

**A 2020 THROUGH 2025 COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY FOR ELKO COUNTY AND FOR
THE INDIVIDUAL COMMUNITIES OF THE CITY OF ELKO,
JACKPOT, AND SPRING CREEK**



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Frederick A. Steinmann

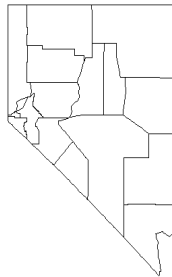
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A 2020 through 2025 Comprehensive Economic Development Strategy for Elko County and the Individual Communities of the City of Elko, Jackpot, and Spring Creek

Economic Development Vision for the City of Elko and Elko County

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

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

Economic Development Vision for the Communities of Jackpot and Spring Creek

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

A 2020 through 2025 Comprehensive Economic Development Strategy for Elko County and the Individual Communities of the City of Elko, Jackpot, and Spring Creek

Priority Goals for the City of Elko and Elko County

Goal No. 1: Increase access to reliable Internet (at least 15 BPS consistently) through the recruitment of an additional provider to serve the City of Elko. To bring fiber supported Internet to Elko by December, 2020.

Goal No. 2: Reduce the percentage of population living below the poverty line by 20 percent in the City of Elko by July 1, 2024.

Goal No. 3: Increase commercial air service to and from Salt Lake City and Reno by 2025. To have two additional airlines servicing the Elko area with direct flights from and to Reno, Nevada by July 1, 2024.

Goal No. 4: Formalize and establish a process of collaboration between Spring Creek Association, City of Elko, and Elko County and convene the first meeting by January 30, 2020.

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Priority Goals for the for the Communities of Jackpot and Spring Creek

Goal No. 1: Grow technical educational programs for current and potential industries by 2024. Identify the technical needs and capacity required to create an educational program with three new industry sectors within one year of adoption of the strategic plan.

Goal No. 2: Increase access to capital for small business development by 3 percent by 2022.

Goal No. 3: Increase affordable housing for middle to low income buyers by 5 percent through the use of assistance organization by 2024.

Goal No. 4: The Northeastern Nevada Regional Development Authority will provide population and demographic statistical information to potential healthcare provider to establish a business within four years in Spring Creek.

Goal No. 5: Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months.

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 Elko, Elko County, and the unincorporated communities of Jackpot and Spring Creek, 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 Elko, Elko County, and the communities of Jackpot and Spring Creek, participating public sector, private sector and non-profit representatives identified five specific conditions that this new five-year Comprehensive Economic Development Strategy has been developed to address. Three of these conditions are specific to the City of Elko and Elko County in general and two of these conditions are specific to the communities of Jackpot and Spring Creek. The two strategic economic development visions outlined in this Comprehensive Economic Development Strategy and the various strategic economic development goals developed by participating representatives are designed as benchmarks to measure progress in achieving the following conditions:

- **Condition No. 1** (Specific to the City of Elko and Elko County in General): Address the Relatively High Cost of Living in Elko County and throughout the Northeastern Nevada Region
- **Condition No. 2** (Specific to the City of Elko and Elko County in General): Needed Expansion and Growth of Elko County's and the Region's Workforce and Labor Pool
- **Condition No. 3** (Specific to the City of Elko and Elko County in General): Targeted Improvement in the Educational Attainment levels of Elko County's and the Region's Population
- **Condition No. 4** (Specific to the Communities of Jackpot and Spring Creek): Targeted Improvement in the Overall Educational Attainment Levels of the Population in both Jackpot and Spring Creek
- **Condition No. 5** (Specific to the Communities of Jackpot and Spring Creek): Relatively High Percentage of Total Population Living in both Jackpot and Spring Creek that are Below the Poverty Line

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 Northeastern Nevada Regional Development Authority will serve as the Comprehensive Economic Development Strategy Committee. While specific actionable items, designed to make progress in achieving the various stated economic development goals and objectives outlined in this technical report, will be developed and pursued on a yearly basis in cooperation with both the City of Elko and Elko County and duly appointed representatives of the communities of both Jackpot and Spring Creek, the Northeastern Nevada Regional Development Authority will remain primarily responsible for the day-to-day implementation and administration of this new five-year Comprehensive Economic Development Strategy.

It should be noted that separate strategic economic development strategies for the City of Carlin, the City of Wells, and the City of West Wendover, each with their own directly elected representatives and municipal administrative structures, were developed concurrently with the development of this five-year Comprehensive Economic Development Strategy. In the case of the City of Carlin, the City of Wells, and the City of West Wendover, each individual City Council and municipal government apparatus will serve as the Comprehensive Economic Development Strategy Committee for each respective community. The role of the Northeastern Nevada Regional Development Authority serving as the primary Comprehensive Economic Development Strategy Committee for the City of Elko, Elko County, and the communities of Jackpot and Spring Creek is a reflection of the unique administrative relationship between the City of Elko and Elko County and the Northeastern Nevada Regional Development Authority and the status of both Jackpot and Spring Creek as unincorporated communities within Elko County.

Ultimately, the Northeastern Nevada Regional Development Authority, will be responsible for the annual evaluation and required reporting of the progress made in achieving the separate strategic economic development visions developed for the City of Elko and Elko County together and for the communities of Jackpot and Spring Creek together, the strategic economic development goals, and the individual conditions outlined in this Comprehensive Economic Development Strategy for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek for 2020 through 2025. Due to significant decreases in countywide unemployment rates and significant increases in median household income, median family income, and per capita (mean) income, this Comprehensive Economic Development Strategy will focus on addressing various special needs as outlined in the above stated conditions and throughout this University Center for Economic Development technical report.

2.0 Introduction

Overview

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

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

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

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

those who it should benefit while minimizing potential negative impacts to those impacted by the plan.

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

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

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

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

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

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

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

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

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

The first regional workshop, held on October 3, 2019 and October 4, 2019 in Elko, Nevada included a general overview and evaluation of various aspects of the northeastern Nevada economy and the preliminary development of a draft strategic vision statement and set of

strategic economic development goals for the Northeastern Nevada Regional Development Authority. The second regional workshop, held on October 17, 2019 in Winnemucca, Nevada, included an opportunity for workshop participants to further evaluate and revise the draft strategic vision statement and set of strategic economic development goals for the Northeastern Nevada Regional Development Authority and the identification of specific target industry sectors and priority projects for the region for the next five years. The third regional workshop, held on November 14, 2019 in Ely, Nevada, included the development of a comprehensive implementation plan for the specific goals and objectives, for the target industry sectors, and for the priority projects for the region developed in the previous workshops.

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

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

This University Center for Economic Development technical report presents the results from the local community and county-level workshops held in Elko, Nevada on July 24, 2019 and July 25, 2019 and on August 21, 2019 and August 22, 2019 and contains the required elements of the new five-year Comprehensive Economic Development Strategy for the City of Elko and Elko County combined and for the unincorporated communities of Jackpot and Spring Creek for 2020 through 2025. A number of the various elements found in this five-year 2020 Comprehensive Economic Development Strategy for the City of Elko, Elko County, and the communities of

Jackpot and Spring Creek are included in the five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. Unless otherwise indicated, both the Northeastern Nevada Regional Development Authority will serve as the Comprehensive Economic Development Strategy Committee for the purposes of implementation and annual evaluation of the 2020 Comprehensive Economic Development Strategy for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek.

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 Elko, Elko County, and for the communities of Jackpot and Spring Creek.

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, both the City of Elko and Elko County and representatives from the communities of both Jackpot and Spring Creek, 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 Elko, Elko County, and the unincorporated communities of Jackpot and Spring Creek.

The Nevada Governor’s Office of Economic Development was created during the 2011 Legislative Session of the Nevada State Legislature and is codified in Nevada Revised Statute Chapter 231 *Economic Development, Tourism and Cultural Affairs*. The Governor’s Office of Economic Development was created in response to the Great Recession and the need to consolidate, coordinate and reorganize the various state-wide economic development efforts and initiatives in Nevada. The mission of the Governor’s Office of Economic Development is to create high-quality jobs in Nevada and its vision is to create a vibrant, innovative, and sustainable economy with high-paying jobs for Nevadans. The objectives of the Governor’s Office of Economic Development, established in the state’s first state-wide economic development plan created in 2012, *Moving Nevada Forward: A Plan for Excellence in Economic Development 2012-2014*, are to establish a cohesive economic development operating system in the state, to increase opportunity through local education and workforce development, to catalyze innovation in core and emerging industries, to advance targeted sectors and opportunities, and to expand global engagement.

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

3.2 Federal Considerations

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

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

“The purpose of EDA Planning Investments is to provide support to Planning Organizations for the development, implementation, revision or replacement of Comprehensive Economic Development Strategies, and for related short-term Planning Investments and State plans designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the nation’s most economically distressed Regions. EDA’s Planning Investments support partnerships within District Organizations, Indian Tribes, community development corporations, non-profit regional planning organizations and other Eligible Recipients. Planning activities supported by these Investments must be part of a continuous process involving the active participation of Private Sector Representatives, public officials and private citizens, and include:

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

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

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

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

- Background of the region’s economic development situation.
- Economic and community development problems and opportunities.
- Regional goals and objectives.
- Community and private sector participation.
- Suggested projects and jobs created.
- Identifying and prioritizing vital projects.
- Regional economic clusters.

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- A plan of action.
 - Performance measures.
 - Methodology for tying the CEDS to with any existing state plan.

The remaining sections of this University Center for Economic Development technical report provides the content for each of these ten technical requirements and comprise the Comprehensive Economic Development Strategy for the City of Elko, Elko County, and the communities of Jackpot and Spring Creek, excluding the City of Carlin, the City of Wells, and the City of West Wendover, for 2020 through 2025.

4.0 Overview of Current Economic Development Efforts

This section presents an overview of the results from Stronger Economies Together Module 1, *Launching Stronger Economies Together and Building a Strong Regional Team*, and parts of Module 2, *Exploring Your Region's Economic and Demographic Foundation*, for the City of Elko, Elko County in general, and the communities of Jackpot and Spring Creek and completed by workshop participants who participated in the first and second community and county-level Comprehensive Economic Development Strategy workshops held on July 24, 2019 and July 25, 2019 and on August 12, 2019 and August 22, 2019 in Elko, 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 Elko, Elko County in general, and for the communities of Spring Creek and Jackpot held on July 24, 2019 and July 25, 2019 and on August 21, 2019 and August 22, 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 Elko, Elko County, the communities of Jackpot and Spring Creek, 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 Elko specifically and throughout Elko County in general:

- Elko City Council
- Elko Board of County Commissioners
- City of Elko City Manager
- Elko County Manager
- Nevada Gold Mines
- Spring Creek Association (Jessie Bahr)
- Elko Chamber of Commerce (Billie Crapo)
- Great Basin College, Nevada System of Higher Education

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- Elko County School District
 - Kinross Gold Corporation
 - Nevada Mining Association
 - Business Community (in general)
 - City of Carlin City Manager
 - Northeastern Nevada Regional Development Authority
 - Eureka County (government of)

Workshop participants identified the following collaborating individuals, organizations, and private sector firms already operating in and around the communities of Jackpot and Spring Creek:

- Robin Barton (private sector, casino operator, Jackpot)
- Valerie Smith (local influencer, Jackpot)
- Tom Guisti (private sector)
- Sheri Summers (private sector, General Manager at Cactus Pete's)
- Brent Fleschmen (private sector, General Manager at Jackpot Golf Course)
- Nevada Gold Mines
- Various State Agencies and Related Entities including Nevada Department of Wildlife, Nevada Rural Development Corporation, Nevada Governor's Office of Economic Development, Nevada Department of Agriculture, Nevada Department of Education, Nevada Department of Transportation
- Kinross Gold Corporation
- Granite Construction
- Komatsu
- Cashman
- Pilot Thomas
- Red Lion/High Desert Inn, Good Country
- West Starr
- Khoury's Market Place
- Northeastern Nevada Regional Hospital
- Various Sportsman's/Hunting Groups
- Cattleman's Association

Workshop participants identified a number of different collaborating individuals, organizations, and private sector firms including representatives of local government, county government, and state government agencies and organizations, various non-profit 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 Elko, Elko County in general, and throughout the communities of Jackpot and Spring Creek and 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 Elko, for Elko County in general, and for the communities of Jackpot and Spring Creek. Workshop participants also noted, however, that many of the existing efforts of these various individuals, organizations, and private sector firms and representatives has been, traditionally, ad hoc and without any centrally organizing strategic economic development plan. A critical role of the Northeastern Nevada Regional Development Authority will be to provide a general organizational framework in order to more fully leverage these existing and varied collaborative economic development efforts.

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 Elko specifically and throughout Elko County in general:

- City of Elko City Manager
- Elko County Manager
- Nevada Gold Mines
- Spring Creek Association (Jessie Bahr)
- Elko Chamber of Commerce (Billie Crapo)
- Elko Downtown Business Association
- Great Basin College, Nevada System of Higher Education
- Kinross Gold Corporation
- Swick
- Gaming Industry
- Northeastern Nevada Regional Hospital
- Northeastern Nevada Regional Development Authority
- City of Carlin City Manager
- Eureka County (government of)
- Various Faith-Based Organizations (Living Stones, Church of Jesus Christ of Latter-Day Saints, Catholic churches, etc.)

Workshop participants identified the following cooperating individuals, organizations, and private sector firms already operating in and around the communities of Jackpot and Spring Creek:

- Robin Barton (private sector, casino operator, Jackpot)
- Spring Creek Association (Jessie Bahr)
- Brent Fleischmen (private sector, General Manager at Jackpot Golf Course)
- Nevada Gold Mines
- Chamber of Commerce
- Northeastern Nevada Regional Development Authority

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- Elko Downtown Business Association
 - Mayors and City/Town Government Agencies (regionally)
 - Elko County Board of County Commissioners
 - Elko County School District
 - Various Federal Government Agencies including the U.S. Bureau of Land Management
 - Various State Agencies and Related Entities including Nevada Department of Wildlife, Nevada Rural Development Corporation, Nevada Governor’s Office of Economic Development, Nevada Department of Agriculture, Nevada Department of Education, Nevada Department of Transportation
 - Boys and Girls Club
 - Nevada Tribal and Native American Communities and Councils (i.e., the Te-Moak Tribe of Western Shoshone)
 - Various Faith-Based Organizations (Living Stones, Church of Jesus Christ of Latter-Day Saints, Catholic churches, etc.)
 - Kinross Gold Corporation
 - Elko Convention Center
 - Northeastern Nevada Regional Hospital
 - Ruby Mountain Resource Center
 - Various Sportsman’s/Hunting Groups
 - Cattleman’s Association
 - Ranchers (local influencers)
 - Folklife Center (Jackpot)

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

A number of cooperating individuals, organizations, and private sector firms and individuals listed as ‘cooperating’ either extended outside the communities of the City of Elko, Jackpot, and Spring Creek and outside Elko County or were listed for the same areas. This overlap represents a larger need for regional coordination of these various cooperating individuals, organizations, and private sector firms and individuals and a possible role for the Northeastern Nevada Regional Development Authority in implementing and administering the various elements outlined throughout this new five-year Comprehensive Economic Development Strategy.

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 Elko, Elko County, and for the communities of Spring Creek and Jackpot 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 Elko specifically and throughout Elko County in general:

- City of Elko City Manager
- Elko County Manager
- Boys and Girls Club
- Spring Creek Association (Jessie Bahr)
- Elko Chamber of Commerce (Billie Crapo)
- Downtown Business Association
- Great Basin College, Nevada System of Higher Education
- Elko County Association of Realtors
- Elko County School District
- Nevada Tribal and Native American Communities and Councils (i.e., the Te-Moak Tribe of Western Shoshone)
- Area and Regional Basque Community
- Gaming Industry
- Northeastern Nevada Regional Hospital
- Northeastern Nevada Regional Development Authority
- City of Carlin City Manager
- Various Faith-Based Organizations (Living Stones, Church of Jesus Christ of Latter-Day Saints, Catholic churches, etc.)

Area and Regional Hispanic Community Workshop participants identified the following coordinating individuals, organizations, and private sector firms already operating in and around the communities of Jackpot and Spring Creek:

- Spring Creek Association (Jessie Bahr)
- Nevada Gold Mines
- Chamber of Commerce
- Northeastern Nevada Regional Development Authority
- Elko Downtown Business Association
- Mayors and City/Town Government Agencies (regionally)
- County Commissioners and County Government Agencies (regionally)
- Various Federal Government Agencies including the U.S. Bureau of Land Management
- Various State Agencies and Related Entities including Nevada Department of Wildlife, Nevada Rural Development Corporation, Nevada Governor’s Office of Economic

Development, Nevada Department of Agriculture, Nevada Department of Education, Nevada Department of Transportation

- Elko Convention Center

Again, workshop participants identified a number of coordinating individuals, organizations, agencies, and individuals who engage in a number of coordinating activities across a wide area and regional landscape. Ensuring that these coordinating activities are being effectively leveraged in order to achieve stated economic development goals and objectives for the City of Elko, Elko County in general, for the communities of Jackpot and Spring Creek and for most of the northeastern Nevada region is, as identified by several workshop participants, a proper role for the Northeastern Nevada Regional Development Authority. But instead of exerting a top-down control, the Northeastern Nevada Regional Development Authority can provide an organized forum for various coordinating parties to share information and engage in collaborative program development and implementation in both formal and informal ways.

In addition to the various collaborating, cooperating, and coordinating parties outlined above, several workshop participants identified a number of additional individuals, organizations, agencies and interest areas that do not easily fit any one of these defining roles but still play a critical and vital role in shaping and implementing economic development strategies and efforts throughout the region. The Nevada Department of Transportation, local fair boards, various ranches and farms, the Union Pacific Railroad, the U.S. Bureau of Land Management and the U.S. Forest Service, and area and regional law enforcement and emergency first responder service providers each play a vital role in preserving the area's and region's quality of life through either direct or indirect efforts.

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 Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and on August 21, 2019 and August 22, 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 Elko, throughout Elko County, and in the communities of Jackpot and Spring Creek.

4.2.a Existing Creation Economic Development Initiatives

Workshop participants identified a number of public sector entities and agencies, private sector firms, and non-profit organizations that are currently involved in a number of creation economic development initiatives and efforts in and around the City of Elko and throughout Elko County. Workshop participants noted that, through the Nevada Governor’s Office of Economic Development and organizations such as the Nevada Small Business Development Center and the Nevada Rural Development Corporation, a number of financial and non-financial incentives have been established to encourage new business creation. These efforts have also been extended, modified and used by both the City of Elko and Elko County and include maintaining a relatively low tax and low regulatory business environment for new businesses interested in starting an operation. Several workshop participants highlighted the existing Elko Railroad Park that continues to be developed by both the City of Elko and Elko County in partnership with a variety of state and even federal agency partners. The City of Elko and Elko County have also focused existing efforts on developing critical infrastructure and various entertainment and outdoor recreation facilities and assets designed to support new business creation in related industry and occupation sectors. The Annual Elko Mining Expo, typically held during the summer at the Elko Convention Center, is a key opportunity used to encourage new business creation in the mining and natural resource extraction industry and occupation sector and both the City of Elko and Elko County are pursuing new affordable and attainable workforce oriented housing to further support new business creation efforts throughout the area and region.

In both Jackpot and Spring Creek, a number of organizations are currently exploring the possibility of developing a revolving loan fund designed to support new business creation in both communities in a few targeted industry and occupation sectors deemed vital to growing each community’s existing economic base. Providing space for anchor businesses and providing additional affordable space for new small businesses and entrepreneurial creation efforts are vital steps that both Jackpot and Spring Creek are pursuing and both communities are working closely with Elko County to maintain and improve the existing permitting process for new businesses. Additional investment in childcare services, public transportation infrastructure and services, and additional affordable and attainable workforce oriented housing are each being developed in both Jackpot and Spring Creek as ways in which each community can improve the quality of life for both communities and the general appeal of each community to new businesses interested in establishing a new operation.

4.2.b Existing Attraction Economic Development Initiatives

The Northeastern Nevada Regional Development Authority plays a critical role in the new business attraction efforts for the City of Elko, Elko County in general, and for the communities of Jackpot and Spring Creek. Workshop participants generally agreed that more specific focus and marketing of each individual community, especially for Jackpot and Spring Creek, is necessary and that future attraction economic development initiatives led by the Northeastern

Nevada Regional Development Authority should be focused on the unique assets of each individual community as opposed to marketing the general assets of the entire region. For the City of Elko specifically and for Elko County in general, workshop participants noted the overall ‘livability’ of the area and the region, including high quality infrastructure, exceptionally strong public schools, well developed emergency medical and first responder services, major improvements to the area’s and region’s healthcare services, improvements being made to the area’s Internet and broadband telecommunications network, and continued improvement in the area’s and region’s existing housing stock, is central to the existing attraction economic development initiatives already being undertaken and implemented throughout the City of Elko and Elko County.

Like the City of Elko and Elko County in general, workshop participants noted that there has been significant investments already made to improving the overall ‘livability’ of both Jackpot and Spring Creek as a way of attracting new businesses to both communities. Improvements being made to the infrastructure of both communities, exceptionally strong public schools and educational services, a well-developed set of emergency medical and first responder services, continued improvements being made the area’s and region’s set of healthcare services, and improvements being made to the area’s Internet and broadband telecommunications network, are all part of the larger strategy currently being implemented in order to attract new businesses to both Jackpot and Spring Creek. Planned new housing development, additional childcare services, and additional public transportation infrastructure and options are all being developed in order to improve the overall attractiveness of Jackpot and Spring Creek to new businesses in a variety of industry and occupation sectors. Representatives from both Jackpot and Spring Creek also continue to work closely with Elko County to maintain a favorable tax and regulatory structure as a general way of improving the overall attractiveness of both communities to new business in a select and targeted set of industry and occupation sectors designed to diversify the economic base of each community.

4.2.c Existing Retention Economic Development Initiatives

The City of Elko, specifically, continues to work closely with groups such as the Elko Downtown Business Association and the Elko Area Chamber of Commerce in order to identify specific areas throughout the community in need of additional physical improvement and investment. The City of Elko has invested considerable financial resources into the physical redevelopment and revitalization of its historic downtown and continues to invest in new infrastructure designed to improve accessibility to critical commercial and industrial centers. Both the City of Elko and Elko County, in partnership with the Elko County School District and Great Basin College, continue to emphasize and support a variety of workforce development and job training programs which are designed to increase the size and skill set of the area’s existing workforce and labor pool. Both the City of Elko and Elko County also continue to make major financial and non-financial investments in a variety of areas designed to continually improve the overall ‘livability’ of the city and surrounding population centers. By continually improving the area’s overall ‘livability’ and quality of life, the overall business environment climate has also significantly improved.

