together modules. Workshop participants were asked to develop a specific actionable item for each of the five new strategic economic development goals, identify a person(s) or organization(s) responsible for the actionable item, develop a realistic timetable for achievement of the actionable item, and then develop a basic checkpoint or benchmark.

- **Goal No. 1:** 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.
  - Responsible Organizations include the Nevada Department of Health and Human Safety, key federal government regulators and compliance with key federal regulations and, as a back-up plan, the possible development of a 501(c)3 organization.
  - Implementation of this strategy will require commitment from Nevada Health Center, or the alternate 501(c)3 organization, to commit to the development of urgent care and expanded specialty healthcare services and facilities.

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- Development of a business model for ‘West Wendover Urgent Care’ will be completed as part of the achievement of this goal.
  - Recruitment of needed doctors, physician assistants, nurses, and other administrative and healthcare staff, including the development of related programming and needed incentives, along with the identification of a responsible party and/or provider.
  - Rural Health Care Program could recruit and work collaboratively with possible private sector firms, federal agencies (i.e. Navy doctors), and possible U.S. Department of Defense representatives.
  - Development of an Alternative Plan, including the possible development of a 501(c)3 organization, will require private sector leadership and the possible development of an Advisory Committee consisting of representatives from the City of West Wendover (government of), the Elko County School District, Private Sector and Business Representation, the City of Wendover (government of, Utah), Elko County (government of, Nevada) and Toole County (government of, Utah), Wendover Ambulance and Emergency Medical Service, and the Public-at-Large.
  - **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.
    - The City of West Wendover (government of) will establish a timeline to facilitate and complete the community-wide switch from propane usage to natural gas usage for individual consumers and individual businesses. This timeline will also include a six month initial period focused on securing the necessary waivers and right-of-way to ensure access to the existing natural gas main and delivery to individual consumers and individual businesses.
    - Responsible Organizations will include the Nevada Department of Transportation, the Public Utilities Commission, Wendover Gas, and the relevant pipeline company.
    - In the initial 12 month period, the City of West Wendover (government of) will work with Wendover Gas and the relevant pipeline company to identify and secure the needed funding for this initiative and achievement of the goal.
    - Recruitment, securing, and training the needed staff with the appropriate and required technical skills will be done via recruitment of needed staff from surrounding jurisdictions in Nevada, Utah, and, possibly, Wyoming. Wendover Gas will be responsible for this recruitment.

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- The City of West Wendover (government of) will develop and implement a community engagement plan to encourage new hook-ups in order to install the required connector switches. This will be done collaboratively with Wendover Gas, various private sector representatives, and local area media and news outlets. With financing, this component will cover a three plus month period of time.
  - **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.
    - Plan A: secure financing needed to complete the community recreation center; estimated \$7 million (bonding capacity) needed; need to wait until the existing West Wendover Recreation District bonded debt is paid off and retired (paying off existing golf course debt, etc.); need to develop additional community engagement and outreach efforts to advocate for the making of the community recreation center a priority post retirement of the West Wendover Recreation District’s existing debt.
    - Plan B: begin with dissolving the existing West Wendover Recreation District and transfer existing assets and liabilities to the City of West Wendover (government of); the City of West Wendover would be responsible for issuing the needed \$7 million bond and form a new ‘Parks and Recreation Department’; anticipated support and advocacy for this approach from the private sector and key business leaders in the community will be needed.
    - Plan C: the City of West Wendover (government of) can create and appoint an Advisory Recreational Board to help guide and advocate to the City Council, the community, and/or the West Wendover Recreation District (Board, which is already comprised of key community stakeholders) to follow through on development and opening of the community recreation center.
    - Plan D: the City of West Wendover (government of), the West Wendover Recreation District, and key community and private sector leaders and stakeholders, should seek out a large philanthropic gift or donation (or several gifts or donations) to fund the project via the creation of a new recreation center foundation.
  - **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).
    - Achievement of Goal No. 1, Goal No. 2, and Goal No. 3 must be completed prior to the implementation of a strategy designed to achieve Goal No. 4.