Both Jackpot and Spring Creek have pursued similar strategies as part of their own business retention economic development initiatives. Organizations such as the Spring Creek Association and major employers in key industry and occupations sectors in Jackpot have worked either independently or in partnership with a variety of other public sector, private and non-profit organizations, agencies, and representatives to improve key infrastructure assets and the overall ‘livability’ and quality of life in each community. Again, as various organizations, agencies, and representatives have focused on improving the overall ‘livability’ and quality of life in each community, the overall business environment climate has also significantly improved. Workshop participants did note, however, that additional critical infrastructure investment by Elko County and by other state and federal government agencies will be needed in order to further improve the overall business environment climate in both Jackpot and Spring Creek. Workshop participants, while recognizing the past efforts of the Northeastern Nevada Regional Development Authority in advocating for these additional infrastructure investments, did note that more targeted advocacy for each individual community will be needed to better keep existing businesses in place.

4.2.d Existing Expansion Economic Development Initiatives

For the City of Elko, Elko County, and for the individual communities of both Jackpot and Spring Creek, workshop participants noted a noticeable lack of specific existing business expansion economic development initiatives for each community and for the county in general. Workshop participants generally agreed that the primary focus of existing economic development initiatives in the City of Elko, for all of Elko County, and for the communities of Jackpot and Spring Creek have largely been focused on new business creation and attraction and, to a lesser extent, existing business retention. Much of the existing business retention economic development initiatives for each community and for Elko County as a whole has been indirectly tied to generally improving the overall business environment. In a few cases, there are existing revolving loan funds that existing businesses can access in order to expand their operations and both the City of Elko and Elko County, in partnership with both the Elko County School District and Great Basin College, have focused their existing business expansion economic development initiatives on improving the size and training of the area’s existing workforce. Moving forward, as part of the new five-year Comprehensive Economic Development Strategy covering the City of Elko, Elko County in general, and the communities of Jackpot and Spring Creek, workshop participants expressed a strong desire to focus on helping existing businesses expand their existing operations as a way of increasing overall employment and closing key gaps in the area’s economic value chain.

4.3 Desired Future Creation, Attraction, Retention, and Expansion Economic Development Efforts

In addition to identifying existing creation, attraction, retention, and expansion economic development efforts, workshop participants who attended and participated in the two community and county-level Comprehensive Economic Development Strategy workshops for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019

and July 25, 2019 and on August 21, 2019 and August 22, 2019 were asked to initially identify possible future creation, attraction, retention, and expansion efforts and strategies that should be incorporated into this new five-year Comprehensive Economic Development Strategy.

Workshop participants noted that a number of these efforts will require the collaborative efforts of a number of public sector, private sector, and non-profit agencies and organizations including key representatives of existing firms in critical industry and occupation sectors.

Workshop participants further noted that the Northeastern Nevada Regional Development Authority will play an important role in developing these initiatives and ensuring their implementation at a community level, a county level, and even a regional level. Many of the possible future new business creation and attraction strategies and existing business retention and expansion efforts listed in this section will require significant new financial and non-financial investment but that costs associated with developing and implementing these future initiatives could be significantly reduced if built upon the existing initiatives listed above in the previous section.

4.3.a Future Creation Economic Development Initiatives

For the City of Elko specifically, workshop participants focused most of their desired future creation economic development initiatives on establishing a business development center and incubator as well as developing various new business succession and transition planning services that could be incorporated into a future business development center and incubator space. This effort is largely focused on encouraging new small business development and entrepreneurial based business creation. As the City of Elko is the single largest population center in Elko County and for the entire northeastern Nevada region, location a new business development center and incubator space within the city's limits is ideal given the availability of existing business succession, transition and support services that already exist through the Elko Area Chamber of Commerce, the Downtown Business Association, and the Nevada Small Business Development Center located at Great Basin College.

For the communities of Jackpot and Spring Creek, workshop participants identified a number of general community development initiatives and small business development strategies that could support future new business creation efforts. Continued improvement in both community's existing Internet and broadband telecommunication infrastructure, improved and expanded commercial retail space, and additional workforce development and Career and Technical Education services and opportunities could significantly improve the existing business environment in each community. While new public-private partnerships will be needed to successfully implement some of these new business creation development initiatives, workshop participants also pointed to the need for both the Elko County School District and Great Basin College to invest more in their existing workforce development and Career and Technical Education program offerings in both communities. Workshop participants further noted that specific revolving business loan funds are needed for new businesses interested in starting a new operation in both communities.

4.3.b Future Attraction Economic Development Initiatives

For the City of Elko and Elko County in general, investments into new and targeted infrastructure projects, including additional Internet and broadband telecommunications infrastructure, sewer and water infrastructure, and major arterial roadways will be needed to make existing land available to new businesses in targeted industry and occupation sectors that both the City of Elko and Elko County would like to attract to the area. While the Northeastern Nevada Regional Development Authority currently is responsible for generally marketing the area and the entire region to new businesses in selected industry and occupation sectors, workshop participants expressed strong support for the creation of a new joint City of Elko and Elko County position to interface with the Northeastern Nevada Regional Development Authority on future new business attraction economic development initiatives. Workshop participants also noted some frustration regarding perceived limitations and restrictions on the use of state funds allocated for business attraction efforts and would like to see existing state funds for new business attraction efforts broadened for use in a larger array of targeted industry and occupation sectors.

Certainly, continued general investment in major infrastructure assets is needed as part of the general effort to attract new businesses to both Jackpot and Spring Creek. Continued investment in Internet and broadband telecommunications infrastructure, sewer and water infrastructure, power production and distribution, natural gas, and roadways is needed in order for new firms to successfully establish operations in both communities. Improved existing and new and expanded retail space, coupled with improved healthcare services and housing options, will significantly increase the overall attractiveness of both Jackpot and Spring Creek. Strategic and targeted workforce development programs, increased and more proactive Career and Technical Education programs offered through the Elko County School District and Great Basin College, and expanded basic and advanced healthcare services in both Jackpot and Spring Creek should also be part of any future set of new business attraction economic development initiatives. A more active Nevada Small Business Development Center in both Jackpot and Spring Creek specifically and the development of new revolving business loan funds are also needed to improve each community's overall attractiveness to new targeted businesses in a variety of industry and occupation sectors. Workshop participants also noted that future business attraction economic development efforts should begin by targeting businesses that can fill key gaps in the existing economic base and value chain in existing key industry and occupation sectors including the agricultural (ranching and farming), mining and natural resource extraction, and gaming and tourism sectors.

4.3.c Future Retention Economic Development Initiatives

For existing businesses, improvements to the area's and region's existing workforce through improved workforce development and job training programs, improvements to the area's and region's aging infrastructure, and providing targeted financial and non-financial incentives to existing businesses are each critical elements for future business retention economic development initiatives for both the City of Elko and for Elko County in general. Providing various business succession and transition planning services for existing businesses is essential in

ensuring that existing firms stay within the community upon retirement of existing owners or sale of the firm to a new owner(s). Ultimately, for both the City of Elko and for Elko County in general, workshop participants noted that a cultural and mindset shift toward supporting future growth and development is essential in keeping the business environment healthy and supportive of existing firms beyond maintain a low tax and low regulatory environment. Certainly, the City of Elko and Elko County and the Northeastern Nevada Regional Development Authority will each play a direct role in promoting sustainable and appropriate economic growth but organizations such as the Elko Area Chamber of Commerce, the Downtown Business Association, and even the Nevada Small Business Development Center will be vital in further creating a supportive environment for existing businesses.

Continued improvements to the area's and region's existing workforce through improved workforce development and job training programs, improvements to the area's and region's aging infrastructure, and providing targeted financial and non-financial incentives to existing businesses are also critical elements for future existing business retention economic development initiatives for both Jackpot and Spring Creek. Loan forgiveness programs, signing bonuses, flexible work schedules, development of a more diversified housing stock, home finance programs, and dedicated grant writers to secure necessary resources were a few of the specific ways in which workshop participants believed both Jackpot and Spring Creek could better improve existing business retention economic development efforts. Dedicated staff, specifically through Elko County and other public or non-profit organizations such as the Nevada Small Business Development Center and the Nevada Rural Development Corporation, will be needed to routinely and regularly interact with existing businesses in both communities in order to identify and address concerns before an existing business chooses to close their operations or relocate them to another community.

4.3.d Future Expansion Economic Development Initiatives

Many of the future existing business retention economic development initiatives identified by workshop participants for the City of Elko, Elko County in general, and for the communities of Jackpot and Spring Creek were also identified as desired future existing business expansion economic development initiatives. Elko County, in partnership with a variety of other public sector organizations and agencies at the state and federal level, is needed to identify and complete future major infrastructure projects in both Jackpot and Spring Creek including improved Internet and broadband telecommunications infrastructure, sewer and water infrastructure, natural gas and electricity production and distribution infrastructure, and surface roadway infrastructure. The Elko County School District and Great Basin College, through expanded Career and Technical Education programming in each community, will be needed in order to further develop each community's workforce and labor pool so that individual businesses can expand their operations by hiring additional workers. Organizations such as the Nevada Small Business Development Center and the Nevada Rural Development Corporation, in partnership with groups such as the Elko Area Chamber of Commerce and the Downtown Business Association, are need to help identify and resolve the financial and non-financial barriers that individual existing firms may face when it comes to expanding their existing operation.

More broadly, workshop participants suggested that the Northeastern Nevada Regional Development Center, in partnership with a variety of other public sector, private sector, and non-profit organizations and agencies, will need to broaden their economic development perspective beyond new business creation and attraction efforts and specifically focus on helping existing firms expand their existing operations. While this is not a specific mission element of the Northeastern Nevada Regional Development Authority, workshop participants generally supported the idea of broadening to the Northeastern Nevada Regional Development Authority's focus to include future existing business economic development initiatives either by itself or, more preferably, in partnership with a variety of other public sector, private sector, and non-profit organizations and agencies. Workshop participants further expressed their support for state level incentives, primarily through the Nevada Governor's Office of Economic Development and the Nevada Department of Business and Industry, to be broadened to support existing business expansion efforts in addition to the new business creation and attraction efforts that comprise most of the focus of existing state level incentives.

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 Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and on August 21, 2019 and August 22, 2019 in Elko, 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 Elko and Elko County and the Northeastern Nevada Regional Development Authority

Ten separate socio-demographic and economic categories were examined by participants of the July, 24, 2019 and July 24, 2019 City of Elko and Elko County Comprehensive Economic Development Strategy Workshop No. 1 held in Elko, Nevada. These categories include total population, median age, total number of households, average household size, median household income, median family income, per capita (mean) income, percent of total population living below the poverty line, civilian workforce, and civilian unemployment rate.

5.1.a Total Population

Table 5.1 presents the change in total population for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. Both the City of Elko and Elko County are highlighted.

Between 2013 and 2017, the total residential population for the City of Elko increased from an estimated 37,670 total individuals in 2013 to an estimated 40,311 total individuals in 2017, a net increase of 2,641 total individuals or 7.0 percent. For all of Elko County, the total residential population countywide 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. The increase in the total residential population of the City of Elko between 2013 and 2017 was mostly responsible for the countywide increase in total residential population between 2013 and 2017 in Elko County. The City of Carlin's total residential population decreased between 2013 and 2017, decreasing from an estimated 2,701 total individuals in 2013 to an estimated 2,361 total individuals in 2017, a net decrease of 340 total individuals or -12.6 percent. The City of Wells and the City of West Wendover, in-terms of actual population growth, grew by slight margins between 2013 and 2017, increasing by an estimated 222 total individuals in the

City of Wells between 2013 and 2017 and by an estimated seven total individuals in the City of West Wendover between 2013 and 2017. The City of Elko remained the single largest population center in Elko County between 2013 and 2017, accounting for an estimated 75.3 percent of Elko County's total population in 2013 and accounting for an estimated 77.0 percent of Elko County's total population in 2017.

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

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

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

5.1.b Median Age

Table 5.2 presents the change in median age for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. Both the City of Elko and Elko County are highlighted.

Between 2013 and 2017, the median age for the City of Elko increased from an estimated 33.1 years of age in 2013 to an estimated 34.2 years of age in 2017, net increase of 1.1 years or 3.3 percent. For all of Elko County, the median age countywide increased from an estimated 33.3 years of age in 2013 to an estimated 34.1 years of age in 2017, a net increase of 0.8 years or 2.4 percent. The increase in the median age for both the City of Carlin and the City of West Wendover between 2013 and 2017 were both significantly greater than the median age for the City of Elko and for all of Elko County between 2013 and 2017.

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

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

Between 2013 and 2017, the median age for the City of Carlin increased by 8.2 percent and increased by 11.9 percent for the City of West Wendover. Only the City of Wells experienced a decline in the median age between 2013 and 2017, decreasing from an estimated 39.5 years of age in 2013 to an estimated 35.1 years of age in 2017, a net decrease of 4.4 years or -11.1 percent. In both 2013 and 2017, the median age in the City of Elko, at 33.1 years of age in 2013 and at 34.2 years of age in 2017, was measurably less than the median age in the City of Carlin, at 35.2 years of age and 38.1 years of age respectively, and measurably less than median age in the City of Wells, at 39.5 years of age and 35.1 years of age in 2017 respectively. However, the median age in the City of Elko in both 2013 and 2017, was significantly greater than the median age in the City of West Wendover, at 26.1 years of age in 2013 and at 29.2 years of age in 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. Both the City of Elko and Elko County are highlighted.

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

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

Similar to the trend in the change in the City of Elko’s and Elko County’s countywide total residential population between 2013 and 2017, the total number of households in the City of Elko increased between 2013 and 2017, increasing from an estimated 13,287 total households in 2013 to an estimated 13,886 total households in 2017, a net increase of 599 total households or 4.5 percent. Countywide, the total number of households for all of Elko County increased from an estimated 17,599 total households in 2013 to an estimated 17,882 total households in 2017, a net increase of 283 total households or 1.6 percent. Like total population, the City of Elko had the largest concentration of households in Elko County for both 2013 and 2017, accounting for

an estimated 75.5 percent of all households located in Elko County in 2013 and accounting for an estimated 77.7 percent of all households located in Elko County in 2017.

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

5.1.d Average Household Size

Table 5.4 presents the change in average household size for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. Both the City of Elko and Elko County are highlighted.

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

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

The average household size in the City of Elko increased from an estimated 2.81 people per household in 2013 to an estimated 2.87 people per household in 2017, a net increase of just 0.06 people per household or 2.1 percent between 2013 and 2017. Countywide, the average household size for all of Elko County increased from an estimated 2.80 people per household in

2013 to an estimated 2.88 people per household in 2017, a net increase of just 0.08 people per household or 2.9 percent between 2013 and 2017. In both 2013 and 2017, the average household size for the City of Elko was significantly greater than the average household size in the City of West Wendover, at 3.26 people per household in 2013 and at 3.27 people per household in 2017.

In 2013 and 2017, the average household size for the City of Elko was measurably greater than the average household size for the City of Wells, at 2.34 people per household in 2013 and at 2.67 people per household in 2017. The average household size in the City of Elko was greater than the average household size in the City of Carlin in 2013, at an estimated 2.70 people per household, but less than the average household size in the City of Carlin in 2017, at an estimated 2.98 people per household in 2017.

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

5.1.e Median Household Income

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

Median household income in the City of Elko was relatively high when compared to other communities in Elko County, including the City of Carlin, the City of Wells, and the City of West Wendover and considerably higher than the reported median household income for all of Elko County in both 2013 and 2017. In 2013, median household income in the City of Elko was an estimated \$75,989 compared to a median household income of \$69,707 for the City of Carlin, to a median household income of \$46,875 for the City of Wells, to a median household income of \$37,740 for the City of West Wendover, and to a median household income of \$70,238 for all of Elko County.

In 2017, the median household income in the City of Elko was an estimated \$85,530 compared to a median household income of \$74,148 for the City of Carlin, to a median household income of \$60,426 for the City of Wells, to a median household income of \$48,429 for the City of West Wendover, and to a median household income of \$76,178 for all of Elko County. Between 2013 and 2017, the median household income for the City of Elko increased from an estimated \$75,989 in 2013 to an estimated \$85,530 in 2017, a net increase of \$9,541 or 12.6 percent. Countywide and for all of Elko County, median household income increased from an estimated \$70,238 in 2013 to an estimated \$76,178 in 2017, a net increase of \$5,940 or 8.5 percent.

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

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

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

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. Both the City of Elko and Elko County are highlighted.

Between 2013 and 2017, median family income in the City of Elko measurably increased, increasing from an estimated \$84,458 in 2013 to an estimated \$93,941 in 2017, a net increase of approximately \$9,483 or 11.2 percent. Countywide, median family income for all of Elko County also measurably increased between 2013 and 2017, increasing from an estimated \$75,231 in 2013 to an estimated \$86,421 in 2017, a net increase of approximately \$11,190 or 14.9 percent. Comparatively, median family income remained relatively unchanged between

2013 and 2017 in the City of Carlin, increasing by just \$14. For the City of Wells, median family income increased by an estimated \$10,611 or 19.1 percent between 2013 and 2017 and, for the City of West Wendover, median family income increased by an estimated \$7,752 or 18.8 percent between 2013 and 2017.

In both 2013 and 2017, median family income in the City of Elko was measurably greater than median family income in the City of Carlin, the City of Wells, and the City of West Wendover and for all of Elko County. In 2013, median family income in the City of Elko was an estimated \$84,458 compared to a median family income of \$75,046 for the City of Carlin, to a median family income of \$55,500 for the City of Wells, to a median family income of \$41,208 for the City of West Wendover, and to median family income of \$75,231 for all of Elko County. In 2017, the median family income in the City of Elko was an estimated \$93,941 compared to a median family income of \$75,060 for the City of Carlin, to a median family income of \$66,111 for the City of Wells, to a median family income of \$48,960 for the City of West Wendover, and to a median family income of \$86,421 for all of Elko County.

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

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

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

2017, increasing from an estimated median family income of \$64,719 in 2013 to an estimated median family income of \$70,850 in 2017, a net increase of approximately \$6,131 or 9.5 percent.

5.1.g Per Capita (Mean) Income

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

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

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

Between 2013 and 2017, per capita income in the City of Elko measurably increased, increasing from an estimated \$31,042 in 2013 to an estimated \$35,066 in 2017, a net increase of approximately \$4,024 or 13.0 percent. Countywide, per capita income for all of Elko County also measurably increased, increasing from an estimated \$28,358 in 2013 to an estimated \$32,498 in 2017, a net increase of approximately \$4,140 or 14.6 percent. Comparatively, per capita income for the City of Carlin increased by an estimated \$5,117 or 17.4 percent between 2013 and 2017, increased by an estimated \$597 or 2.6 percent for the City of Wells between 2013 and 2017, and increased by an estimated \$7,719 or 51.5 percent for the City of West Wendover between 2013 and 2017.

In both 2013 and 2017, per capita income in the City of Elko was measurably greater than per capita income in the City of Carlin, the City of Wells, and the City of West Wendover and for all of Elko County. In 2013, per capita income in the City of Elko was an estimated \$31,042 compared to a per capita income of \$29,339 for the City of Carlin, to a per capita income of \$23,401 for the City of Wells, to a per capita income of \$14,982 for the City of West Wendover, and to a per capita income of \$28,358 for all of Elko County. In 2017, per capita income in the City of Elko was an estimated \$35,066 compared to a per capita income of \$34,456 for the City of Carlin, to a per capita income of \$23,998 for the City of Wells, to a per capita income of \$22,701 for the City of West Wendover, and to a per capita income of \$32,498 for all of Elko County.

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. Both the City of Elko and Elko County are highlighted.

Between 2013 and 2017, the percent of total population living below the poverty line in the City of Elko increased significantly, increasing from an estimated 6.3 percent in 2013 to an estimated 9.7 percent in 2017, a net increase of 3.4 percent or a percentage increase of 54.0 percent. Countywide, the percent of total population living below the poverty line for all of Elko County also increased significantly between 2013 and 2017, increasing from an estimated 8.8 percent in 2013 to an estimated 11.5 percent in 2017, a net increase of 2.7 percent or a percentage increase of 30.7 percent. Comparatively, the net and percentage changes in the percent of total population living below the poverty line for the City of Carlin, the City of Wells, and the City of West Wendover each declined significant between 2013 and 2017.

For the City of Carlin, the total percent of total population living below the poverty line declined by 0.2 percent or by a percentage of -3.4 percent between 2013 and 2017. For the City of Wells, the total percent of total population living below the poverty line declined by 2.7 percent or by a percentage of -34.2 percent between 2013 and 2017 and, for the City of West Wendover, the percent of total population living below the poverty line declined by 9.5 percent or by a percentage of -38.3 percent between 2013 and 2017.

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

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

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

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

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. Both the City of Elko and Elko County are highlighted.

Between 2013 and 2017, the total civilian workforce for the City of Elko increased from an estimated 28,199 total workers in 2013 to an estimated 30,697 total workers in 2017, a net increase of 2,498 total workers or 8.9 percent. Countywide, the total civilian workforce for all of Elko County increased from an estimated 37,364 total workers in 2013 to an estimated 39,478 total workers in 2017, a net increase of 2,114 total workers or 5.7 percent. Comparatively, the total civilian workforce for the City of Carlin decreased by an estimated 185 total workers or by an estimated percentage of -8.6 percent between 2013 and 2017, increased by an estimated 98 total workers or by an estimated percentage of 6.3 percent between 2013 and 2017 for the City of Wells, and increased by an estimated 138 total workers or by an estimated percentage of 5.0

percent between 2013 and 2017 for the City of West Wendover. Countywide, the City of Elko had the single largest concentration of Elko County’s total civilian workforce in both 2013 and 2017, accounting for 75.5 percent of Elko County’s civilian workforce in 2013 and accounting for 77.8 percent of Elko County’s total civilian workforce in 2017.

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

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

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. Both the City of Elko and Elko County are highlighted.

Between 2013 and 2017, the civilian unemployment rate for the City of Elko decreased significantly, decreasing from an estimated 4.8 percent in 2013 to an estimated 3.7 percent in 2017, a net decrease of approximately 1.1 percent or by a percentage decrease of -22.9 percent. Countywide, the civilian unemployment rate for all of Elko County also decreased significantly between 2013 and 2017, decreasing from an estimated 5.7 percent in 2013 to an estimated 4.4 percent in 2017, a net decrease of 1.3 percent or by a percentage decrease of -22.8 percent. Comparatively, the civilian unemployment rate for the City of Carlin increased by an estimated 1.2 percent or by a percentage increase of 11.3 percent between 2013 and 2017. The civilian unemployment rate for the City of Wells decreased significantly between 2013 and 2017, decreasing by an estimated 2.5 percent or by a percentage decrease of -33.8 percent. Between 2013 and 2017, the civilian unemployment rate for the City of West Wendover dramatically decreased, decreasing by an estimated 6.3 percent or by a percentage decrease of -82.9 percent.

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

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

Comparatively, the civilian unemployment rate in the City of Elko generally remained significantly lower than the countywide civilian unemployment rate for all of Elko County and for the City of Carlin, the City of Wells, and the City of West Wendover. In 2013, the civilian unemployment rate for the City of Elko was an estimated 4.8 percent compared to a civilian unemployment rate of 10.6 percent for the City of Carlin, to a civilian unemployment rate of 7.4 percent for the City of Wells, to a civilian unemployment rate of 7.6 percent for the City of West Wendover, and to a civilian unemployment rate of 5.7 percent for all of Elko County. In 2017,

the civilian unemployment rate for the City of Elko was an estimated 3.7 percent compared to a civilian unemployment rate of 11.8 percent for the City of Carlin, to a civilian unemployment rate of 4.9 percent for the City of Wells, and to a civilian unemployment rate of 4.4 percent for all of Elko County. Only the City of West Wendover, with a civilian unemployment rate of 1.3 percent, had a lower civilian unemployment rate than the City of Elko in 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 Elko and for all of Elko County held on July 24, 2019 and July 25, 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 Elko and for all of Elko County including the communities of Jackpot and Spring Creek minus the communities of Carlin, Wells, and 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?

Based on the assessment of existing socio-demographic and economic data for the City of Elko, for all of Elko County including the communities of Jackpot and Spring Creek, and for other communities located throughout the northeastern Nevada region, workshop participants identified five specific conditions that will be addressed and targeted as part of the new five-year Comprehensive Economic Development Strategy for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek. Three of these conditions are specific to the City of Elko and to Elko County in general and two of these conditions are specific to the communities

of Jackpot and Spring Creek. The three conditions specific to the City of Elko and to Elko County in general include: (1) addressing of the relatively high cost of living present in Elko County and throughout northeastern Nevada, (2) needed expansion and growth of Elko County's and the region's workforce and labor pool, and (3) targeted improvement in the educational attainment levels of Elko County's and the region's population to support targeted industry and occupation sector recruitment. The two conditions specific to the communities of Jackpot and Spring Creek include: (4) targeted improvement in the overall educational attainment levels of the population in both Jackpot and Spring Creek, and (5) addressing the relatively high percentage of total population living in both Jackpot and Spring Creek that are below the poverty line.

5.2.a Condition 1: Address the Relatively High Cost of Living in Elko County and throughout Northeastern Nevada

While workshop participants noted that various measures of personal and household income, including median household income, median family income, and per capita income, for much of Elko County was significantly greater than most other communities throughout northeastern Nevada, greater than the state of Nevada, and generally greater than the rest of the United States, workshop participants further noted that much of that income is lost due to the area's generally high cost of living. In 2017 alone, median household income, median family income, and per capita income for all of Elko County was \$76,178 per household, \$86,421 per family, and \$32,498 per individual compared to \$55,434 per household, \$65,469 per family, and \$28,450 per individual for the entire state of Nevada and compared to \$57,652 per household, \$70,850 per family, and \$31,177 per individual for the entire United States. However, given the relatively limited in-county availability of critical services and more expansive commercial retail options found in Elko County, people in Elko County typically must travel to larger urban population centers and metropolitan areas such as the Twin Falls, Idaho metropolitan statistical area to the north in southern Idaho, the Salt Lake City metropolitan statistical area to the east in neighboring Utah, or to the Reno-Sparks metropolitan statistical area to the west in northwestern Nevada.

In addition to significantly eroding the relatively high median household income levels, median family income levels, and per capita income levels present throughout Elko County, workshop participants also noted that the generally high cost of living throughout Elko County and throughout northeastern Nevada has made it increasingly difficult to successfully recruit new business and retain existing businesses in key industry and occupation sectors and has also made it increasingly difficult to successfully recruit and retain a skilled and talented workforce. From the perspective of individual firms in key industry and occupation sectors, workshop participants generally agreed that firms are forced to pay a relatively high wage to existing and perspective employees in order to overcome the area's relatively high cost of living, thereby artificially increasing the firm's internal costs. From the perspective of individual workers, the relatively high cost of living, coupled with the need to travel significant distances to other major urban population centers and metropolitan statistical areas outside the northeastern Nevada region for basic and more advanced critical services and broader commercial and retail opportunities, has significantly eroded the overall attractiveness of the higher median household income levels,

higher median family income levels, and higher per capita income levels that the county and the region has to offer.

Workshop participants generally agreed that, for the City of Elko, for all of Elko County, and for the communities of Jackpot and Spring Creek, general improvement and diversification of basic and advanced services, especially healthcare services, and general improvement and diversification of the area's and region's commercial and retail offerings is essential to reducing the county's and area's overall cost of living. While a number of workshop participants noted that there has already been significant improvement and investment into the area's and region's mix of various healthcare services, community-level improvements in basic healthcare services and continued growth of the Northeastern Nevada Regional Hospital located in the City of Elko with a focus on expanding more advanced healthcare services are each vital to helping attract and retain a population and workforce that can support future new business creation and attraction strategies and existing business retention and expansion efforts. Workshop participants also noted, while recognizing the relatively low-pay and low-skill jobs offered in most commercial and retail employment positions, that continued growth and diversification of the area's and region's commercial and retail industry and occupation sector is needed to support future population and workforce growth.

5.2.b Condition 2: Needed Expansion and Growth of Elko County's and the Region's Workforce and Labor Pool

A growing workforce and labor pool is generally regarded as an essential and needed asset to support new business creation and attraction strategies and existing business retention and expansion efforts at both the community level and at a regional level. Individual firms, in order to establish a profitable operation and to grow their existing operations generally require a growing workforce and labor pool with the necessary skill sets and training. Between 2013 and 2017, workshop participants noted that the median age for all of Elko County and for the City of Elko has continued to increase, indicating that a growing portion of the county's and city's existing workforce and labor pool is either entering retirement or approaching retirement. Between 2013 and 2017, the median age for all of Elko County increased from an estimated 33.3 years of age in 2013 to an estimated 34.1 years of age, a net increase of 0.8 years or 2.4 percent. For the City of Elko, the median age increased from an estimated 33.1 years of age in 2013 to an estimated 34.2 years of age in 2017, a net increase of 1.1 years or 3.3 percent.

While the civilian workforce for both all of Elko County and for the City of Elko increased between 2013 and 2017, workforce participants generally agreed that this increase has been insufficient to support future new business creation and attraction strategies and future existing business retention and expansion efforts. Between 2013 and 2017, the total civilian workforce increased from an estimated 37,364 total individuals in 2013 to an estimated 39,478 total individuals in 2017, a net increase of 2,114 total individuals or 5.7 percent. For the City of Elko, the total civilian workforce increased from an estimated 28,199 total individuals in 2013 to an estimated 30,697 total individuals in 2017, a net increase of 2,498 total individuals or 8.9 percent. While the growth in the civilian workforce for all of Elko County and for the City of Elko was among the largest between 2013 and 2017 for the entire northeastern Nevada region,

workshop participants noted that a significant percentage of the county's and city's workforce work in communities and counties outside Elko County throughout the rest of northeastern Nevada. Not only does this observation contribute to the relatively high cost of living in Elko County, in the City of Elko, and for the entire northeastern Nevada region, it also makes additional business creation, attraction, retention, and expansion efforts more difficult to accomplish in Elko County and, specifically, in the City of Elko and in smaller communities such as Jackpot and Spring Creek.

As part of a new five-year Comprehensive Economic Development Strategy for Elko County and the City of Elko and for the unincorporated communities of Jackpot and Spring Creek, successful development and sustainable growth of the underlying workforce and labor pool is a necessary first step in achieving stated economic development goals and objectives. Continued growth in basic and advanced services, namely healthcare and education services, and continued growth and diversification of the county's commercial retail and housing options for a wider range of income groups are vital strategies to reversing the continued growth in the county's median age and in the median age of the City of Elko's residential population and the residential populations of both Jackpot and Spring Creek. Workshop participants did, however, note that continued growth in basic and advanced healthcare services, along with various other social services and housing option growth, is needed to support a growing older population throughout Elko County, throughout the City of Elko, and throughout the unincorporated communities of Jackpot and Spring Creek. Ultimately, a balanced approach to providing services and options for the area's and region's growing elderly population and developing services and options that will attract a younger demographic is needed in order to maintain and improve the area's and region's existing quality of life while attracting a younger population that can help grow the area's and region's existing workforce and labor pool.

5.2.c Condition 3: Targeted Improvement in the Educational Attainment Levels of Elko County's and the Region's Population

In addition to growing an area's workforce and labor pool, workshop participants generally agreed that both targeted and overall improvement in the educational attainment levels of Elko County's and the region's existing and future population is a necessary step in supporting successful new business creation and attraction strategies and existing business retention and expansion efforts. The need for advanced education and workforce development and training is needed to help support future growth in a variety of targeted industry and occupation sectors as part of ongoing efforts to further diversify Elko County's overall economic base and the economic base of the City of Elko and the unincorporated communities of Jackpot and Spring Creek. Workshop participants did, however, also note that the Elko County School District, and a number of other major educational partners including Great Basin College, part of the Nevada System of Higher Education with the main campus located in the City of Elko, have already begun a number of efforts designed to provide specific and advanced training in a variety of areas. Most notably, workshop participants, including representatives from both the Elko County School District and from Great Basin College, noted a considerable increase in the number of Career and Technical Education (CTE) options and offerings for both high school and college-aged students.

Several workshop participants noted that the current Elko County School District Career and Technical Education curriculum already establishes a clear system-wide goal of career and college readiness for all students and that this curriculum covers a number of critical areas including agriculture, art, business and computers, drafting, family and consumer sciences, furniture and cabinet making, and industrial arts. At Great Basin College, the Career and Technical Education College Credit Program provides free college credit for approved high school Career and Technical Education programs. High school students can prepare for college and for placement in the workforce by completing established Career and Technical Education program sequences of high school elective classes taught at the student's own high school. Great Basin College has also recently launched the BuildNV Core Construction Program and the HVAC and Construction Program. Both of these initiatives are designed to provide specific Career and Technical Education courses and training in industry and occupation sectors that already represent significant and fast growing parts of the area's and region's existing economic base.

Workshop participants generally agreed that, for the City of Elko specifically and for all of Elko County in general, continued development of targeted educational programs such as the Career and Technical Education offerings already available through both the Elko County School District and Great Basin College is vital to the longer-term efforts of improving the skill sets and training of area's and region's existing workforce and labor pool. Additionally, workshop participants agreed that development of new Career and Technical Education programs, in other targeted industry and occupation sectors, is needed and should be developed in conjunction with the efforts of the City of Elko, Elko County in general, and of the Northeastern Nevada Regional Development Authority to selectively target new businesses through new business creation and attraction strategies in new and emerging industry and occupation sectors not currently targeted. Future targeted improvement in the educational attainment levels of Elko County's and the region's population should also be done in conjunction with key private sector partners including major area and regional employers in order to ensure that replacement workers, as existing workers either retire or leave the area or region, are available to support and expand existing operations for existing firms in industry and occupation sectors that are already vital to the area's and region's economic base.

5.2.d Condition 4: Targeted Improvement in the Overall Educational Attainment Levels of the Population in both Jackpot and Spring Creek

Similar to the third condition listed above, workshop participants noted that new and specific attention must be given to the targeted improvement and overall educational attainment levels of the population in both Jackpot and Spring Creek. Because of the relatively smaller populations of each community, an estimated 1,526 total individuals living in Jackpot in 2017 and an estimated 13,482 total individuals living in Spring Creek in 2017 according to the U.S. Census Bureau's American Community Survey 5-Year Estimates for 2017, a more generalized approach to improving overall educational attainment levels is needed in order to successfully grow and diversify the workforce and labor pools of each individual community.

While improvement in the overall educational attainment level of the populations living in both communities is certainly needed, workshop participants generally agreed that targeted improvement in key areas is also needed in both Jackpot and Spring Creek in order to support additional new business creation and attraction strategies and existing business retention and expansion efforts. In general, workshop participants concluded that the existing workforce and labor pools for each community is currently sufficient to support existing levels of economic activity in existing industry and occupation sectors ranging for tourism and hospitality to commercial and retail activities. This is especially true for the community of Jackpot that is more geographically isolated than the community of Spring Creek. Spring Creek benefits from its geographic connection to the City of Elko and can draw from a significantly larger and more diverse workforce to support economic development efforts in Spring Creek. Jackpot, however, located on the border between Idaho and Nevada and approximately 120 miles north of the City of Elko and almost 50 miles south of the City of Twin Falls in southern Idaho, is almost solely dependent on the workforce that lives within the community. As a result of this geographic isolation, broader and more general improvement in educational services is needed in order to develop the workforce and labor pool of Jackpot.

Workshop participants did, however, agree that more targeted and advanced workforce development and training is needed in both communities as well. Similar to the identified need to provided expanded and broader Career and Technical Education options and services for the City of Elko, for Elko County, and for the region in general, expanded and targeted Career and Technical Education opportunities is needed for both Jackpot and Spring Creek in order to support future new business creation and attraction strategies and existing business retention and expansion efforts. Workshop participants also expressed a strong desire to see additional training and educational development designed to support increased small business and entrepreneurial-based economic development strategies. This focused Career and Technical Education programming and small business and entrepreneurial focused education is vital to the efforts of both communities to diversify each community’s existing economic base and to grow existing industry and occupation sectors that drive a large portion of economic activity in both communities.

5.2.e Condition 5: Relatively High Percentage of Total Population Living in Both Jackpot and Spring Creek that are Below the Poverty Line

According to the U.S. Census Bureau’s American Community Survey 5-Year Estimates for 2017, an estimated 49.8 percent of the total population living in Jackpot were living below the poverty line in 2017 and an estimated 4.7 percent of the total population living in Spring Creek were living below the poverty line in 2017. For all of Elko County, the percent of total population living below the poverty line increased from an estimated 8.8 percent in 2013 to an estimated 11.5 percent in 2017, a net increase of 2.7 percent or by a percentage increase of 30.7 percent. For Jackpot specifically, but for Elko County in general, workshop participants noted that persistently high levels of poverty has significantly impeded a number of existing economic development efforts by generally eroding the overall attractiveness of the community and the county to new businesses. For existing businesses, it has become increasingly difficult to sustain or expand existing operation as internal community and county markets shrink due to high levels

of poverty and the inability of individuals to afford to support existing businesses through general consumption.

Workshop participants also noted that the stubbornly high levels of poverty found throughout Elko County and in specific communities throughout the county and throughout the northeastern Nevada region has continually forced the various public agencies operating throughout northeastern Nevada to dedicate an increasingly large amount of public resources to providing necessary support and services to the area's and region's population living at or below the poverty line. In some cases, this dedication of resources has delayed or outright forced the cancelation of major investment projects in critical areas needed in order to support different economic development efforts including area-wide and region-wide major infrastructure projects. Funds that could have been used to expand existing Career and Technical Education programs have also been used to fund various social support services. A number of workshop participants noted that this is no longer a sustainable model and a renewed focus on reducing aggregate levels of poverty are needed.

A significant investment in workforce development and job training programs coupled with a renewed focus on new business creation and attraction strategies and existing business retention and expansion efforts are needed to ensure that there are meaningful opportunities for employment and that individuals living in poverty are successfully able to secure employment opportunities. By increasing the number of jobs available to the area's and region's population and by ensuring continual improvement in the skill sets and level of the area's and region's workforce and labor force pool, workshop participants generally agreed that a more sustainable response to stubbornly high and increasing levels of poverty throughout the area and the region can be developed and implemented. Workshop participants did note that this effort will require significantly more collaboration and partnership between a wider array of various public sector, private sector, and non-profit agencies and organizations and suggested that the Northeastern Nevada Regional Development Authority can serve as a coordinating agency as part of its effort to implement and administer this new five-year Comprehensive Economic Development Strategy.

While this more sustainable economic development based model to addressing poverty throughout the area and the region was generally agreed upon by workshop participants, workshop participants also strongly advocated for a general increase in the development and provision of services in three primary areas including education, healthcare and housing. Expanded educational services, especially at the later primary school years (high school) and college level will help increase the opportunities for meaningful employment among the area's and region's population that is currently living at or below the poverty level. Improved healthcare services, especially in areas without immediate access to a hospital or clinical services, that is focused on preventative care is also critical in addressing the continued level and growth in poverty throughout the area and the region. Workshop participants also noted that a renewed focus on housing development, especially affordable or attainable housing, is necessary in order to successfully combat the growing concern that has emerged throughout the area and region regarding the growing level of area and regional poverty levels.

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 Elko, Elko County, and the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 were asked to answer three questions regarding each community'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 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.

For both the City of Elko specifically and Elko County in general, workshop participants generally agreed that, if the City of Elko and Elko County were a person, this person would likely be male and would absolutely be an introvert. In general, this individual would be physically fit with only a few but chronic physical conditions. Politically, workshop participants indicated that this person's political beliefs would best align with a more conservative ideology which is consistent with the area's independent nature and focus on a 'get-er-done' by one's own merits mentality that permeates throughout the City of Elko and throughout Elko County. Blue jeans, a collared shirt, boots and some sort of Carhart clothing element is the typical apparel worn by this individual. This individual would almost always prefer action-oriented movies and is always eager to attend a party as long as they know the people that are attending the party.

For the communities of Jackpot and Spring Creek, workshop participants generally agreed that a male person who is an introvert, bordering on social isolation, is best representative of the community culture and identity of both Jackpot and Spring Creek although a person from Jackpot is almost always likely to be more of an introvert than a person from Spring Creek would be. Several workshop participants agreed that a slightly out-of-shape 'John Wayne' archetype is representative of the community culture and identity of both Jackpot and Spring Creek but that the person from Jackpot would be considerably more out-of-shape than the person from Spring Creek. A person from both Jackpot and Spring Creek would almost surely be conservative in their political beliefs and this person would regularly wear a mix of blue jeans, boots, and some type of denim shirt. Action and western movies would be this person's favorite type of movie and workshop participants suggested that, underlying a generally personable demeanor, this person would have a somewhat volatile personality. This individual, from either Jackpot or Spring Creek, would almost always be eager to attend a party but would only attend if they knew the people that were either hosting or going to the party.

For the City of Elko, Elko County in general, and for the communities of Jackpot and Spring Creek, workshop participants almost unanimously agreed that a new to ‘new-ish’ crew cab pickup truck would accurately represent the type of automobile that each community and the county would likely be represented by. Workshop participants noted the ubiquitous nature of the number of (typically white) crew cab pickup trucks present in each community, concluding that their presence is a clear physical representation of how important the mining and natural resource extraction and agricultural industry and occupation sectors are to the overall economic base of the area and of the entire northeastern Nevada region. Regardless of community, this crew cab pickup truck, while having thousands of miles recorded on its odometer (60,000 plus), runs very well with little to no mechanical problems as it is well cared for by its owner. This crew cab pickup truck would also have several important upgrades including power windows and locks, heated seats, a built-in Geographic Positioning System (GPS), and an excellent stereo system. The need for a number of important upgrades exists given the amount of time that the typical owner of this crew cab pickup truck spends in it due to the large distances traveled in it that the typical owner must complete on a daily basis for work and even leisure, entertainment, and basic shopping activities.

For the City of Elko and for Elko County in general, workshop participants agreed that country-rock music, performed by artists such as Lynyrd Skynyrd, would best serve as suitable background or theme song music for the average daily life of the area. For Jackpot and Spring Creek, workshop participants generally agreed that electric-style music, with some classic rock, indie pop and even a little bit of jazz, would best represent the unique community culture and identity that has emerged in both communities. Music that emphasizes pride in their community best represents how the average person feels about their community for each area including the City of Elko, Elko County in general, and the communities of Jackpot and Spring Creek. Workshop participants noted that the average person is able to recognize and acknowledge some of the less desirable elements of their community but that the average person is also willing to work hard to address them. This hard working nature of the average person stems from the relative pride that, in general, people have for their community. In many cases, people living in the City of Elko, in Jackpot, in Spring Creek or in other parts of Elko County are part of a family that has lived in that community for several generations and people have deep and rooted ties to their community and the other people that live there. Workshop participants noted that this pride in the community is a key economic asset as individuals are personally vested in the economic growth of their area and in the region as a whole.

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 Elko, Elko County, and the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and the second workshop held on August 21, 2019 and August 22, 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 question is to provide a general insight into areas of strength and weakness for the City of Elko, Elko County in general, and the communities of Jackpot and Spring Creek and for the entire region as a whole, including the counties that comprise the Northeastern Nevada Regional Development Authority region. The results of this community assessment exercise were eventually incorporated into the development of the new comprehensive economic development vision statements and set of economic development goals and objectives for the new five-year Comprehensive Economic Development Strategy for the City of Elko and Elko County and for the individual communities of Jackpot and Spring Creek. Based upon the attendees present during the two community and county-level Comprehensive Economic Development Strategy workshops, the answers to the four questions listed above have been combined into a single summary presented in this section.

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 Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

The most common set of answers to the question, *What do you like about your community?*, as provided by workshop participants, include references to the current quality of life and to the characteristics of the people who currently live throughout Elko County, in the City of Elko, and in the communities of Jackpot and Spring Creek. Workshop participants noted that people in each of these communities typically know each work and work together to overcome problems and address challenges as they arise. Because each community is largely made up of families that have lived in the same community for several generations, people tend to be highly invested in their community. The phrase ‘small town feel’, even for a larger population center such as the City of Elko, was often used to describe each individual community. When asked to define what a ‘small town feel’ means, workshop participants noted that each community, and even the county as a whole, benefits from being generally safe with relatively low crime rates, people feel safe, and are generally close with their neighbors.