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- The City of West Wendover (government of), in partnership with the Northeastern Nevada Regional Development Authority, will develop a comprehensive Housing Development Program. This program will also be developed in partnership with the private sector and existing business community and development of the program will be developed within the next four years.
  - In partnership with the Northeastern Nevada Regional Development Authority and other key regional partners, the City of West Wendover (government of) will develop an ongoing Housing Developer Recruitment Program. This program can be tied to the community's existing Main Street revitalization program and project and tied to recruitment of individual firms as part of the newly established Opportunity Zone.
  - In tandem with further development and use of the newly established Opportunity Zone, the City of West Wendover (government of) will work with the Northeastern Nevada Regional Development Authority and other key regional partners to develop needed tax and financing incentives to encourage new private sector housing development and close the 'gaps' in already existing private sector funding for new housing development.
  - A workforce development and job training program, centered on vocational trades and construction skill development, will be needed to ensure that a sufficient labor pool exists to support new housing construction in the community. Development of this targeted workforce development and job training program will be collaboratively with Nevada Gold Mines, Great Basin College and the Nevada System of Higher Education (Silverzone), and the Elko County School District and the existing public K through 12 schools.
  - **Goal No. 5:** Within five years, recruit, open and keep open one new major (diversified) employer in the community.
    - In partnership with the Northeastern Nevada Regional Development Authority and other key regional partners, the City of West Wendover (government of) and key private sector businesses will develop a new business recruitment program. Attendance and participation in trade shows, conventions and conferences, and site visits will be incorporated into this new business recruitment program.
    - The City of West Wendover will pursue the use of state-based incentives including, but not limited to, the use of the existing tax incentives associated with the establishment of the community's new Opportunity Zone.
    - The City of West Wendover will explore and potentially use existing land incentives that the city government can provide to new businesses for development of land that the city government currently owns.

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- Achievement of Goal No. 1, Goal No. 2, and Goal No. 3, along with the simultaneous pursuit and achievement of Goal No. 4, is critical to the achievement of Goal No. 5.
  - Targeted firms in targeted industry and occupation sectors, as part of this new business recruitment program, include warehousing and shipping (distribution center), small parts manufacturing and value-added assembly and testing, aerospace and defense, and renewable energy development (geothermal, solar, and wind). Implementation of the new business recruitment program should tie directly to the Utah Inland Port (mainly the airport) located in Salt Lake City, Utah. Appropriate collaboration and partnership with the Utah Inland Port Authority will be required.

The final part of Stronger Economies Together Module 8, *Measuring for Success*, asked workshop participants to tie achievement of each goal through implementation of the selected strategy by answering five separate questions, including: (1) what **direction** does this goal provide?, (2) what **resources and opportunities** will this goal take advantage of?, (3) how will this goal overcome possible **resistance and barriers** to achieving the goal?, (4) who will be **affected** by achievement of this goal?, and (5) how will this goal advance the **strategic vision** of the plan?

- **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.

Workshop participants noted that achievement of this goal, through successful implementation of the selected strategy, will expand upon basic medical services already provided to community residents by providing an expanded set of urgent care and specialty care healthcare services that residents must access from providers and facilities located outside West Wendover. Achievement of this goal will significantly improve the community's existing healthcare infrastructure and will begin to match the level of care with the level of demand that has increased over time as the community has grown. Done correctly, achievement of this goal can help increase incomes and ensure that money that is earned in West Wendover remains in West Wendover.

Identified resistance and barriers can be overcome by successfully recruiting the needed doctors, physician assistants, nurses, and other key medical and administrative personnel through the recruitment of a healthcare provider or providers that can break the cycle of past failed providers. Ultimately, achievement of this goal is about improving the community's overall quality of life by providing expanded urgent care and specialty healthcare services to the community's existing population and business community, new residents and new businesses that relocate to West Wendover, and specific demographic groups including the community's senior population. Achievement of this goal will significantly fill gaps that already exist in the community's existing set of growing and changing healthcare needs.

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- **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.

The successful achievement of this goal will significantly reduce the fuel and energy costs for individual residents and individual businesses that are currently dependent upon the use of propane as opposed to natural gas. By providing access to relatively affordable natural gas, the community can better serve new residents and new businesses and support a more diverse economic development and growth strategy. In tandem with further development and implementation of the community's Main Street revitalization program and further use of the community's new Opportunity Zone, reliable provision of natural gas will also significantly improve the community's overall business creation and attraction efforts.