Clean air, clean water, abundant outdoor recreation and entertainment options, and opportunities to enjoy four distinct seasons are a few of the characteristics referenced when describing the ‘rural’ nature that characteristics a larger population center like the City of Elko and the

opportunities for more and varied commercial and retail shopping opportunities, more and varied healthcare services, and for more and varied employment opportunities across a wider variety of industry and occupation sectors. Workshop participants also noted that certain communities, especially Jackpot which is located near the border between southern Idaho and Nevada, are so remote that they have become increasingly isolated from other parts of Elko County due to a lack of reliable transportation. Countywide, workshop participants noted a growing need for public transportation within individual communities and between communities throughout Elko County and the rest of northeastern Nevada. Workshop participants further argued that, despite major transportation infrastructure such as U.S. Interstate 80, travel between individual communities, such as the City of Elko and larger more urban and metropolitan areas, usually requires extended travel to regional hubs throughout the western and intermountain western United States due to a lack of direct rail and air transportation connectivity.

**Figure 5.2 – What do you dislike about your community?
City of Elko, Elko County, and the Communities of Jackpot and Spring Creek**



As has already been alluded to throughout this new five-year Comprehensive Economic Development Strategy, workshop participants outlined the general lack of diversity in expanded commercial and retail services and options. Individuals living in the City of Elko, in the individual communities of Jackpot and Spring Creek, and in other communities throughout Elko County, are often forced to travel significant distances to larger and more urban population and metropolitan areas in order to satisfy a wider array of commercial and retail demands. This often means that the dollars earned as income by residents of the City of Elko or by the residents of Jackpot and Spring Creek are often spent in businesses located in the Twin Falls, Idaho

metropolitan statistical area in southern Idaho, in the Salt Lake City metropolitan statistical area located in Utah, or in the Reno-Sparks or Las Vegas metropolitan statistical areas located in northwestern or southern Nevada. A broader array of more advanced physical and mental healthcare services and a growing need for a broader array of housing options is also needed to keep up with the growing and changing characteristics of the area's and region's population.

Workshop participants also noted there is considerable need to better diversify the area's and region's economic base. Currently, the area's and region's economic base is largely tied to three primary industry and occupation sectors, including the agricultural, mining and natural resource extraction, and tourism and hospital sectors. This has left the area, and especially the City of Elko and the communities of Jackpot and Spring Creek, particularly vulnerable to sudden and significant swings in national and international commodity prices as well as changes in national and international macroeconomic conditions. A better diversified economic base for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek would lessen this dependence on a few key industry and occupation sectors and provide a wider array of employment opportunities for the population of each of these communities and for Elko County as a whole.

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

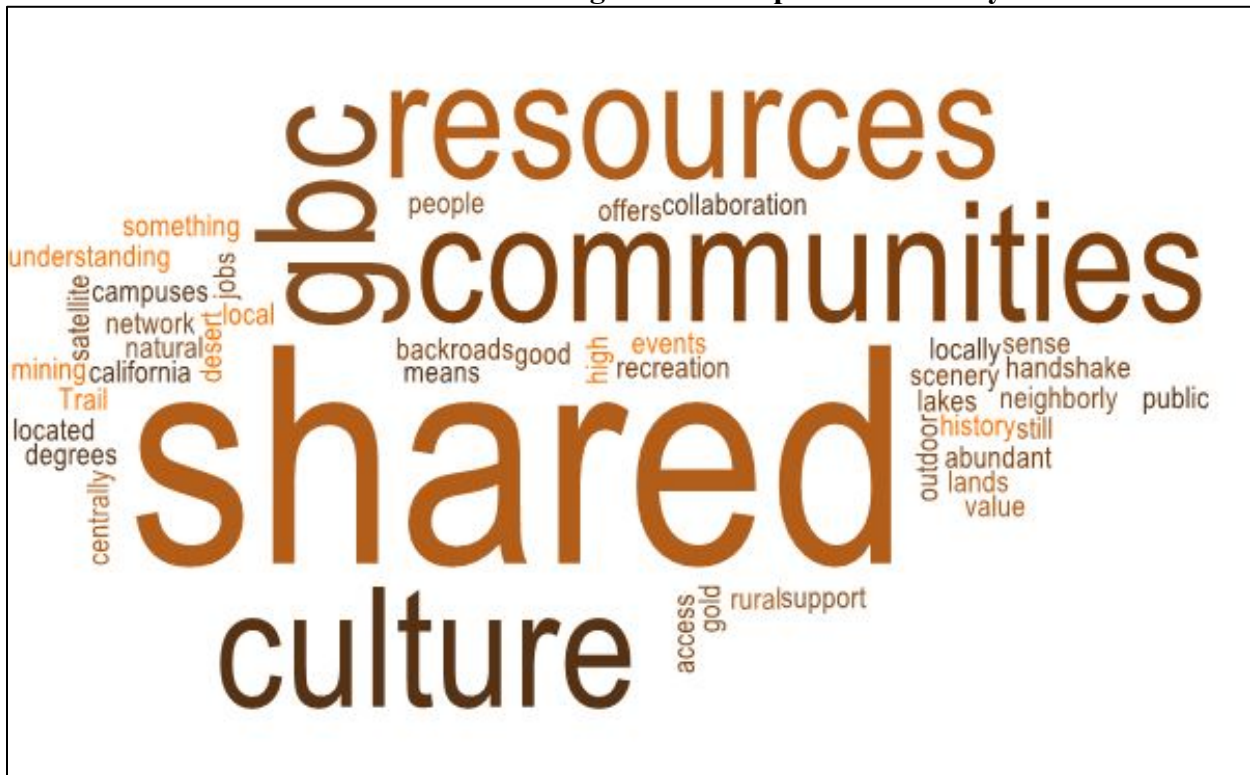
Figure 5.3 presents a word cloud of the most common responses to the question, *What do you like about the region (northeastern Nevada)?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

Among the various workshop participants who answered this question, *What do you like about the region (northeastern Nevada)?*, workshop participants commonly noted the shared culture and identity that exists across each community located throughout northeastern Nevada. While each county and each individual community located throughout northeastern Nevada has its own unique history, there is a shared culture and identity centered on a shared understanding of what makes a 'rural Nevada' community both rural and Nevadan. People, across the region, work collectively and collaboratively to manage critical natural resources that tend to cross county and community lines and work together to address challenges, concerns, and problems that arise and require a regional solution.

A number of workshop participants highlighted the shared natural resources and opportunities for outdoor recreation and entertainment that exists throughout the northeastern Nevada region as another primary characteristic of the region that they particularly like and enjoy. Across northeastern Nevada, agriculture, mining and natural resource extraction, and tourism and hospitality are the three largest industry and occupation sectors that are collectively responsible for driving economic activity at both the regional and local level. Each of these industry and occupation sectors, including a tourism and hospitality industry and occupation sector largely focused on outdoor recreation and entertainment, requires the counties and communities located

throughout northeastern Nevada to cooperatively manage the region’s collection of various natural resources. In many ways, this shared economic interest of the region’s various natural resources has created a number of critical physical, economic and social ties between the region’s various individual communities. For example, it is common that the bulk of the region’s population and workforce to live in a few major population centers including the City of Elko. But these individuals may work in other communities located throughout the region requiring each community and county to work collaboratively to plan, develop and maintain critical regional infrastructure.

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



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 Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

Workshop participants generally identified a general ‘lack of’ as the primary characteristic of the northeastern Nevada that they disliked. A general lack of public transportation options both within and linking individual communities throughout the region, a general lack of expanded and

collaboration and cooperation is needed in order to avoid potentially wasteful and redundant efforts and in order to ensure that individual local communities benefit more from regional economic development efforts and economic growth. In-turn, a greater degree of regional economic development collaboration and cooperation will better ensure that local economic and community development efforts translate into benefits for the entire region.

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 Elko, Elko County, and the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and in the second workshop held on August 21, 2019 and August 22, 2019 were asked to complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically. The results of this SWOT analysis are presented in this sub-section. *Strengths* are defined as characteristics of Elko County and the City of Elko, Jackpot, and Spring Creek that gives the county and each community an economic development advantage over others and *weaknesses* are defined as characteristics of the county and each community that places it at an economic development competitive disadvantage relative to other communities both within and outside the Northeastern Nevada Regional Development Authority region. *Opportunities* are elements within the external environment that Elko County, the City of Elko, and the communities of Jackpot and Spring Creek 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.

The results of this economic development Strengths, Weaknesses, Opportunities, and Threats analysis were eventually incorporated into the development of the new comprehensive economic development vision statements and set of economic development goals and objectives for the new five-year Comprehensive Economic Development Strategy for the City of Elko and Elko County and for the individual communities of Jackpot and Spring Creek. Based upon the attendees present during the two community and county-level Comprehensive Economic Development Strategy workshops, the results of this Strengths, Weaknesses, Opportunities, and Threats analysis have been combined into a single summary presented in this section.

5.5.a Strengths

Figure 5.5 presents a word cloud of the various economic development strengths of Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Elko County, the City of Elko, and the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

between the City of Wells and the community of Jackpot. The City of Elko is also located approximately 420 miles north of the Las Vegas metropolitan statistical area and, again, can be generally accessed by U.S. Highway 93. The Elko Regional Airport is also located within the City of Elko and regularly scheduled flights provide additional connectivity to larger more urban and populated centers throughout the western and intermountain western United States.

Elko County is also the largest county within the northeastern Nevada region in-terms of total population. In 2017, there were approximately 52,377 total individuals living throughout Elko County, with an estimated 40,311 total individuals living in just the City of Elko. Elko County, in 2017, accounted for approximately 60.2 percent of northeastern Nevada's total residential population. As a result of this distribution of the region's population, workshop participants noted that Elko County, and specifically the City of Elko, is the primary workforce and labor pool source for the entire northeastern Nevada region. The large concentration of the region's residential population and workforce in Elko County and, specifically the City of Elko, has also led to considerable commercial and retail development and opportunities for additional commercial and retail development to support a variety of industry and occupation sectors including the region's tourism and hospitality industry sector.

5.5.b Weaknesses

Figure 5.6 presents a word cloud of the various economic development weaknesses of the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

Despite developing separate lists for the economic development weaknesses of Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek, workshop participants identified a number of shared economic development weaknesses. These various strategic economic development weaknesses ranged from a general 'lack of' concern in regards to advanced education and healthcare services, commercial and retail shopping options, and housing options to the relatively small pool of available workers with advanced skills in a number of technical and vocational areas to the relatively high cost of living in Elko County as a result of each individual communities relative geographic isolation.

As has already been stated throughout this five-year Comprehensive Economic Development Strategy, a key economic development weaknesses for Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek include a general 'lack of' advanced education and healthcare services, commercial and retail shopping options, and housing options. As a result of this general 'lack of' concern, significant 'holes' in the area's economic base have emerged and has stunted additional sustainable population growth and additional growth of the area's workforce and labor pool. From a cost of living perspective, individual residents throughout Elko County are often forced to travel significant distances to larger more urban population centers and metropolitan statistical areas in southern Idaho, Utah, and northwestern

and southern Nevada in order to access more advanced educational and healthcare services and to satisfy a wider array of commercial and retail shopping demands. Not only does this additional travel cost significantly increase the area’s overall cost of living, but it results in the exportation of income earned within Elko County and throughout the region by area residents to communities outside the northeastern Nevada region. The relative aging of the county’s housing stock, coupled with a failure to better diversify the current stock of available housing, has also stunted current and future population growth (especially among a younger demographic) and has contributed to a general decline in the availability of skilled and trained workers.

Figure 5.6 – Economic Development Weaknesses
City of Elko, Elko County, and the Communities of Jackpot and Spring Creek



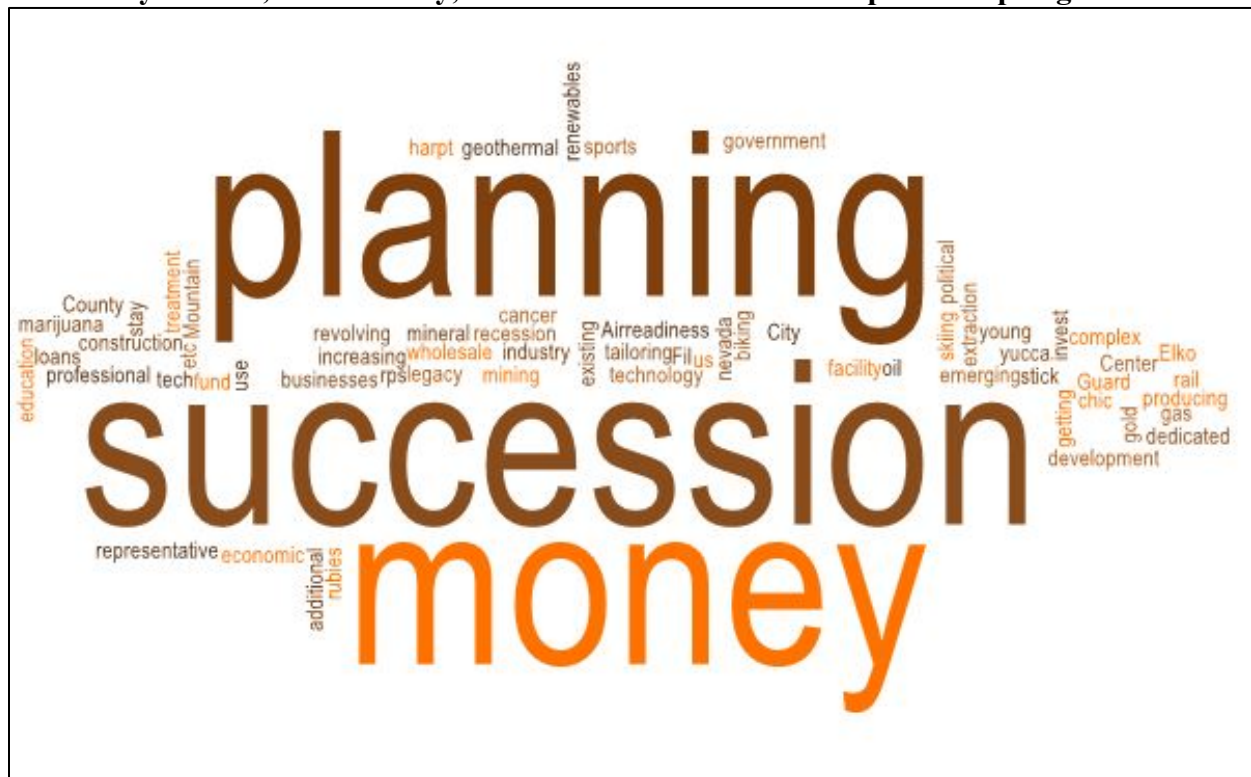
Between 2013 and 2017, the civilian workforce of individuals aged 16 years or older for all of Elko County increased from an estimated 37,364 total individuals in 2013 to an estimated 39,478 total individuals in 2017, a net increase of just 2,114 additional civilian workers or 5.7 percent. In contrast, the civilian workforce of individuals aged 16 years or older for the entire state of Nevada increased from an estimated 2.1 million total individuals in 2013 to an estimated 2.3 million total individuals in 2017, a net increase of approximately 148,945 total individuals or 6.9 percent. In 2017, all of Elko County accounted for just 1.7 percent of the state of Nevada’s total civilian workforce. Combined with a significantly declining rate of unemployment countywide, declining from an estimated 5.7 percent in 2013 to an estimated 4.4 percent in 2017, all of Elko County is experiencing a significant shortage of available and appropriately trained and skills workers. As a result of this shortage in the civilian workforce, new business creation and attraction efforts and the expansion of existing firms has been significantly limited as individual

firms throughout Elko County and throughout the City of Elko and in the individual communities of Jackpot and Spring Creek are unable to secure the workforce needed to support new or expanded operations.

5.5.c Opportunities

Figure 5.7 presents a word cloud of the various economic development opportunities for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

**Figure 5.7 – Economic Development Opportunities
City of Elko, Elko County, and the Communities of Jackpot and Spring Creek**



For Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically, workshop participants noted that, due to the current period of economic growth and expansion being experienced throughout Elko County and the northeastern Nevada, there is a unique opportunity to complete a number of critical planning efforts. These efforts range from developing a series of succession and transition plans for the various public entities that exist and operate throughout Elko County as a significant number of existing public sectors are planning to retire within the next several years to the development of new comprehensive masterplan and land use plans designed to support new commercial and retail development, new

industrial development, and new housing development in a sustainable way that supports future economic development and growth while preserving key elements of the county’s largely rural community identity and culture.

For Elko County in general but for the City of Elko and the community of Spring Creek specifically, workshop participants identified a number of strategic opportunities for each community that should be incorporated into the strategic goals and objectives of this new five-year Comprehensive Economic Development Strategy. Workshop participants noted that additional growth in the area’s and region’s mining and natural resource extraction industry and occupation sector planned for the next five years will result in increased demand for additional educational and healthcare services, additional commercial and retail services, and additional housing options, all of which could be built upon the existing infrastructure, strategic geographic location, and existing industry and occupation sectors within the City of Elko and the community of Spring Creek. National and even international growth in the demand for outdoor recreation and entertainment activities is also a significant opportunity for the City of Elko and the community of Spring Creek given both community’s strategic location along a major transportation network (U.S. Interstate 80) and major outdoor recreation and entertainment opportunities present throughout the Ruby Mountains and each community’s relative proximity to the Great Basin National Park.

For the community of Jackpot specifically, workshop participants identified a number of specific economic development opportunities which were largely tied to the general desire to diversify the local economic base of the community. As has already been previously mentioned, the community of Jackpot is approximately 50 miles south of the Twin Falls, Idaho metropolitan statistical area and approximately 120 miles north of the City of Elko. This places Jackpot in a strategic economic location and an ideal area to base small to midsized industrial, logistical, and warehousing companies that require access to larger and more urban population centers. Workshop participants also noted that there is considerable opportunity to expand the community’s ties to the region’s wider mining and natural resource extraction industry and occupation sector and there are also opportunities to pursue the development of affordable renewable energy that can be exported to larger and more populated urban centers such as the Twin Falls, Idaho metropolitan statistical area.

5.5.d Threats

Figure 5.8 presents a word cloud of the various economic development threats for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

For Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek, there was widespread belief that the continued change and evolution of the political, administrative and regulatory landscape at the state level in Nevada represents the single greatest

infrastructure, workshop participants noted that more advanced physical and mental healthcare services will be needed to support sustainable population and workforce growth in the immediate future. Additional educational services, commercial and retail shopping options, and new housing development designed to diversify the county's and region's available housing stock will also be needed to support future sustainable population and workforce growth in order to support future new business creation and attraction strategies and future existing business retention and expansion efforts.

5.6 Assessment of Elko County's Economic Development Capacity and the Economic Development Capacity of the City of Elko, Jackpot, and Spring Creek

During the second community and county-level Comprehensive Economic Development Strategy workshop for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek held on August 21, 2019 and August 22, 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?

Workshop participants noted a fairly sharp contrast between the level and type of support that is provided toward business interests between Elko County and the individual communities of the City of Elko, Jackpot, and Spring Creek. At the county level, workshop participants noted that, while not being necessarily antagonistic toward business interests, there is a general lack of support or, in a more general sense, a lack of follow through when it comes to supporting private sector interests. Workshop participants did agree that there is considerably more support for business interests and the interests of the private sector at the community level. The observably higher level of active support for business interests at the community level is likely due to the relative importance that the private sector plays in overall community development efforts, the generation of public revenues that the City of Elko and the local communities are dependent upon, and the more direct contact community leaders have with private sector representatives.

Workshop participants further noted that the ability to gain public support for business interests is almost always conditioned upon whether or not individual members in the community understand the positive benefits that those business interests can create for them personally. In order to build public and community support for business interests and growth in general, the Northeastern Nevada Regional Development Authority, and its various public sector, private sector, and non-profit organizational partners, must actively engage and communicate with the public as to how specific business interests and growth will benefit them personally either through the expansion of needed services such as education and healthcare services, increased

diversity in commercial and retail shopping options, improved housing options, and even opportunities for improved employment and personal income growth.

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

There was near universal agreement that people living and working throughout Elko County, in the City of Elko, and in the communities of Jackpot and Spring Creek are fairly antagonistic toward government program and the use of public sector incentives, financial and non-financial alike, to support new business creation and attraction strategies and existing business retention and expansion efforts. This generally antagonistic view of government programs and incentives is partially due to the relatively strong conservative and libertarian political ideology that is very common among people who live and work throughout Elko County, the City of Elko, and throughout the communities of Jackpot and Spring Creek. This relatively strong conservative and libertarian political ideology also runs deep through the county's business community and the business community operating throughout the City of Elko, Jackpot, and Spring Creek. People generally agree that businesses should succeed or fail on their own merits and that government programs and incentives should not be used to interfere in the normal operations of a free and competitive market. Workshop participants did, however, note that there is general support for more capacity building oriented government programs such as improved educational and healthcare services and other program designed to generally improve each community's overall quality of life.

Workshop participants further noted that there is considerably more support for government programs and incentives that are developed, implemented, and administered at the community or county level and less support for programs and incentives developed, implemented, and administered at the state or federal level. There was general agreement that the lack of support for state or federal level government programs and incentives stems from the perception that state and federal level government programs and incentives have not been equitably distributed to the more rural or non-metropolitan parts of the state despite the relative important contribution that the northeastern Nevada economic base has and continues to make to the state's overall level of economic activity. While there is a general level of distrust even for local community and county level government programs and incentives, workshop participants suggested that more targeted community and county level government programs and incentives are more likely to gain public support if the municipal or county government does a better job communicating the benefits of these programs and incentives to local area residents and business owners.

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

Workshop participants identified a strong and nearly overwhelming level of support for more developmental oriented programs and approaches to community and economic development as opposed to more redistributive programs and strategies. Again, the prevailing conservative or libertarian political ideology that exists throughout the population of Elko County, the City of Elko, throughout the communities of Jackpot and Spring Creek and throughout most of

northeastern Nevada is much more in line with the approaches common with more developmental oriented programs as opposed to more redistributive oriented programs. Individual community, county, and regional residents and even business owners fundamentally believe that government, at any level, should not pick ‘winners and losers’ in openly competitive markets and that individual firms should succeed and fail based upon their own merits.

However, workshop participants did indicate that there is considerable support for more developmental oriented programs and approaches to community and economic development. The provision of high quality and expanded educational and healthcare services, the development and maintenance of high quality infrastructure, and the development of important public assets and facilities such as public parks, recreation facilities, and destination areas are all strongly supported by a significant majority of individual community, county, and regional residents and business owners. These ‘capacity building’ approaches, part of a wide variety of existing developmental oriented programs, have the benefit of increasing the general level of quality of life at the community, county, and regional level that all residents and businesses can share in and take advantage of as needed and wanted on an individual basis. Workshop participants noted that direct engagement and communication with the public about how specific ‘capacity building’ approaches to community and economic development will benefit individuals is also needed despite the general level of support that exists for more developmental oriented programs and strategies.

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

Workshop participants again noted a striking difference between the willingness and past historical use of public-private collaboration and partnership at the local community level versus a perceived lack of willingness to engage in public-private collaborations and partnerships at the county level. The City of Elko and the communities of Jackpot and Spring Creek have a long history of engaging in positive public-private collaboration with a number of private sector interests while Elko County typically has not actively engaged in any type of public-private collaboration or partnership. At the community level, the City of Elko and the communities of Jackpot and Spring Creek have gained financial and non-financial support of key private sector firms and representatives to build, improve or expand public facilities such as athletic facilities and sports complexes, health clinics, and even community and civic centers. In some cases, individual communities such as the City of Elko have worked collaboratively with private sector interests to redesign existing regulatory ordinances and statutes such as the rezoning of land surrounding the Elko Regional Airport to support additional professional office, industrial, and commercial development.

The perceived lack of support for and willingness to work with the private sector in a variety of public-private collaborative efforts may, according to workshop participants, be due to a general lack of opportunity for Elko County, as a government entity, to meaningfully collaborate with the private sector. Many of the types of public-private collaborations and partnerships that the public and business community would support, such as the building or improvement of athletic facilities and sports complexes, health clinics, and even community and civic centers, is largely the responsibility of individual communities and municipal leadership. However, workshop

participants noted that this general lack of experience in developing and using public-private collaborations at the county level has posed a challenge for unincorporated communities such as Jackpot and Spring Creek that lack direct municipal representation. Workshop participants expressed a strong level of support for Elko County to explore and pursue acceptable public-private collaborations and partnerships for communities such as Jackpot and Spring Creek that could provide the same level of community capacity building that has been made possible in the City of Elko and in other incorporated communities throughout Elko County such as the City of Carlin, the City of Wells, and 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 people living and businesses operating throughout Elko County and throughout the City of Elko and the communities of Jackpot and Spring Creek have historically not been willing to sacrifice some of its quality of life to promote new economic growth and development. Workshop participants generally agreed that the people who live throughout Elko County choose to live here because of the type of quality of life that already exists and argued that people and businesses would oppose any level of economic growth and development that threatened the more ‘rural’ and ‘home town’ cultural identity that has developed throughout the community and throughout the City of Elko and the communities of Jackpot and Spring Creek over a number of generations. Workshop participants did note, however, that this does not mean that people and businesses are opposed to economic growth and development in general. In fact, workshop participants agreed that the public and business community is very supportive of economic growth and development but are not willing to sacrifice their quality of life if new economic growth and development resulted in increased traffic congestion, resulted in the decrease in existing air and water quality, and threatened to urbanize existing communities to the same degree urbanization has led to suburban sprawl in communities and counties in northwestern and southern Nevada.

Several workshop participants noted a somewhat mixed response in assessing the overall willingness to sacrifice some the community’s and county’s quality of life to either promote or curtail economic growth and development. Especially among the county’s younger population and the younger population living throughout the City of Elko and the communities of Jackpot and Spring Creek, people in this younger age group and demographic are far more supportive of new economic growth and development and would not sacrifice their quality of life or the prospect of improving their quality of life by restricting new economic growth or development. The older age group and demographic of people living throughout the City of Elko and the communities of Jackpot and Spring Creek would, however, actively oppose new economic growth and development because of a general feeling that any new growth or development would automatically threaten each community’s existing quality of life. Workshop participants noted that, as part of any new five-year Comprehensive Economic Development Strategy, organizations such as the Northeastern Nevada Regional Development Authority, the City of Elko, and Elko County must actively communicate the benefits of new economic growth and development as it directly relates to either the preservation or improvement of each community’s existing quality of life.

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

Like almost any community, big or small, rural or urban, there are business, community, and political leaders in each community throughout Elko County that have a disproportionate level of influence on the development, implementation, and administration of new economic development programs and strategies and how public resources are used to support private sector interests. Workshop participants, however, were quick to point out that the word ‘elite’ does not accurately describe this group of business, community, and political leaders. While there are notable examples of the ‘good ‘ole boys’ network refusing to share power and of individual political leaders unwilling to work collaboratively with other public sector leaders and leaders of the business community on a variety of economic development strategies and efforts, most of these business, community, and political leaders actively engage the public and a variety of interest groups in developing and executing community-based and county level economic development programs and strategies.

The ‘small town’ and ‘rural’ tradition of Elko County and of people living, working and running businesses throughout the City of Elko and the communities of Jackpot and Spring Creek are characterized by the general willingness of people to come together to improve their communities. The development, implementation, and administration of new business creation and attraction strategies and existing business retention and expansion efforts throughout Elko County and throughout the City of Elko and the communities of Jackpot and Spring Creek have historically been done collectively and collaboratively. Workshop participants noted that this level and type of cooperation and engagement is a key economic strength of Elko County, the City of Elko, the communities of Jackpot and Spring Creek, and for much of northeastern Nevada and should be further built upon as the Northeastern Nevada Regional Development Authority begins to implement the various actionable items outlined in this new five-year Comprehensive Economic Development Strategy.

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

The willingness to accept change is largely dependent upon the specific age and demographic group that is being asked to either support or resist change and the type of change that is being contemplated and proposed. From an age and demographic group, workshop participants generally agreed that younger individuals and families with children are much more likely to accept change than the county’s older age and demographic group. Among the county’s older age and demographic group, especially those individuals either approaching retirement or who have already retired, there is a general resistance to change regardless of the type. The county’s younger age and demographic group is more likely to accept change that results in improved educational and healthcare services, increased commercial and retail shopping opportunities, and improved employment opportunities but are also just as likely to oppose change that negatively impacts the existing quality of life found throughout Elko County or in the City of Elko and the communities of Jackpot and Spring Creek.

A demographic group and characteristics that is unique to northeastern Nevada is the relatively large percentage of the county's and region's workforce that is highly transient and typically employed by the area's and region's mining and natural resource extraction industry and occupation sector. Adjusted for total population, Elko County, the City of Elko, and the communities of Jackpot and Spring Creek has a larger number of workers as a percentage of the area's and region's workforce and labor pool that are not permanent residents of the county or any individual community. These workers typically live within the county or region for a fairly limited timeframe and then 'move on' to another community as their current position is either eliminated or shuttered due to fluctuations in national and international commodity prices. These individuals are typically far more supportive of change, regardless of its impact on the existing quality of life, due to their lack of generational connection to their current community.

This unique element of northeastern Nevada's population and workforce has, historically, created some tension and difficulty in developing, implementing, and administering new community and economic development policies and strategies. For example, the demand for housing increases significantly as the national and international prices of various commodities mined throughout northeastern Nevada increases. But as those prices fall, and as mining and natural resource extraction activities begin to decline throughout the region, the demand for housing tends to decline as well. As a result of this cyclical nature of rising and falling prices and rising and falling demand for housing, individual communities have been skeptical of new large scale housing development and have been unwilling to finance the cost of providing the necessary infrastructure to support new housing development largely because the more permanent population is unwilling to pay the cost through paid taxes.

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

In general, workshop participants agreed that environmental sustainability has always been an important issue for people who live throughout Elko County and throughout the City of Elko and the communities of Jackpot and Spring Creek. While several of the area's and region's major industry and occupation sectors pose potential threats to the overall environmental sustainability of the area and the region if not done properly, workshop participants generally agreed that area and regional residents and business owners are very concerned and very active in promoting the ensuring the protection of the area's and region's natural resources including the availability and access of land to sustainably support agricultural production and the existing high air and water quality levels that have always been a characteristic of northeastern Nevada's natural resources. Workshop participants further noted that the majority of area and regional residents and business owners tend to support stewardship and conservation efforts of natural resources and the area's and region's natural environment as opposed to direct top-down environmental regulation. This is evident in the many active conservation districts operating throughout Elko County and throughout northeastern Nevada and the collaborative relationship that various local and county level government agencies and organizations have developed with key area and regional private sector operations.

Workshop participants did note that more community engagement and communication with the private sector and area residents is needed when it comes to linking the case for environmental

sustainability and the need to support private sector growth and development in key area and regional industry and occupation sectors such as the agricultural sector and the mining and natural resource extraction sector. Again, workshop participants noted that stewardship and conservation efforts, as opposed to direct top-down environmental regulation, is likely to gain more support at both the local and county level in developing and implementing new economic development programs and strategies in ways that are sustainable and protect key natural resources and assets. Increased community engagement and communication by organizations such as the Northeastern Nevada Regional Development Authority, the City of Elko, Elko County and other key public sector and private sector partners will be needed in order to balance the strong desire to preserve and protect the area's and region's existing high quality of existing environmental conditions.

5.7 Assessment of Community Environmental Factors for Elko County, the City of Elko, and the Communities of Jackpot and Spring Creek

During the second community and county-level Comprehensive Economic Development Strategy workshop for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek held on August 21, 2019 and August 22, 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 Elko, Elko County, and the communities of Jackpot and Spring Creek, 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. The results of this community assessment exercise were eventually incorporated into the development of a new comprehensive economic development vision statements and set of economic development goals and objectives for the new five-year Comprehensive Economic Development Strategy for the City of Elko and Elko County and for the individual communities of Jackpot and Spring Creek. Based upon the attendees present during the second community and county-level Comprehensive Economic Development Strategy workshop held on August 21, 2019 and August 22, 2019, the answers collected as part of this environmental survey have been combined into a single summary presented in this section.

5.7.a Economic Base

Table 5.11 presents the results of the environmental factors assessment for economic base for Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the average group score is presented.

Table 5.11 – Economic Base		
Elko County, City of Elko, and the Communities of Jackpot and Spring Creek		
Sub-Factor	Average Individual Score	Average Group Score
Lack of Dependency on a Single Firm or Industry	1.2	1.0
Capacity to Diversify	2.0	1.8
Willingness to Diversify	1.9	2.0
Average Score – Economic Base	1.7	1.6

Economic base consists of three separate components, including lack of dependency on a single firm or industry, the capacity to diversify, and the willingness to diversify. With an average individual score 1.2 and average group score of 1.0, workshop participants unanimously agreed that the Elko County and the City of Elko and the individual communities of Jackpot and Spring Creek are highly dependent on a single firm or industry in-terms of its overall economic base. For most of Elko County and for the City of Elko specifically, the mining and natural resource extraction remains the single dominate industry and occupation sector followed closed by the agricultural and tourism and hospitality sectors. A similar degree of dependence on a single firm or industry sector was also noted for both Jackpot and Spring Creek with Jackpot being heavily dependent on the tourism and hospitality industry and occupation sector, notably visitors from southern Idaho, and Spring Creek is largely dependent on the economic base of the City of Elko and the area’s tourism and hospitality industry and occupation sector and the surrounding outdoor recreation and entertainment natural assets.

Despite the high degree of dependency on a single firm and industry, with an average individual score of 2.0 and an average group score of 1.8 for capacity to diversify and with an average individual score of 1.9 and an average group score of 2.0, workshop participants indicated a much higher capacity and willingness to diversify for all of Elko County in general and for the City of Elko, Jackpot, and Spring Creek specifically. Workshop participants noted that Elko County and the City of Elko and the communities of Jackpot and Spring Creek’s historical dependency on a single firm or a few prominent industry and occupation sectors has left the county and these communities particularly vulnerable to often sudden and dramatic changes in national and international commodity prices and changing national and international macroeconomic conditions.

5.7.b Workforce Characteristics

Table 5.12 presents the results of the environmental factors assessment for workforce characteristics for Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the average group score is presented.

Table 5.12 – Workforce Characteristics		
Elko County, City of Elko, and the Communities of Jackpot and Spring Creek		
Sub-Factor	Average Individual Score	Average Group Score
Workforce Size	1.5	1.5
Total Employment (If Unemployment Rate is high, mark “Low)	2.6	2.8
Proportion in Low Wage Positions	1.8	1.8
Average Score – Workforce Characteristics	2.0	2.0

As has already been alluded to, sustainable growth of a robust and skilled workforce, specifically in the vocational and trades industry and occupation sectors, has been identified as a primary area of focus for the Elko County’s new five-year Comprehensive Economic Development Strategy and for the City of Elko and the communities of Jackpot and Spring Creek. Relatively small population growth and growth in the area’s and region’s overall workforce and labor force pool is evident in the average individual score and average group score of 1.5 for workforce size as provided by workshop participants. With an average individual score of 2.6 and an average group score of 2.8, workshop participants noted that the area’s and region’s overall civilian unemployment rate has remained relatively low over the past several years. While this is mostly

beneficial, the relatively low unemployment rates have made it even more difficult for new business and existing businesses to find skilled workers needed to begin new operations or expand existing operations. With an average individual score and an average group score of 1.8, workshop participants indicated a fairly reasonable distribution of the area’s and region’s existing civilian workforce among lower wage positions and other higher wage positions. Workshop participants noted that median household income levels, median family income levels, and per capita incomes for all Elko County and for the City of Elko were among the highest in northeastern Nevada and among the highest in the state of Nevada between 2013 and 2017.

5.7.c Skill

Table 5.13 presents the results of the environmental factors assessment for workforce skill for Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the average group score is presented.

With an average individual score and an average group score of 1.5, workshop participants generally indicated that only a relatively small percentage of the existing workforce living and working throughout the City of Elko, Elko County, and throughout the communities of Jackpot and Spring Creek work in technology-oriented firms and, for those workers that do work in technology-oriented firms, the majority are likely to be employed by a firm in the healthcare industry and occupation sector of the mining and natural resource extraction industry and occupation sector.

Table 5.13 – Workforce Skill Characteristics		
Elko County, City of Elko, and the Communities of Jackpot and Spring Creek		
Sub-Factor	Average Individual Score	Average Group Score
Percent Competent in Technology-Oriented Firms	1.5	1.5
Percent Competent in Professional-Oriented Firms	1.6	1.8
Average Score – Workforce Skill	1.5	1.6

Workshop participants identified a similar distribution of existing workers currently employed in and competent to work for professional-oriented firms with an average individual score of 1.6 and with an average group score of 1.8. While the percentage of the existing workforce living and working throughout the City of Elko, Elko County, and throughout the communities of Jackpot and Spring Creek that are competent and skilled enough to work for technology-oriented firms is slightly smaller than the percentage of the existing workforce competent and skilled enough to work for professional-oriented firms, workshop participants noted that there has been a considerable expansion of the area’s and region’s professional related industry and occupation sectors. This improvement in the number of workers living and working throughout the City of

Elko, Elko County, and throughout the communities of Jackpot and Spring Creek competent and skilled enough to work for professional-oriented firms is likely due to the area’s continued population growth and the increase in demand for professional-oriented services and continued expansion and growth of Great Basin College located in the City of Elko.

5.7.d Land and Physical Capital

Table 5.14 presents the results of the environmental factors assessment for physical capital for Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the average group score is presented.

Workshop participants generally ranked the overall mix of land and physical capital assets for the City of Elko, Elko County, and the communities of Jackpot and Spring Creek, as it pertains to supporting future economic development, diversification, and growth initiatives, as generally moderate and average as indicated by the average overall individual score of 1.9 and the average group overall score of 1.9. Land and physical capital consists of four separate components, including the availability of vacant land, the availability of underused land, access to utilities, and access to transportation. Each of these individual component parts received relatively high individual rankings based upon the average individual score and group score provided by workshop participants, with the notable exception of overall access to utilities.

Table 5.14 – Land and Physical Capital Elko County, City of Elko, and the Communities of Jackpot and Spring Creek		
Sub-Factor	Average Individual Score	Average Group Score
Availability of Vacant Land	1.9	1.8
Availability of Underused Land	2.0	2.0
Access to Utilities (Including Communication)	1.7	1.4
Access to Transportation (Highways, Airports, etc.)	2.0	2.4
Average Score – Land and Physical Capital	1.9	1.9

With an average individual score of 1.9 and an average group score of 1.8, workshop participants generally ranked the availability of vacant land in the community to support new economic development, diversification, and growth initiatives as fairly moderate. With an average individual score and an average group score of 2.0, workshop participants also ranked the availability of underused land, land that is currently being used to support to support new economic development, diversification, and growth initiatives but not to its full potential, as moderate. Access to utilities, including communication infrastructure, was ranked measurably

less than the availability of vacant land, the availability of underused land, and access to key transportation assets and infrastructure by workshop participants with an average individual score of 1.7 and an average group score of 1.4. Access to transportation, including access to major highways and airports, was ranked the highest by workshop participants with an average individual score of 2.0 and an average group score of 2.4.

5.7.e Energy

Table 5.15 presents the results of the environmental factors assessment for energy for Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the average group score is presented.

Table 5.15 - Energy		
Elko County, City of Elko, and the Communities of Jackpot and Spring Creek		
Sub-Factor	Average Individual Score	Average Group Score
Reliability	2.3	2.5
Access	2.5	2.8
Price	2.2	2.5
Average Score – Energy	2.3	2.6

Reliability of, access to, and the price of energy for both residential and business customers were each generally ranked as moderate to high. Overall, the community’s overall stock of energy assets, with an average individual overall score and with a group overall score of 2.3 and 3.6 respectively, was ranked as generally 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, Elko County, and especially the City of Elko, has invested significantly in the development of the community’s energy assets. Even for the communities of Jackpot and Spring Creek, workshop participants generally indicated that the overall reliability of, access to, and the price of energy in both communities as moderate to high.

Energy consists of three separate components, including reliability, access, and price. With an average individual score of 2.3 and an average group score of 2.5, workshop participants generally ranked the reliability of energy for all of Elko County and for the City of Elko and the communities of Jackpot and Spring Creek as moderate to high. With an average individual score of 2.5 and an average group score of 2.8, workshop participants generally ranked overall access to energy as moderate to high trending closer to high. For overall price, workshop participants generally ranked the affordability of energy, for both residential and business use, as moderate to high with an average individual score of 2.2 and an average group score of 2.5. Workshop participants noted that the reliability of, access to, and overall price of energy in Elko County and

in the City of Elko and the communities of Jackpot and Spring Creek are among some of the strongest economic development assets that the county and the individual communities throughout the county have.

5.7.f Financial Capital

Table 5.16 presents the results of the environmental factors assessment for financial capital for Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the average group score is presented.

With an average individual overall score of 1.5 and with an average overall score of 1.6, workshop participants generally ranked the availability of financial capital needed to support new business creation and attraction strategies and existing business retention and expansion efforts in Elko County, in the City of Elko, and for the communities of Jackpot and Spring Creek as generally low to moderate. In order to successfully support new small business and entrepreneurial start-up activity, which is vital to the county’s ability and the ability of individual communities throughout Elko County to fill key holes in the existing economic base, workshop participants noted that development of the availability of financial capital is a critical element of Elko County’s new five-year Comprehensive Economic Development Strategy and for the City of Elko and the communities of Jackpot and Spring Creek.

Table 5.16 – Financial Capital Elko County, City of Elko, and the Communities of Jackpot and Spring Creek		
Sub-Factor	Average Individual Score	Average Group Score
Predisposition of Local Banks to Lend	1.7	1.8
Ability to Secure Gap Financing	1.5	1.7
Ability to Secure Venture Capital	1.4	1.5
Ability to Secure Angel Capital	1.4	1.5
Average Score – Financial Capital	1.5	1.6

Financial capital consist of four separate components, including the predisposition of local banks to lend to local businesses, the ability of local businesses to secure gap financing, and the ability of start-up businesses and entrepreneurs to secure either venture capital or angel capital. Workshop participants ranked the predisposition of local banks to lend to small businesses and entrepreneurial start-ups in Elko County, the City of Elko, and in the communities of Jackpot and Spring Creek, with an average individual score of 1.7 and an average group score of 1.8, as low to moderate but trending closer to moderate. With an average individual score of 1.5 and an

average group score of 1.7, workshop participants generally ranked the ability of individual small businesses and entrepreneurial start-ups to secure gap financing as generally low to moderate and, with an average individual score of 1.4 and an average group score of 1.5, ranked the ability of small businesses and entrepreneurial start-ups to secure venture capital as generally low to moderate. Regarding the ability of small businesses and entrepreneurial start-ups to secure angel capital throughout Elko County and in the City of Elko and in the communities of Jackpot and Spring Creek, workshop participants generally ranked this element of financial capital as low to moderate.

5.7.g Tax Structure

Table 5.17 presents the results of the environmental factors assessment for tax structure for Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the average group score is presented.

Workshop participants generally ranked the overall tax structure of Elko County, the City of Elko and the communities of Jackpot and Spring Creek, in-terms of its favorability to businesses, retirees, and residents, as generally moderate with an average individual overall score of 2.2 and an average group overall score of 2.2. 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 Elko County and individual retirees and residents living in either the City of Elko, Jackpot, or Spring Creek. This favorability is enhanced given the prevailing tax structure in neighboring communities, both throughout the northeastern Nevada region and in comparison to the prevailing tax structure in other parts of the state of Nevada including the state’s more urban and metropolitan population centers.

Table 5.17 – Tax Structure Elko County, City of Elko, and the Communities of Jackpot and Spring Creek		
Sub-Factor	Average Individual Score	Average Group Score
Favorability to Businesses	2.2	2.0
Favorability to Retirees	2.3	2.3
Favorability to Residents	2.2	2.3
Average Score – Tax Structure	2.2	2.2

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 2.2 and a total group score of 2.0, workshop participants generally ranked the overall favorability of Elko County’s tax structure for businesses as moderate. In regard to favorability of Elko County’s tax structure and the tax

structure of the City of Elko and of the communities of Jackpot and Spring Creek for retirees, with an average individual score of 2.3 and an average group score of 2.3, as moderate to high but trending toward moderate. With an average individual score of 2.2 and an average group score of 2.3, workshop participants ranked the overall favorability of Elko County’s tax structure and the tax structure of the City of Elko and of the communities of Jackpot and Spring Creek for individual residents as moderate to high but trending toward moderate.

5.7.h Regional Culture

Table 5.18 presents the results of the environmental factors assessment for regional culture for Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the average group score is presented.

Regional culture consists of four separate components, including the community’s overall support for the business community, the overall willingness of individuals to risk personal capital to support start-up and entrepreneurial efforts, the overall willingness to accept possible externalities including the risk associated with new business start-up and entrepreneurial efforts, and the overall willingness to alter the status quo to support new growth and economic development. In general, workshop participants ranked the overall regional culture of Elko County and of the City of Elko and the communities of Jackpot and Spring Creek, as well as the rest of the northeastern Nevada region, as generally low with an average overall individual score of 1.4 and an average overall group score of 1.0. While the overall support for businesses by the area’s and region’s public sector is relatively high, the willingness of individuals to risk their personal capital, their willingness to face the potential of failure, and the willingness to take risks in order to start a small business or entrepreneurial start-up is relatively low.