The strategy laid out and developed for eventual achievement of this goal is focused on mitigating the costs and difficulty associated with necessary construction and infrastructure investment. The strategy's larger community education and engagement component is designed to build support for this initiative by showing the benefits of switching from relatively costly propane to relatively affordable natural gas. Both existing and new residents and businesses stand to benefit from the eventual achievement of this goal and the successful implementation of the selected strategy. By providing reliable and widespread access to natural gas, the City of West Wendover's entire new five-year Comprehensive Economic Development Strategy and strategic economic development vision is advanced. Successful widespread provision and access to natural gas is central to the successful implementation of future business creation, attraction, retention, and expansion efforts.

- **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.

Successful development, completion, and opening of a new community recreation center for the City of West Wendover is vital to improving the community's overall quality of life. Not only would a new community recreation center provide vital community and recreation services to various demographic groups already part of the community, it would significantly improve the community's overall attractiveness to new residents, families, and businesses. A new community recreation center could also become a central community gathering place and help bring the community closer together. The ability to work, live, and play in a community is an important three-pronged criteria used by people and businesses making a relocation decision. The City of West Wendover has routinely identified a lack of centralized community recreation facilities as a barrier to new population and business growth. The successful development, completion, and opening of a new community recreation center helps 'sell' the community to new prospective residents and businesses while simultaneously helping to serve the recreation and social needs of existing residents and businesses.

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Overcoming some of the identified financing challenges, namely ensuring that tentatively earmarked funds to support development and opening of the new community recreation center, is a central part of the strategy developed for this goal. Utilizing the City of West Wendover's existing bonding capacity and/or developing a new 501(c)3 are alternative approaches that the community could potentially pursue if certain barriers begin to impact successful implementation of the primary strategy selected. While this goal is relatively self-contained, the successful overall implementation of the City of West Wendover's new five-year Comprehensive Economic Development Strategy and associated strategic economic development vision is dependent upon the development of new facilities and recreation opportunities, such as a new community recreation center, in order to improve the community's overall attractiveness to new prospective residents and workers and new businesses in a series of targeted industry and occupation sectors.

- **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).

Sustainable growth in the community's residential population is critical to solving several of the various economic development challenges that have been identified throughout this new five-year Comprehensive Economic Development Strategy. Specifically, the community's critical shortage of appropriately skilled and trained workers has significantly contributed to the inability of existing firms to fill vacant and open positions. Future business creation, attraction, retention, and expansion efforts is conditioned upon the availability of a robust, appropriately skilled, and growing workforce. By growing the community's existing pool of available workers, existing firms can expand their operations and new firms can successfully relocate to West Wendover resulting in improved commercial and retail services, professional services, and recreation services being provided to the community.

A sustainably growing population and a related sustainably growing civilian workforce also benefits the various public sector agencies and organizations operating within the community. While a larger population may result in increases in the demand for expanded existing and new public services, a growing population will also generate increased public revenues through the creation of new property and sales tax revenues, new business license revenue, and through the general growth of the community's economic base. Successful implementation of this goal's selected strategy and successful achievement of this specific economic development goal is vital to the entire five-year Comprehensive Economic Development Strategy for the City of West Wendover and overall realization of the community's new strategic economic development vision.

- **Goal No. 5:** Within five years, recruit, open and keep open one new major (diversified) employer in the community.

Successfully recruiting, opening, and keeping open one new major employer over the next five years further complements the other four strategic economic development goals

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created as part of the City of West Wendover's new five-year Comprehensive Economic Development Strategy. While this new major employer should help diversify the community's economic base, the selected new major employer should also complement the various existing economic development assets and resources already present. Any new major employer that would benefit from close proximity to major metropolitan population centers, such as the Salt Lake City metropolitan statistical area in the state of Utah, could utilize West Wendover's existing central geographic location within the northeastern Nevada region and proximity to these large metropolitan population centers and markets while also utilizing the community's existing robust transportation infrastructure.

In tandem with the other four strategic economic development goals, the successful recruitment, opening, and keeping open of one new major employer would help provide new employment opportunities for a sustainably growing population, maintain demand for new and expanded urgent care and specialty healthcare services, and ensure future demand and use of new recreation opportunities and facilities. The successful recruitment, opening, and keeping open of one new major employer would also be the beginning of the community's move toward becoming truly self-sustaining and self-supportive while becoming a nexus of new growth and economic diversification for the entire northeastern Nevada region.