Table 5.18 – Regional Culture		
Elko County, City of Elko, and the Communities of Jackpot and Spring Creek		
Sub-Factor	Average Individual Score	Average Group Score
Support for Business	2.3	2.3
Willingness to Risk Personal Capital (Personal Funds)	1.3	1.0
Willingness to Accept Possible Externalities (Market Risk)	1.7	1.3
Willingness to Alter the Status Quo	1.4	1.0
Average Score – Regional Culture	1.7	1.4

With an average individual score of 2.3 and an average group score of 2.3, workshop participants ranked the overall support for business initiatives by Elko County, the City of Elko, and the

communities of Jackpot and Spring Creek as moderate to high. But 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 generally ranked these regional cultural characteristics as generally low with average individual scores of 1.3 and 1.7 respectively and with average group scores of 1.0 and 1.3 respectively. Regarding the willingness to alter the status quo or accept some measurable level of change, workshop participants generally agreed by ranking this regional cultural characteristics for Elko County, the City of Elko, and for the communities of Jackpot and Spring Creek as relatively low with an average individual score of 1.4 and an average group score of 1.0.

5.7.i Geography

Table 5.19 presents the results of the environmental factors assessment for geography for Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the average group score is presented.

Geography consists of four separate components, including the overall desirability of the community’s climate, the overall desirability of the community’s topography, and the community’s proximity to key economic centers, and the community’s overall access to national and international markets. Workshop participants generally agreed that the overall geography for Elko County, the City of Elko, and the communities of Jackpot and Spring Creek, including the desirability of climate and topography, the proximity to key economic centers, and the access to national and international markets, was generally low to moderate but trending toward moderate in-terms of supporting new community and economic development efforts with an average overall individual score of 1.6 and an average overall group score of 1.8.

Table 5.19 - Geography		
Elko County, City of Elko, and the Communities of Jackpot and Spring Creek		
Sub-Factor	Average Individual Score	Average Group Score
Desirability of Climate	1.9	2.0
Desirability of Topography	2.2	2.5
Proximity to Key Economic Centers	1.3	1.5
Access to National and International Markets	1.1	1.0
Average Score – Geography	1.6	1.8

With an average individual score of 1.9 and an average group score of 2.0, workshop participant’s ranked the overall desirability of Elko County’s climate and the climate of the City

of Elko, Jackpot, and Spring Creek as moderate. The desirability of Elko County’s topography and the topography of the City of Elko, Jackpot, and Spring Creek were ranked by workshop participants as moderate to high with an average individual score of 2.2 and an average group score of 2.5. Despite the central location of Elko County within the northeastern Nevada region, workshop participants ranked Elko County’s overall proximity to key economic centers and the proximity of individual communities such as the City of Elko and Spring Creek as generally low with an average individual score of 1.3 and an average group score of 1.5. Only those answers collected specifically for Jackpot did workshop participants rank the proximity of Jackpot to key economic centers as moderate to high, highlighting the fact that Jackpot is only 50 miles south of the Twin Falls, Idaho metropolitan statistical area and accessible via U.S. Highway 93.

Despite having immediate and direct access to major surface transportation infrastructure such as U.S. Interstate 80, U.S. Highway 93, a major east-west railroad corridor, and a regional airport, workshop participants ranked Elko County’s and the City of Elko’s overall access to national and international markets and the overall access to national and international markets from either Jackpot or Spring Creek as relatively low with an average individual score of 1.1 and an average group score of 1.0. Workshop participants noted that, as part of the new five-year Comprehensive Economic Development Strategy for Elko County and for the City of Elko and the communities of Jackpot and Spring Creek, the development of additional critical transportation infrastructure is needed to better link the area and the region to larger national and international markets.

5.7.j Research Environment

Table 5.20 presents the results of the environmental factors assessment for research environment for Elko County in general and for the City of Elko and the communities of Jackpot and Spring Creek specifically. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the average group score is presented.

Table 5.20 – Research Environment Elko County, City of Elko, and the Communities of Jackpot and Spring Creek		
Sub-Factor	Average Individual Score	Average Group Score
Linkage to University(ies) (Public and Private Colleges)	1.3	1.0
Access to the Internet and Broadband Connectivity	1.3	1.0
Access to Private Laboratories (Research Facilities)	1.0	1.0
Average Score – Research Environment	1.2	1.0

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. The overall research environment for Elko County and for the City of Elko and the communities of Jackpot and Spring Creek was generally ranked as low with an average individual overall score of 1.2 and an average group overall score of 1.0. Each of the individual elements or sub-factors for research environment for Elko County, the City of Elko, and for the communities of Jackpot and Spring Creek were also each individually ranked as generally low. Existing linkages to universities (both public and private) with an average individual score of 1.3 and an average group score of 1.0, was ranked relatively low although workshop participants did note that, at least in recent years, the area and the region has begun to build a better relationship with Great Basin College and other Nevada System of Higher Education institutions as well as with universities in southern Idaho and throughout the Salt Lake City area in Utah. Overall Internet access and broadband connectivity was generally ranked low with an average individual score of 1.3 and an average group score of 1.0 and overall access to private laboratories or research facilities was also generally ranked as low with an average individual score and average group score of 1.0.

5.8 Standard, Creative, and Tactical Placemaking Assessment for Elko County, the City of Elko, and for the Communities of Jackpot and Spring Creek

During the second community and county-level Comprehensive Economic Development Strategy workshop for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek held on August 21, 2019 and August 22, 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 selected response of “Yes”, “No”, or “Don’t Know” answers collected for each statement. This table presents the most frequent answer provided for each question completed by three separate small groups that focused on Elko County in general and on the City of Elko specifically.

Workshop participants generally agreed that the City of Elko, and Elko County in general, have engaged in a number of standard, creative, and tactical placemaking efforts. Notably, workshop participants pointed out that the City of Elko regularly encourages the use of public spaces in coordination with a variety of key stakeholders, plans and hosts a number of festivals, fairs, and outdoor concerts on a regular basis, supports local Farmer’s Markets, makes productive and public use of existing public facilities, engages in a number of beneficial historical preservation efforts, and that a robust and active arts community has begun to develop throughout the City of Elko and throughout other parts of Elko County. The City of Elko also has a number of public spaces and venues that have been used to support a wide variety of temporary and extended recreational and commercial activities, that the community has a number of buildings and sites

with historical significance, and organizations such as the Elko Area Chamber of Commerce and the Downtown Business Association are engaged in a number of placemaking and downtown revitalization efforts.

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

Workshop participants did generally agree that the various standard, creative, and tactical placemaking efforts that are already being pursued or have already been developed and are currently being implemented have not necessarily been formally recognized as part of the master plan of either the City of Elko or Elko County. While workshop participants noted their reservation for a more formal regulatory structure that could potentially limit or curtail more

‘organic’ standard, creative, and tactical placemaking efforts that have developed over the past several years, workshop participants did note their support for more formal recognition of these efforts in the master plans of both the City of Elko and Elko County.

Table 5.22 presents the results for the first ten questions of the Standard, Creative, and Tactical Placemaking Assessment with the selected response of “Yes”, “No”, or “Don’t Know” answers collected for each statement. This table presents the most frequent answer provided for each question completed for the community of Spring Creek specifically.

Table 5.22 – Standard, Creative, and Tactical Placemaking Assessment Question 1 through Question 10 Spring Creek				
Question Number	Question	Yes	No	Don’t Know
1	Does your community encourage art in public spaces through coordination with local arts organizations, schools and external funding opportunities?	x		
2	Does your community plan and put on festivals, fairs, or outdoor concerts?	x		
3	Does your community provide public space for a Farmer’s Market?	x		
4	Does your community intentionally make its institutional buildings (government offices, libraries, schools, etc.) a focal point in the community, maintained well and landscaped, orientated toward the streets and pedestrian traffic, and complemented by amenities, such as bike racks, lighting, benches, etc.?		x	
5	Does your community engage in cooperative, historic preservation efforts through coordination with historic preservation boards, education to increase public awareness and build support, and maintaining a historic resources inventory that is consistent with or more extensive than that maintained for your community by the state?		x	
6	Does your community have an active arts organization?			x
7	Does your community have public spaces (plazas, parks, institutional building entry areas or front lawns, wide sidewalks, or downtown street parking spots) that could be transformed into small sites for temporary or extended recreation or commercial activities?	x		
8	Does your community have buildings or sites of historic significance?		x	
9	Does the community’s Master Plan include standard, creative or tactical placemaking as strategies for community improvement?			x
10	Does your community have a business organization (Chamber of Commerce, Visitors and Convention Bureau, Downtown Business Association, etc.) that has expressed an interest in placemaking or downtown improvements?		x	

For the community of Spring Creek, workshop participants answered “Don’t Know” as to whether or not the community has an active arts organization and to whether or not the community’s master plan (or land use plan) actively includes standard, creative or tactical placemaking strategies. However, workshop participants did note that the Spring Creek Association has recently completed a new Business Development plan that does contain a number of specific standard, creative and tactical placemaking strategies. Workshop participants did note that the development of public art in public spaces is already encouraged and supported in Spring Creek and that the Spring Creek Association, specifically, actively promotes and supports a number of festivals, fairs, and outdoor concerts and events. The community of Spring Creek also has a number of Farmer’s Market activities throughout the year and has a number of public spaces that have been used to support a number of temporary outdoor recreational and commercial activities.

The general lack of historical buildings and sites in Spring Creek has made historical preservation and use of historical buildings and sites largely impossible or at least not feasible. The Spring Creek Association, in partnership with Elko County and other key stakeholder organizations, is currently attempting to develop new institutional buildings and development that can serve as key focal points in the community. Workshop participants also noted that the Spring Creek Association has, as part of its new Business Development plan, begun the process of identifying new placemaking strategies that could potentially transform Spring Creek into a unique and truly independent community with its own economic base. However, workshop participants did note that many of these new placemaking strategies are only now being developed and considered and that further development is needed.

Table 5.23 presents the results for questions 11 through 18 of the Standard, Creative, and Tactical Placemaking Assessment with the selected response of “Yes”, “No”, or “Don’t Know” answers collected for each statement. This table presents the most frequent answer provided for each question completed by three separate small groups that focused on Elko County in general and on the City of Elko specifically.

Workshop participants noted that both the City of Elko and Elko County have developed appropriate regulations and standards that permit decorative banners and appropriate temporary signs that are used to advertise festivals and other activities that are either temporary or help infrequently. Both the City of Elko and Elko County have also enabled a number of placemaking activities through their respective regulatory standards including the allowance of sidewalk (alfresco) eating for restaurants and the public gathering on public property for outdoor activities. The City of Elko specifically has actively supported and permits the operation of food trucks and carts on public property throughout the community but specifically throughout the community’s downtown corridor and larger industrial areas.

While workshop participants were unsure as to whether or not the master plans of either the City of Elko or Elko County directly encourage the development of spaces in ‘dense’ parts of the city or in other parts of the county for social gathering opportunities or whether or not a coordinated capital improvement plan has been developed and approved, workshop participants did note the both the City of Elko and Elko County could develop stronger policies and strategies as part of

their master plans when it comes to the development of high quality public spaces. Other possible areas of improvement in standard, creative, and tactical placemaking efforts for both the City of Elko and Elko County include more coordinated zoning and land use ordinances of related commercial activities near existing recreational and/or heritage sites and more enabling ordinances and regulations that would permit community gardens and/or small urban farms.

Table 5.23 – Standard, Creative, and Tactical Placemaking Assessment Question 11 through Question 18 City of Elko and Elko County				
Question Number	Question	Yes	No	Don't Know
11	Does the Master Plan include the creation of quality public spaces as a goal, objectives and strategies?		x	
12	Does the Master Plan encourage the development of spaces in dense areas of the community for social gathering opportunities with a strong sense of place?			x
13	Has the community adopted a capital improvement plan, coordinated with the Master Plan, and reviewed it annually?			x
14	Does your community have a sign ordinance that permits decorative banners, and appropriate temporary signs to advertise festivals or other activities?	x		
15	Are there any codes that specifically enable placemaking, such as allowing sidewalk seating for restaurants, or public gathering permits for outdoor activities by right?	x		
16	Does your community permit food trucks or carts on public property?	x		
17	Does your community's zoning ordinance permit related commercial activities near recreation and/or heritage sites (rivers, lakes, parks, trails, historic districts, etc.), such as kayak or canoe rentals, bike or Segway rentals, walking tours, etc.?		x	
18	Does your community's zoning ordinance permit community gardens or small urban farms?		x	

Table 5.24 presents the results for questions 11 through 18 of the Standard, Creative, and Tactical Placemaking Assessment with the selected response of “Yes”, “No”, or “Don’t Know” answers collected for each statement. This table presents the most frequent answer provided for each question completed for the community of Spring Creek specifically.

As part of ongoing community and economic development efforts for Spring Creek, the community has recently completed a community-specific capital improvement plan and specific allowances for decorative banners and appropriate temporary signage to advertise festivals and other activities have been established. Food trucks and carts are allowed on public property and existing ordinances and applicable regulatory controls permit the development and use of community gardens and even small urban farms. Workshop participants noted the development of additional public spaces is needed in order to encourage additional standard, creative, and

tactical placemaking activities and that the community’s applicable land use regulations should be revised in order to allow for commercial activities near recreational and heritage sites in a way that would not damage the quality and access to these existing recreational sites and natural resources.

Table 5.24 – Standard, Creative, and Tactical Placemaking Assessment Question 11 through Question 18 Spring Creek				
Question Number	Question	Yes	No	Don’t Know
11	Does the Master Plan include the creation of quality public spaces as a goal, objectives and strategies?		x	
12	Does the Master Plan encourage the development of spaces in dense areas of the community for social gathering opportunities with a strong sense of place?			x
13	Has the community adopted a capital improvement plan, coordinated with the Master Plan, and reviewed it annually?	x		
14	Does your community have a sign ordinance that permits decorative banners, and appropriate temporary signs to advertise festivals or other activities?	x		
15	Are there any codes that specifically enable placemaking, such as allowing sidewalk seating for restaurants, or public gathering permits for outdoor activities by right?		x	
16	Does your community permit food trucks or carts on public property?	x		
17	Does your community’s zoning ordinance permit related commercial activities near recreation and/or heritage sites (rivers, lakes, parks, trails, historic districts, etc.), such as kayak or canoe rentals, bike or Segway rentals, walking tours, etc.?		x	
18	Does your community’s zoning ordinance permit community gardens or small urban farms?	x		

Table 5.25 presents the results for questions 19 through 32 of the Standard, Creative, and Tactical Placemaking Assessment with the selected response of “Yes”, “No”, or “Don’t Know” answers collected for each statement. This table presents the most frequent answer provided for each question completed by three separate small groups that focused on Elko County in general and on the City of Elko specifically.

Through the University of Nevada Cooperative Extension Elko Office, workshop participants noted that there is a highly developed and very active Master Gardner program operating within the City of Elko and that the City of Elko regularly devotes municipal resources toward the continued development and maintenance of landscaped public spaces that encourage public gathers and public use. While stressing that area Internet and broadband communication infrastructure and service is in need of significant improvement, existing Internet and broadband

communication infrastructure is sufficient to meet the current needs of existing area residents and businesses.

Table 5.25 – Standard, Creative, and Tactical Placemaking Assessment Question 19 through Question 32 City of Elko and Elko County				
Question Number	Question	Yes	No	Don't Know
19	Does your community have an active garden club, which may include a Master Gardener education program that devotes efforts toward plantings in civic spaces?	x		
20	Does your community have, or is it in the development stages of an entrepreneurship incubator, innovation incubator, kitchen incubator, or similar program?		x	
21	Does your community have, or is it planning to develop fiber cable, broadband, or community Wi-Fi?	x		
22	Does your community have, or is it planning to develop a Bus Rapid Transit (BRT) line or smaller-scale bus/trolley along a major corridor or fixed route?	x		
23	Is your community implementing complete streets?			x
24	Do your community's economic development officers understand and practice private-public partnerships as an investment strategy for new development and redevelopment?	x		
25	Is Low Impact Development (LID) the default approach for stormwater management?		x	
26	Does your community have a green building ordinance or require submission of a LEED-ND checklist for proposed projects?		x	
27	Do your community codes permit green roofs and living walls on buildings? (i.e. roof top gardens, etc.)			x
28	Does your community employ charrette-type public planning sessions for its key centers, nodes and key corridors, or other methods, including through a community involvement plan?			x
29	Does your community engage in activities to promote community interaction between merchants and residents in mixed-use areas?		x	
30	Does your community have, or help organize, ride-share, car-share, or bike-share programs?		x	
31	Does your community participate in a Main Street program, at any level?		x	
32	Does your community have high standards for the type and quality of building materials used on all public buildings (especially no to cement block, split block, corrugated metal, vinyl siding, and yes to brick, rock, and cut stone)?		x	

Workshop participants also highlighted the community’s growing network of public transportation options and the efforts of the Northeastern Nevada Regional Development Authority, in partnership with both the City of Elko and Elko County, to develop and execute meaningful public-private economic development partnerships as a cornerstone element of its past and current economic development efforts. Workshop participants did, however, note a growing need in the community to promote improved community interaction between area residents and businesses in existing mixed-use areas (notably the City of Elko’s downtown core), an increased desire to see the development of new ride-share, car-share or even bike-share programs (especially within the City of Elko’s downtown core), and also highlighted a growing community consensus of and support form more stringent building codes and design guidelines for targeted redevelopment and revitalization areas throughout the City of Elko’s historic downtown core.

Table 5.26 presents the results for questions 19 through 32 of the Standard, Creative, and Tactical Placemaking Assessment with the selected response of “Yes”, “No”, or “Don’t Know” answers collected for each statement. This table presents the most frequent answer provided for each question completed for the community of Spring Creek specifically.

Like the City of Elko, workshop participants noted that Spring Creek currently has Internet and other broadband telecommunication infrastructure that is sufficient to meet the existing demand generated by existing residents and businesses. However, workshop participants also noted that improved Internet and other broadband telecommunication infrastructure will be needed to support further growth and development as part of the community’s recently developed Business Plan. Workshop participants further noted that Spring Creek is connected to the City of Elko using the City of Elko’s existing public transportation services and existing network of public roads but that additional public transportation options, including the possible use of ride-share, car-share and even bike-share programs, will be needed to support additional population growth in Spring Creek. Existing land use standards and regulations actively encourage the community’s engagement in activities that are designed to promote overall community engagement between area residents and businesses in new and emerging mixed-use areas and the community has always had very high standards for the type and quality of building materials used on all public buildings and in the construction of new privately owned residential and commercial buildings.

One area of standard, creative, and tactical placemaking that workshop participants would like to see more activity in for the community of Spring Creek is the development of an incubator space that could support future small business development and entrepreneurial-based start-up activity. At present, there is no known effort to support the eventual development and opening of a small business and/or entrepreneurial-based incubator for the community of Spring Creek but workshop participants generally agreed that such an effort is essential to launching a series of new business creation and attraction efforts that the community is currently considering. Workshop participants further noted that the development, opening, and ultimate administration and management of any future small business and/or entrepreneurial-based incubator space should be done in partnership with the Nevada Small Business Development office located at

Great Basin College and with representatives from the City of Elko, Elko County, and with the Northeastern Nevada Regional Development Authority.

Table 5.26 – Standard, Creative, and Tactical Placemaking Assessment Question 19 through Question 32 Spring Creek				
Question Number	Question	Yes	No	Don't Know
19	Does your community have an active garden club, which may include a Master Gardener education program that devotes efforts toward plantings in civic spaces?		x	
20	Does your community have, or is it in the development stages of an entrepreneurship incubator, innovation incubator, kitchen incubator, or similar program?		x	
21	Does your community have, or is it planning to develop fiber cable, broadband, or community Wi-Fi?	x		
22	Does your community have, or is it planning to develop a Bus Rapid Transit (BRT) line or smaller-scale bus/trolley along a major corridor or fixed route?	x		
23	Is your community implementing complete streets?		x	
24	Do your community's economic development officers understand and practice private-public partnerships as an investment strategy for new development and redevelopment?			x
25	Is Low Impact Development (LID) the default approach for stormwater management?		x	
26	Does your community have a green building ordinance or require submission of a LEED-ND checklist for proposed projects?		x	
27	Do your community codes permit green roofs and living walls on buildings? (i.e. roof top gardens, etc.)		x	
28	Does your community employ charrette-type public planning sessions for its key centers, nodes and key corridors, or other methods, including through a community involvement plan?			x
29	Does your community engage in activities to promote community interaction between merchants and residents in mixed-use areas?	x		
30	Does your community have, or help organize, ride-share, car-share, or bike-share programs?		x	
31	Does your community participate in a Main Street program, at any level?		x	
32	Does your community have high standards for the type and quality of building materials used on all public buildings (especially no to cement block, split block, corrugated metal, vinyl siding, and yes to brick, rock, and cut stone)?	x		

Workshop participants also indicated a general level of support for a more focused effort to construct new public spaces for the community of Spring Creek and also supported the development of any community effort to start a community garden club, Master Gardner program, or other such effort designed to maintain the landscaping of these new public spaces. While no complete streets program currently exists for the community of Spring Creek, workshop participants noted the growing need to consider and possibly develop and implement a comprehensive complete streets program that could successfully tie the entire community together by reducing existing motor vehicle-related crashes and pedestrian risk while expanding upon existing alternative transportation (walking and bicycling) infrastructure assets. The need for a comprehensive complete streets program will continue to grow as vehicle and commuter traffic increases as a result of future population growth.

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 5.27 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Baseline Capacity Statements completed by workshop participants for the City of Elko and for Elko County in general.

In regard to evaluation the City of Elko’s and Elko County’s overall Baseline Capacity, in-terms of overall community and economic development readiness, workshop participants answered “Yes” or “Actively Making Progress” to several of the statements included as part of this assessment. Workshop participants noted that both the City of Elko and Elko County have made significant investments in a number of critical infrastructure areas including a modernized water system that meets or exceeds both federal and state standards, that both the City of Elko and parts of Elko County have a water system and waste water system that has the necessary capacity to support future residential, commercial, and industrial growth, and that the City of Elko and Elko County both encourage conservation of water by requiring the inclusion of water meters in new residential, commercial, and industrial development projects. Workshop participants also noted both the City of Elko’s and Elko County’s highly developed local fire services, local policy and law enforcement services, and local area Emergency Medical Services. While the continued development and growth of Northeastern Nevada Regional Hospital and several community clinics continue to meet local area healthcare demand, workshop participants did note that expanded basic and new advanced physical and mental healthcare services will be needed to support future sustainable population growth.

Workshop participants did indicate, as has already been discussed throughout this new five-year Comprehensive Economic Development Strategy, that additional single-family and multi-family housing is needed to support lower to moderate income groups and that expanded Internet and broadband telecommunication services and infrastructure is needed to support future growth. Additional single-family and multi-family housing, especially outside the immediate City of Elko area, is especially needed and that existing Internet and broadband telecommunication services are currently insufficient to support continued population growth and further growth of the area’s business community. Further developing and diversifying the area’s available housing stock and making significant improvements in the area’s Internet and broadband telecommunication infrastructure should be, as determined by workshop participants, primary focuses of this new five-year Comprehensive Economic Development Strategy.

Table 5.27 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Baseline Capacity Statements, City of Elko and Elko County						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don’t Know
The community has a water system that meets or exceeds state/federal standards.	x					
The community has a water system that has capacity for growth.		x				
The community has water meters.	x					
The community’s waste water system meets or exceeds state/federal standards.		x				
The community has a waste water system that has capacity for growth.		x				
The community has storm water drainage and flood retention systems.		x				
There are local business providing goods and services to residents.	x					
Community and businesses are served with an adequate road and street system.		x				
There are local fire services available.	x					
There are police/law enforcement services available.	x					
There are local Emergency Medical Services (EMS) available.	x					
There is a local clinic or primary care services available in the community.		x				
There is a hospital within a 60-minute drive.	x					
There are local immunization services available for children and adults.	x					
There is an assisted living facility in the community.	x					
There are single/multi-family rental housing for low/moderate-income levels.			x			
The community has phone services available.	x					
The community has local Internet access.			x			

Table 5.28 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Baseline Capacity Statements completed by workshop participants specifically for the community of Spring Creek.

Like the responses provided by workshop participants for the City of Elko and for Elko County in general, workshop participants that the community of Spring Creek has direct and immediate access to a variety of local clinic and primary care providers largely due to the community’s proximity to the City of Elko. Spring Creek is also within a 60-minute drive of the region’s largest hospital, Northeastern Nevada Regional Hospital, and that the community has a highly developed set of local fire protection services. Workshop participants also noted that the community has a water system that already exceeds state and federal standards and that the community is actively making progress in expanding the number of local area businesses that can provide a wider variety of goods and services to community residents.

Table 5.28 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Baseline Capacity Statements, Spring Creek						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don’t Know
The community has a water system that meets or exceeds state/federal standards.		x				
The community has a water system that has capacity for growth.				x		
The community has water meters.					x	
The community’s waste water system meets or exceeds state/federal standards.					x	
The community has a waste water system that has capacity for growth.					x	
The community has storm water drainage and flood retention systems.					x	
There are local business providing goods and services to residents.		x				
Community and businesses are served with an adequate road and street system.			x			
There are local fire services available.	x					
There are police/law enforcement services available.		x				
There are local Emergency Medical Services (EMS) available.			x			
There is a local clinic or primary care services available in the community.	x					
There is a hospital within a 60-minute drive.	x					
There are local immunization services available for children and adults.	x					
There is an assisted living facility in the community.				x		
There are single/multi-family rental housing for low/moderate-income levels.				x		
The community has phone services available.	x					
The community has local Internet access.			x			

Workshop participants did note a number of areas that Spring Creek, as part of this five-year Comprehensive Economic Development Strategy, should focus on, including increased investment in the community’s network of surface roads and street system and the further development of local Emergency Medical Services. Workshop participants further noted that the development of an assisted living facility and other services oriented toward the community’s aging population, along with additional single-family and multi-family housing for lower to moderate income groups will be needed to support future community and economic development efforts. Significant improvement in Internet and broadband communication infrastructure was also identified by workshops as a top priority for this new five-year Comprehensive Economic Development Strategy for the community of Spring Creek.

Table 5.29 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Civic Capacity Statements for the City of Elko and for Elko County in general.

Table 5.29 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Civic Capacity Statements, City of Elko and Elko County						
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				

**Table 5.29, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1)
Civic Capacity Statements, City of Elko and Elko County**

Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
The community/economic development group is successful in obtaining external assistance and resources necessary to carry out its project goals.		x				
The community/economic development group has active participation by the diverse segments of the community.		x				
Leadership of the community and economic development group reflects the diverse segments of the community.		x				
The community/economic development group seeks out training/assistance to improve members' skills/ knowledge base to carry out action plans/accomplish goals.		x				
The leadership shares responsibility for carrying out the work of the community and economic development group rather than trying to do it all themselves.		x				
Leaders have skills and technical knowledge to work effectively in our community.		x				
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 critical areas that both the City of Elko and Elko County have either completed or are actively making progress in achieving as part of their efforts to enhance the area's overall Civic Capacity as it pertains to larger community and economic development efforts. Having a clear vision for the future of the area, giving area residents and members of the business community an opportunity to engage in and influence different economic development activities, celebrating successes and achievements in creating or attracting new businesses and helping to retain and expand existing businesses, and the continued development of a culture of entrepreneurship that recognizes and rewards new ideas, innovation, partnerships and collaboration are a few of the ways in which both the City of Elko and Elko County continue to build the area's overall Civic Capacity.

The Northeastern Nevada Regional Development Authority serves as the primary economic development organization for both the City of Elko and Elko County and for other communities

located throughout northeastern Nevada. Workshop participants noted that, under the organization's current leadership, the Northeastern Nevada Regional Development Authority has made significant progress in successfully obtaining external assistance and resources from various state and federal economic development agencies, has actively engaged the broader northeastern Nevada community and individual jurisdictions throughout the region in the development and implementation of new economic development strategies, and that the leadership of the Northeastern Nevada Regional Development Authority regularly shares the responsibility for carrying out the work and implementation of new community and economic development strategies rather than attempting to develop and implement these strategies by themselves. Workshop participants agreed that the Northeastern Nevada Regional Development Authority should continue to oversee, coordinate, and implement new community and economic development strategies, as part of this new five-year Comprehensive Economic Development Strategy, for the foreseeable future.

Workshop participants did note that additional citizen engagement and communication in regard to new community and economic development efforts will be needed as the City of Elko, Elko County, and all of northeastern Nevada continue existing efforts to grow and diversify the area's and region's existing economic base. Workshop participants noted that there will likely be some resistance from the general public toward new business creation and attraction strategies designed to grow other industry and occupation sectors that have not historically had a prominent role in the area's and region's economy. Ensuring that existing community boards, organizations, and elected councils and commissions reduce existing vacancies that are often left open for extended periods of time and improving the overall ability of these boards, organizations, councils and commissions to draw new people into leadership positions will each be equally important in executing several elements of this new five-year Comprehensive Economic Development Strategy. Workshop participants also expressed support for increasing the overall level of both public sector and private sector participation and cooperation in local and regional economic development efforts.

Table 5.30 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Civic Capacity Statements for the community of Spring Creek.

For the community of Spring Creek, workshop participants chose not to provide an answer for several of the statements provided as part of the Civic Capacity assessment. Workshop participants noted that, as a relatively new community, Spring Creek is still developing a unifying vision for its present and future. As a community that has mostly been a residential community, Spring Creek is still in the process of determining what types of commercial and possibly light to medium industrial development will be appropriate as part of its future community and economic development efforts. More importantly, and as part of this new five-year Comprehensive Economic Development Strategy, workshop participants noted that the community is just now beginning to think about how it will integrate with larger regional economic development efforts and how the community can take advantage of regional economic trends and opportunities in order to advance local community and economic development strategies.

**Table 5.30 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1)
Civic Capacity Statements, Spring Creek**

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

Table 5.30, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Civic Capacity Statements, Spring Creek						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
Over time, the elected body and community groups have been able to draw new people into leadership positions (appointed boards/commissions, task force chairs, project leaders, etc.).			x			
A culture of entrepreneurship exists that recognizes and rewards new ideas, innovation, partnerships, and collaboration.				x		
There is public and private sector participation and cooperation in local and regional efforts.			x			
The community boards, organizations and councils have no open positions and there is a pool of volunteers to fill vacancies if they arise.			x			

For the community of Spring Creek, workshop participants noted that building additional Civic Capacity will be essential to the community’s development of a clear vision for its economic present and future. Further identification of its own economic development strengths and weaknesses, and a better understanding of regional economic development opportunities and threats, will help the community of Spring Creek develop a more concise set of new business creation and attraction strategies and existing business retention and expansion efforts as the community continues to grow. Engaging existing residents and members of the existing business community in an open and participatory process has been and will remain an essential element of the community’s efforts to build a more robust set of strategic economic development strategies. Workshop participants noted that further engagement with other public sector organizations, including the City of Elko and Elko County, key private sector interests, and increased engagement and partnership with the Northeastern Nevada Regional Development Authority will also be integrated into the efforts of Spring Creek to build its Civic Capacity.

Table 5.31 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Economic Development Capacity Statements for the City of Elko and for Elko County in general.

For the City of Elko and for Elko County in general, workshop participants noted a number areas in which the City and the County have each made measurable progress in including increased support for the Northeastern Nevada Regional Development Authority, developing broker assistance to local businesses and industries, improving the amount of industrially zoned land to support future development and growth, encouraging and support local ownership of existing and new businesses, and supporting the efforts of Great Basin College and the Elko County School District to expand their existing Career and Technical Education programs. These, and many other similar efforts, have significantly increased the overall Economic Development Capacity of both the City of Elko and all of Elko County in general.

**Table 5.31 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1)
Economic Development Capacity Statements, City of Elko and Elko County**

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

**Table 5.31, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1)
Economic Development Capacity Statements, City of Elko and Elko County**

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

While there is already a significant amount of available industrially zoned and commercially zoned land available and ready to occupy at reasonable market rates, workshop participants did indicate that additional industrially zoned and commercially zoned land and buildings are needed to support wider economic development diversification areas in a variety of new and emerging industry and occupation sectors. Workshop participants further noted that these existing industrially zoned and commercially zoned land require additional infrastructure in order to support future growth and that the development of new infrastructure needs to be expanded beyond the urban footprint of the City of Elko into the less populated parts and areas of Elko County.

Although workshop participants noted that the Elko Regional Airport provides sufficient commercial air service for the City of Elko and for the larger northeastern Nevada region, a significant amount of additional investment will be needed in the immediate future in order to expand the market reach of the Elko Regional Airport to larger markets throughout the western and intermountain western United States. Improved Internet and broadband communication infrastructure, and the establishment of a local or regional information technology form or equivalent organization will be needed in order to provide the planning, marketing, training, and coordination in the use of telecomputing technologies that will be needed to support further development and diversification in the area's existing economic base through new business creation and attraction strategies in targeted emerging industry and occupation sectors.

**Table 5.32 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1)
Economic Development Capacity Statements, Spring Creek**

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

Table 5.32, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Economic Development Capacity Statements, Spring Creek						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
The community has access to commercial air service within 60 minutes.				x		
The community has competitively priced natural gas available.				x		
The community has competitively priced electricity available.				x		
There is access for citizens and business to high speed, broadband, interactive telecomputing technologies that support electronic exchange of data and information.				x		
There are wireless communication services available.				x		
There is a local or regional information technology forum or equivalent organization that is capable of providing planning, marketing, training, and coordination in the use of telecomputing technologies.			x			
The community has access to passenger air service within 60 minutes.				x		

Table 5.32 above presents the results for the Community and Economic Development Readiness Assessment for Part 1 Economic Development Capacity Statements for the community of Spring Creek.

Like the answers selected for Civic Capacity, workshop participants noted that the community of Spring Creek has not make very much progress in developing its own Economic Development Capacity largely because the community has only recently begun to consider how it can integrate into larger area and regional economic development efforts and how wider regional economic development opportunities could benefit the community through targeted new business creation and attraction strategies and existing business retention and expansion efforts. Despite this, workshop participants did note that Spring Creek already benefits from a high degree of local ownership of many of the community’s existing businesses and that a capable and productive workforce is already available. By working and engaging with Great Basin College and the Elko County School District, community residents and the existing workforce already has access to a wide variety of professional development and workforce development programs and educational opportunities.

While the community has generally expressed a strong desire to protect the existing residential nature of existing land uses, several workshop participants did note that there is growing interest in identifying and further development future industrial and commercial lands that could support

new business creation and attraction efforts as part of this new five-year Comprehensive Economic Development Strategy. Improved infrastructure, including access to competitively priced natural gas, competitively priced electricity, and improved Internet and broadband telecommunication services will be necessary to support these future business creation and attraction efforts.

Table 5.33 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Community Development Capacity Statements for the City of Elko and for Elko County in general.

Table 5.33 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Community Development Capacity Statements, City of Elko and Elko County						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
The community has public transportation available (bus or taxi) within the community.			x			
Community members feel a sense of pride and attachment to the community and are optimistic about their future.	x					
The community has clean-up and beautification as an ongoing priority.		x				
The community has a spirit of people helping each other.	x					
The community has library services available to citizens.	x					
The community has an adequately funded K-12 school system.		x				
The community has at least one public park.	x					
The community has recreation facilities available for residents of all ages.		x				
There is a community center.				x		
The community has a senior center and services.	x					
The community has a youth center and services.	x					
The community has childcare centers or services available sufficient to meet local needs.			x			
There is open or green space in and around the community.	x					
The community has positive working relationships with the public and private sector.	x					
The environmentally sensitive resources of the community are being adequately protected.		x				

**Table 5.33, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1)
Community Development Capacity Statements, City of Elko and Elko County**

Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
The community approaches community and economic development in a sustainable way.			x			
There are uniform building codes, subdivision ordinances and architectural standards.		x				
There is a utility operation and maintenance ordinance including rates and connection fees.	x					
There is a systems development charge ordinance.			x			

In regard to overall Community Development Capacity, workshop participants identified a number of critical areas in which the City of Elko and Elko County have already or are actively making measurable progress in improving. Workshop participants noted that area residents and the business community have a strong sense of pride and attachment to their community and that people generally have a strong spirit of helping each other out. The City of Elko specifically, in partnership with organizations such as the Elko Area Chamber of Commerce and the Elko Downtown Business Association, has made community clean-up and beautification a major priority. The City of Elko has also invested in the development of new parks and open spaces within the city's limits, new senior and youth services and the Elko County School District has recently begun or completed a number of critical improvement programs and investment in the District's curriculum. Both the City of Elko and Elko County have generally had a positive working relationship with both the public and the private sector in pursuing and completing a number of community and economic development projects and this positive working relationship has also led to an improved sense of pride in the community that area residents and members of the business community have about the community and the wider area.

Workshop participants did note that additional steps could be taken to protect the area's environmentally sensitive natural resources and that community and economic development approaches could be taken in a more environmentally sustainable way. Workshop participants also noted that both the City of Elko and Elko County should explore additional revisions to both sets of building codes, subdivision ordinances and architectural standards for future development in critical commercial corridors and industrial parks. Additional areas that could be improved in, in-terms of improving the area's overall Community Development Capacity, included the inclusion of additional open spaces and public spaces in existing commercial corridors and better connectivity between existing industrial areas and other parts of the community with improved public transportation services. Expanded public transportation that would link major population centers, such as the City of Elko, with other population centers around the City of Elko, including the City of Carlin, the community of Spring Creek, and the City of Wells, could also significantly improve the area's overall Community Development Capacity. Expanding public transportation services as part of a larger effort to link population and employment centers in and

around the City of Elko will likely require partnership with various state and federal agencies including the Nevada Department of Transportation and the U.S. Department of Transportation. Workshop participants suggested that the Northeastern Nevada Regional Development Authority could help in assessing the need of new and expanded public transportation services designed to support existing and future economic development efforts.

Table 5.34 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Community Development Capacity Statements for the community of Spring Creek.

Table 5.34 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Community Development Capacity Statements, Spring Creek						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
The community has public transportation available (bus or taxi) within the community.			x			
Community members feel a sense of pride and attachment to the community and are optimistic about their future.		x				
The community has clean-up and beautification as an ongoing priority.		x				
The community has a spirit of people helping each other.	x					
The community has library services available to citizens.				x		
The community has an adequately funded K-12 school system.				x		
The community has at least one public park.	x					
The community has recreation facilities available for residents of all ages.	x					
There is a community center.				x		
The community has a senior center and services.				x		
The community has a youth center and services.				x		
The community has childcare centers or services available sufficient to meet local needs.				x		
There is open or green space in and around the community.	x					
The community has positive working relationships with the public and private sector.	x					
The environmentally sensitive resources of the community are being adequately protected.		x				

Table 5.34, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Community Development Capacity Statements, Spring Creek						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
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					

For the community of Spring Creek, workshop participants generally agreed that community residents and members of the business community have a strong sense of pride and attachment for the community and are generally optimistic about Spring Creek’s economic future. Workshop participants further note that individuals generally are willing and eager to help other community members out and that the community, specifically through the Spring Creek Association, has made community clean-up and beautification and development and use of key open spaces and parks a top priority over the last several years. Spring Creek’s geographic location ensures that community residents of all ages have year-round access to a variety of recreation activities and facilities and that the community has generally approached community and economic development in a sustainable manner. More uniform building codes, the development of a community center, a senior center and new senior services, and the eventual development of a new youth center with expanded youth services and childcare services were a few ways in which workshop participants suggested that the community of Spring Creek could increase its overall Community Development Capacity.

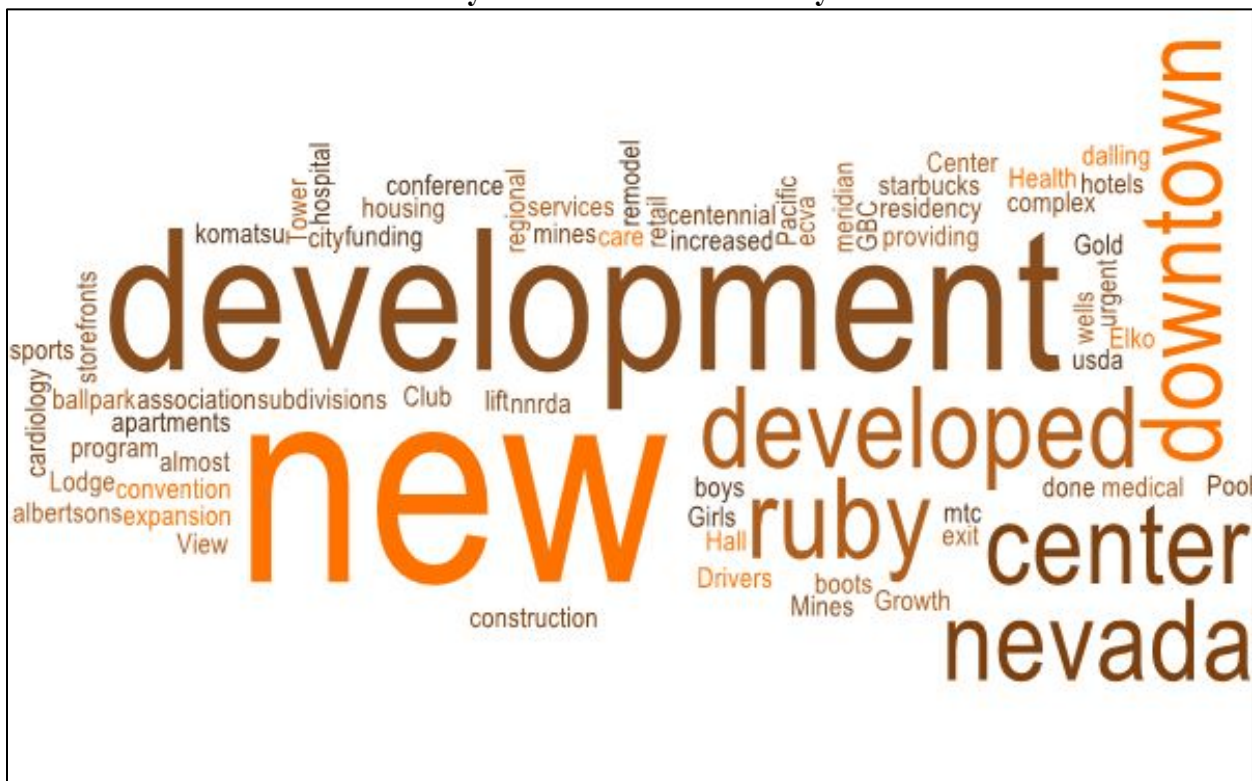
In Part 2 of the Community and Economic Development Readiness Assessment, workshop participants were asked to answer two separate open-ended questions, including: (1) what strategies or projects have been recently successfully completed?, and (2) what are the key strategies the community is currently pursuing? Workshop participants were asked to answer each question first for the City of Elko and for Elko County in general and then specifically for the community of Spring Creek.

Figure 5.9 presents the results for the first question, *What strategies or projects have been recently successfully completed?*, for just the City of Elko and for Elko County in general provided by workshop participants.

For the City of Elko specifically, workshop participants generally focused on a significant amount of new development that has been completed along the City of Elko’s primary commercial corridor, generally along Idaho Street between State Route 225 and E Jennings Way. Workshop participants pointed to the continued redevelopment and revitalization of this historic

downtown core with renewed investment in improvements to public buildings and general beautification efforts that have included expanded sidewalks, streetscaping, and traffic mitigation efforts. This significant public investment effort has led to a considerable increase in the amount of new private investment including the opening of several new restaurants, bars, coffee shops, and smaller locally owned and operated retailers. This area, especially along E Jennings Way, has recently seen the completion and opening of a number of new mid-sized hotels that have helped support further growth of the area’s tourism, hospitality, and recreation industry while also providing longer-term temporary and workforce housing needed to support the area’s mining and natural resource extraction industry sector.

**Figure 5.9 – What Strategies or Projects have been Recently Successfully Completed?
Part 2, Community and Economic Development Readiness Assessment
City of Elko and Elko County**



Several major expansion and renovation projects to the Elko Convention and Conference Center, Northeastern Nevada Regional Hospital, Great Basin College, Elko High School, and several public parks and recreational facilities have helped expand the City of Elko’s and Elko County’s institutional capacity to support additional economic development efforts. Moving forward, and as part of this new five-year Comprehensive Economic Development Strategy, workshop participants suggested that additional improvements to the Elko Convention and Conference Center, to Northeastern Nevada Regional Hospital, to Great Basin College, and to several of the Elko County School District’s existing facilities will be needed to sustain these existing economic development efforts and support future sustainable population growth. Needed improvements to the Elko Regional Airport and additional improvements to existing indoor and

outdoor recreational facilities will also be needed to support further population growth and in order to increase the overall community and economic development capacity of both the City of Elko and of Elko County in general.

Figure 5.10 presents the results for the first question, *What strategies or projects have been recently successfully completed?*, for just the community of Spring Creek provided by workshop participants.

**Figure 5.10 – What Strategies or Projects have been Recently Successfully Completed?
Part 2, Community and Economic Development Readiness Assessment
Spring Creek**



For the community of Spring Creek, workshop participants noted a number of new community development projects and strategies that have either already been completed or are in some phase of planning or development. Notably, workshop participants noted the recently completed improvements to Spring Creek Elementary School, the completion of a new Elko County Sheriff's Office, numerous improvements made to community parks and open spaces and the development and opening of new equestrian, walking, and bicycling trails throughout and around the community as ways in which the community has significantly improved the area's overall community and economic development capacity. Improved road maintenance and the successfully opening of several new small to mid-sized businesses have improved the community's overall aesthetics and have expanded the amount of commercial retail services available to area residents.

Moving forward, and as part of this new five-year Comprehensive Economic Development Strategy, workshop participants suggested that investment in key infrastructure assets will be essential to further supporting community and economic development in Spring Creek. Improved access to natural gas, improved Internet and broadband telecommunication service, and additional improvements to area open spaces, parks, and bicycle trails are needed to support additional new business creation and attraction strategies, existing business retention and expansion efforts, and to continue to improve upon the community's already high quality of life. Several workshop participants also indicated that the community is also exploring the possibility of directly supporting new small business and entrepreneurial-based development by exploring the possibility of developing and opening a small business and entrepreneurial-based incubator in Spring Creek.

6.0 Analysis: Community, Regional, and Industry Assessment

This section presents an overview of industry and workforce characteristics for Elko County, and for the City of Elko and the communities of Jackpot and Spring Creek 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 Elko and the individual communities of Jackpot and Spring Creek, was not available. The industry sectors with positive growth in the total number of new jobs between 2013 and 2018 are highlighted.

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

Services industry sector, with a decline of 284 total jobs or -5.0 percent, the Manufacturing industry sector, with a decline of 115 total jobs or -40.0 percent, and the Management of Companies and Enterprises, with a decline of 80 total jobs or -20.0 percent.

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

Source: Nevada Governor's Office of Economic Development

In both 2013 and 2018, the Accommodation and Food Services industry sector was the single largest industry sector in Elko County, employing a total of 5,508 individuals in 2013 and employing a total of 5,224 individuals in 2018, a net decrease of 284 total jobs or -5.0 percent. The Accommodation and Food Services industry sector had a location quotient of 2.55 in 2018, making this industry sector a net exporting industry for Elko County. The Government industry sector was the second largest industry sector in both 2013 and 2018 in Elko County, employing a total of 3,807 individuals in 2013 and a total of 4,054 individuals in 2018, a net increase of 247 total jobs or 6.0 percent. In 2018, the location quotient for the Government industry sector was 1.13, making the Government industry sector a net exporter for Elko County. The net exporting status of the Government industry sector in Elko County in 2018 is likely due to the concentration of federal and state government positions located in Elko County but the wider regional coverage and provision of these federal and state government services to communities located throughout northeastern Nevada.

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

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

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

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.

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

Source: Nevada Governor's Office of Economic Development

In addition to the Food Preparation and Serving Related occupation sector and the Installation, Maintenance, and Repair occupation sector, seven additional occupation sectors had location quotients greater than 1.0, or were net exporting occupation sectors, in 2018 in Elko County. The Construction and Extraction occupation sector had a location quotient of 1.81 and the Transportation and Material Moving occupation sector had a location quotient of 1.14. In 2018, the Personal Care and Service occupation sector and the Building and Grounds Cleaning and Maintenance occupation sector had location quotients of 1.36 and 1.56 each in 2018, making both net exporting occupation sectors for Elko County. Additional net exporting occupation sectors in Elko County in 2018 included the Protective Service occupation sector with a location quotient of 1.30, the Life, Physical, and Social Science occupation sector with a location quotient of 1.92, and the Farming, Fishing, and Forestry occupation sector with a location quotient of 1.38.

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

Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and the second workshop held on August 21, 2019 and August 22, 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 Elko, Jackpot, Spring Creek and for all of Elko County using the industry sector and occupation sector data for Elko County presented in the previous sub-section. As part of Stronger Economies Together Module 3, *Focusing on Regional Competitive Advantage*, workshop participants were asked to answer four separate questions, including:

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

6.2.a Demand Conditions

Demand conditions are defined as the conditions that influence demand for goods or services produced in a community or defined region. For Elko County in general, and for the City of Elko, Jackpot, and Spring Creek, current activity in the Mining, Quarrying, and Oil and Gas Extraction industry, the Construction and Extraction occupation sector, and the Transportation and Material Moving occupation sector were identified by workshops as critical and important industry and occupation sectors that drive a significant amount of community level, countywide, and regional economic activity. While these industry and occupation sectors certainly dominate

a significant portion of the area's and region's economic base, change in these industry and occupation sectors are highly dependent upon the changes in national and international commodity prices. Given the historical volatility of national and international commodity prices, especially the price of gold, the area and regional economy has long been characterized by a boom and bust economic cycle. Workshop participants noted that further diversification of the area's and region's economic base will help stabilize long-term economic activity and smooth the high and low points of this historical boom and bust cycle.

Workshop participants further noted a series of growing opportunities for growth, expansion, and diversification of the area's and region's Retail Trade industry sector. Elko County in general has, for the last several years, had significantly high median household, median family, and per capita income levels. Unfortunately, a significant portion of annually earned incomes and wages are exported out of the area and region to neighboring urban centers and metropolitan statistical areas in southern Idaho, Utah, and southern and northwestern Nevada as individuals living throughout the area and the region complete a large percentage of their commercial retail shopping activity outside the region. By growing, expanding, and further diversifying the area's and region's existing Retail Trade industry sector, workshop participants argued that a larger portion of income earned within the area and the region can be captured and kept within the area and region.

Continued growth of the area's and region's population, including the population of Elko County and the City of Elko and the communities of Jackpot and Spring Creek, is leading to an overall increase in the demand for expanded basic and new advanced mental and physical healthcare services. Northeastern Nevada Regional Hospital, located in the City of Elko, has recently completed a number of expansion efforts designed to provide a wider array of basic and advanced healthcare services but demand for these expanded basic and advanced services continues to grow as the area's population continues to grow and a larger percentage of the area's population continues to age. Like the Retail Trade industry sector, a significant portion of the area's healthcare needs are met by healthcare providers located outside Elko County and outside the northeastern Nevada in southern Idaho, Utah, or southern or northwestern Nevada. By expanding basic and advanced healthcare services within Elko County and within northeastern Nevada, the overall cost of healthcare for individuals living in the City of Elko, Jackpot, and Spring Creek and throughout Elko County and northeastern Nevada can be significantly reduced and can also help spur additional growth and development of the county's and region's Healthcare and Social Assistance industry sector.

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. For the communities of Jackpot and Spring Creek specifically, workshop participants identified a number of specific factor conditions that should be invested in over the next five years as part of this new Comprehensive Economic Development Strategy. Specifically, workshop participants identified the need for additional infrastructure and investment in public transportation as a way of overcoming the relative geographic isolation of

existing population centers, especially Jackpot, within Elko County. Continued investment in improving the area's collection of surface roadway infrastructure, including increased and improved access to the area's existing collection of federal interstates and highways and the existing network of railroad lines, workshop participants also identified future opportunities in the Wholesale Trade industry sector and the Transportation Warehousing industry sector given the area's strategic geographic location within the western and intermountain western United States.

For all of Elko County in general and for the City of Elko specifically, workshop participants noted that the area suffers from a significant lack in available and skilled civilian workers that is needed to support further growth and development in a variety of industry and occupation sectors outside the Mining, Quarrying, and Oil and Gas Extraction industry sector. Workshop participants generally agreed that a significant investment in the area's collection of existing workforce development and job training efforts is needed to support additional growth and development of other key industry and occupation sectors that are either directly related to the Mining, Quarrying, and Oil and Gas Extraction industry sector or can be used to help develop new industry and occupation sector clusters throughout northeastern Nevada. Additional Career and Technical Education programming is specifically needed in the Construction and Extraction occupation sector, the Transportation and Material Moving occupation sector, and the Healthcare Support occupation sector in order to further grow these existing or emerging industry and occupation sector clusters.

For all of Elko County and for the City of Elko and the communities of Jackpot and Spring Creek, workshop participants identified a set of similar factor conditions in regard to the area's and region's Retail Trade industry sector. Critical and targeted investment, at both the county level and community level, is needed in the area's and region's Retail Trade industry sector in order to minimize the leakage of area earned income to communities and larger more urban population centers located outside the region. Workshop participants suggested that increased main street revitalization in Jackpot, Spring Creek, and in the City of Elko is needed to increase the availability of modernized retail space and to improve existing retail space that is often underutilized. Combined with increased and targeted investment in small business and entrepreneurial-based development, workshop participants noted that future growth of the area's and region's Retail Trade industry sector will ensure that income dollars earned within Elko County stay in Elko County in order to increase existing wages and income and increase the number of available jobs outside other key industry and occupation sectors.

6.2.c Firm Strategy, Rivalry, and Composition

Firm strategy, rivalry, and composition is generally defined as the community's and/or region's portfolio of businesses, entrepreneurial activity and support, and general mix of businesses. As has already been discussed throughout this five-year Comprehensive Economic Development Strategy for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek, the area's and county's economic base is dominated by a few major industry and occupation sectors including the Mining, Quarrying, and Oil and Gas Extraction industry sector, the Agriculture, Forestry, Fishing and Hunting industry sector, the Accommodation and Food

Services industry sector, and the Arts, Entertainment, and Recreation industry sector as well as other directly related industry and occupation sectors. While workshop participants generally agreed that continued development of and investment in these industry and occupation sectors should be pursued as part of this new five-year Comprehensive Economic Development Strategy, workshop participants also generally agreed that additional diversification in both related and unrelated industry and occupation sectors is needed in order to break the area's and region's historical boom and bust economic cycle.

From a related industry and occupation sector perspective, workshop participants agreed that new business creation and attraction efforts targeted in the Wholesale Trade industry sector, the Transportation and Warehousing industry sector, and the Manufacturing industry sector would each help close key gaps in the area's existing economic value chain. New firms could help provide component parts or other key inputs into production used by the area's major employers in the existing dominant industry and occupation sectors and could potentially begin to develop new economic clusters in a variety of emerging industry and occupation sectors including the Healthcare Practitioners and Technical occupation sector, the Healthcare Support occupation sector, and the Health Care and Social Assistance industry sector. For the City of Elko specifically, workshop participants suggested that other unrelated industry and occupation sectors, including the Information industry sector, should be considered as prime target for further development and growth as part of this new five-year Comprehensive Economic Development Center. The potential development of new call centers and data centers, located within and around the City of Elko, could be the process of developing a new economic cluster for the area and the region in the Information industry sector.

6.2.d Related and Supporting Industries

Related and supporting industries are defined as the firms within and between industries that buy and sell from each other. Specifically, the related and supporting industries form both the upstream and downstream elements of the community's and region's overall value chain. Despite several successful past new business creation and attraction efforts designed to close 'holes' within the value chains of the area's major industry and occupation sectors, namely the Mining, Quarrying, and Oil and Gas Extraction industry sector and the Agriculture, Forestry, Fishing and Hunting industry sector, there are still significant gaps in both the upstream and downstream elements of these value chains. Notably, major employers and firms in both the Mining, Quarrying, and Oil and Gas Extraction industry sector and the Agriculture, Forestry, Fishing and Hunting industry sector either make large purchases of needed supplies and equipment from out-of-area or out-of-region firms in larger metropolitan statistical areas or export raw materials for additional value added production to major producers located outside the area or region.

As part of this new five-year Comprehensive Economic Development Strategy, workshop participants suggested that the Northeastern Nevada Regional Development Authority, in partnership with the City of Elko and Elko County, identify specific and targeted upstream and downstream elements of the value chain for both the Mining, Quarrying, and Oil and Gas Extraction industry sector and the Agriculture, Forestry, Fishing and Hunting industry sector

with additional new business creation and attraction efforts. These efforts should also be tied to the unique opportunities and characteristics of individual communities such as the City of Elko, Jackpot and Spring Creek and based upon the strategic geographic location of each community and the ability of each community to potentially export surplus goods and services to larger more urban and metropolitan areas. This effort may require significant additional investment in key infrastructure including the development of critical utilities (namely electricity and natural gas), improved municipal sewer and water services, and improved access to existing surface roadway and railroad infrastructure assets.

Several workshop participants, especially for the communities of Jackpot and Spring Creek, noted the growing need for additional growth of each community's Food Preparation and Serving Related occupation sector and Accommodation and Food Services industry sector in order to better close key value chain gaps in the Arts, Entertainment, and Recreation industry sector. The Arts, Entertainment, and Recreation industry sector, especially in the area of outdoor recreation and entertainment, is a key part of the economic base of both Jackpot and Spring Creek. Additional new business creation and attraction efforts, and efforts to expand the operations of existing firms, in both the Food Preparation and Serving Related occupation sector and the Accommodation and Food Services industry sector should be part of the overall effort to further grow and expand the existing Arts, Entertainment, and Recreation industry sector as outlined in this new five-year Comprehensive Economic Development Strategy. For Jackpot and Spring Creek, workshop participants also noted the need for closing critical upstream and downstream gaps in the existing Construction industry sector through both new business creation strategies, existing business expansion efforts, and through a more consolidated effort of providing increased opportunities for vocational and trade skill education and training. Both Jackpot and Spring Creek are highly dependent upon outside firms to complete need construction functions and growth of both community's Construction industry sector would ensure that additional dollars generated by each community's local economy are captured and kept within the local economy.

Central to all of these efforts is the need for an expanded and more consolidated approach to workforce development and job training. While workshop participants highlighted the significant investment that both the Elko County School District and Great Basin College have made in expanding their Career and Technical Education programs and related vocational and trade skill education and training efforts, workshop participants identified a growing need to better align these various programs and efforts across all major industry and occupation sectors as well as the emerging industry and occupation sectors that the Northeastern Nevada Regional Development Authority will pursue as part of this new five-year Comprehensive Economic Development Strategy. Given that an average individual worker living in Elko County, in the City of Elko or in either Jackpot or Spring Creek may choose to work for a number of firms across a number of different industry and occupation sectors over their lifetime, workshop participants argued that future workforce development and job training efforts, especially focused on vocational and trade skill development, will need to focus on developing transferable skills that individual workers can continue to develop and use as they change positions, change employers and move across a variety of different industry and occupation sectors as new employment opportunities are created. Workshop participants further indicated that the

Northeastern Nevada Regional Development Authority can help coordinate these efforts and assist in matching individual prospective workers and even individual firms with existing and new workforce development and job training programs as they are developed and offered.

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 Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and in the second workshop held on August 21, 2019 and August 22, 2019 were asked to identify specific industry and occupation clusters that the City of Elko, Elko County, and the communities of Jackpot and Spring Creek, as part of their 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 Elko's, Elko County's, and Jackpot's and Spring Creek'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 eventually focus attention that will be paid to industry and occupation sectors that are worth exploring, that should be avoided, that might be viable future industry and occupation sectors, and that might be declining but worth reviving.

6.3.a Industries Worth Exploring Further

For the City of Elko specifically and for Elko County in general, workshop participants identified three specific industry and occupation sectors as worth exploring as part of this new

five-year Comprehensive Economic Development Strategy. The first industry sector worth exploring, the Manufacturing industry sector, has declined in total employment between 2013 and 2018, declining from an estimated 290 total individuals employed in 2013 to an estimated 175 total individuals employed in 2018, a net decrease of 115 total individuals employed or by a percentage decrease of -40.0 percent. In 2018, the Manufacturing industry sector for all of Elko County had a location quotient of just 0.09 indicating that it is a significant net importing industry sector. Despite this trend in Elko County's Manufacturing industry sector, workshop participants noted that additional investment in the Manufacturing industry sector is essential in the effort to close key gaps in the value and supply chains of the county's and region's Mining, Quarrying, and Oil and Gas Extraction industry sector and Agriculture, Forestry, Fishing and Hunting industry sector.

The second area of focus, as identified by workshop participants as industries worth exploring further for both the City of Elko and for Elko County, centered around industry and occupation sectors related to technology-based development including the Computer and Mathematical occupation sector, the Other Services (except Public Administration) industry sector, the Management of Companies and Enterprises industry sector, and the Utilities industry sector. Each of these industry and occupation sectors have a strong technology-based economic development component and each industry and occupation sector are critical sectors needed to transition the area's economic base from a 20th Century focus on natural resource development to a 21st Century focus on science, technology, engineering and mathematics, fields that have a growing appeal to a younger demographic. Focus on these specific industry and occupation sectors can also be used to close key gaps in existing industry and occupation sectors including the Healthcare Practitioners and Technical occupation sector, the Healthcare Support occupation sector, and the Health Care and Social Assistance industry sector.

The third and final area of focus, as identified by workshop participants as industries worth exploring further as part of this new five-year Comprehensive Economic Development Strategy for the City of Elko and for Elko County in general, generally focused around improvements in the Retail Trade industry sector as a way of capturing additional consumer spending being generated in the area's Arts, Entertainment, and Recreation industry sector. The immediate surrounding area around the City of Elko features a number of natural outdoor recreation and entertainment assessments including a variety of attractions located throughout the Ruby Mountains that attracts tourists and visitors throughout the year. Increased diversity and growth of the area's Retail Trade industry sector, through targeted investment in new restaurants, microbreweries and distillers, and both small and large commercial retail shops that sell a variety of goods and services for outdoor enthusiasts, can improve overall economic activity while also capturing a larger amount of spending activity that visitors and tourists to the area engage in on a yearly basis.

For the communities of Jackpot and Spring Creek, workshop participants identified four specific industry and occupation sectors that are worth pursuing and exploring further as part of this new five-year Comprehensive Economic Development Strategy, including the Wholesale Trade industry sector, the Professional, Scientific, and Technical Services industry sector, the Transportation and Warehousing industry sector, and the Utilities industry sector. Further

growth and diversification of the area's Wholesale Trade industry sector for both the communities of Jackpot and Spring Creek would be based upon each community's strategic location along major transportation networks that link each community to larger urban and metropolitan areas. Jackpot is located along U.S. Highway 93 and is approximately only 50 miles south of the Twin Falls, Idaho Metropolitan Statistical Area. Spring Creek, which is located on Nevada Highway 227 but near U.S. Interstate 80, is almost equidistance between the Reno-Sparks Metropolitan Statistical Area (approximately 300 miles to the east of Spring Creek) and the Salt Lake City Metropolitan Statistical Area (approximately 250 miles to the west of Spring Creek). The strategic location of both communities, coupled with a large amount of available land, is ideal for wholesalers in the Wholesale Trade industry sector that require reliable access to larger urban and metropolitan areas. Similarly, the strategic geographic location of both Jackpot and Spring Creek make investment in the Transportation and Warehousing industry sector equally attractive.

Further investment in both the Professional, Scientific, and Technical Services industry sector and the Utilities industry sector can help diversify the economic base of both communities, help provide an incentive and opportunity for each community's younger populations to stay in both communities, and close the key gaps in existing local area and regional value and supply chains that exist in the area's and region's existing primary industry and occupation sectors. Further development of each of these industry sectors will require increased educational and workforce development efforts and may require further partnership with key in-state and in-area educational partners including Great Basin College, the University of Nevada, other Nevada System of Higher Education institutions, and the Elko County School District. This effort may also require partnership and engagement with other educational institutions located outside the area and, possibly, outside the state including the University of Southern Idaho and the College of Southern Idaho located in Twin Falls, Idaho and the University of Utah in Salt Lake City, Utah and Utah State University located in Logan, Utah.

6.3.b Industries to Avoid or Not Pursue

Workshop participants representing the City of Elko and Elko County in general and workshop participants representing the communities of Jackpot and Spring Creek each agreed that, as part of this new five-year Comprehensive Economic Development Strategy, further investment and pursuit of new growth opportunities in the Government industry sector and the Mining, Quarrying, and Oil and Gas Extraction industry sector should not be pursued at this time. It should be noted that both of these industry sectors are net exporting industries and that each industry sector employs a significant number of individuals. Between 2013 and 2018, the total number of individuals employed in the Government industry sector increased from an estimated 3,807 total individuals in 2013 to an estimated 4,054 total individuals in 2018 with a location quotient of 1.13 in 2018. While total employment in the Mining, Quarrying, and Oil and Gas industry sector declined between 2013 and 2018, declining from an estimated 2,804 total individuals employed in 2013 to an estimated 2,236 individuals employed in 2018, this industry sector had a location quotient of 22.63 in 2018, indicating that it was the single largest net exporting industry sector in Elko County.

While workshop participants noted that both industry sectors, the Government industry sector and the Mining, Quarrying, and Oil and Gas Extraction industry sector, are key industries for the area's and region's economic base, both do not require additional investment as part of this new five-year Comprehensive Economic Development Strategy. Instead, workshop participants noted the importance of closing key gaps in the value and supply chains of both industry sectors (notably the Mining, Quarrying, and Oil and Gas Extraction industry sector) through increased investment and growth of related industry and occupation sectors. Specifically, further investment in the area's and region's Wholesale Trade industry sector, Transportation and Warehousing industry sector, Professional, Scientific, and Technical Services industry sector, and Manufacturing industry sector, could potentially close these existing value and supply chain gaps and further development and diversification of the area's Retail Trade industry sector could help ensure that a larger portion of incomes and wages earned within the area are captured by local retailers.

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

Workshop participants representing the City of Elko, Elko County, and the communities of Jackpot and Spring Creek each identified four specific industry and occupation sectors that would be viable pursuits for further economic development and diversification for each community. First, workshop participants agreed that further development and diversification in the area's Arts, Entertainment, and Recreation industry sector should focus on taking better advantage of the area's and region's various outdoor recreation assets and natural resources. Improved access and proper further development to outdoor and natural assets along the Ruby Mountains and to Great Basin National Park could significantly increase the number of annual tourists and visitors interested in engaging in outdoor recreational activities. Specifically, workshop participants stressed the need to develop a 'year round' focus that would increase annual tourism and visitor counts during all four seasons. Improved access and proper development of these outdoor recreation assets and natural resources could also lead to increased growth and diversification of the area's Accommodation and Food Services industry sector and the area's Retail Trade industry sector.

Improved growth and diversification of the area's Healthcare and Social Assistance industry sector, and the related Healthcare Practitioners and Technical occupation sector and Healthcare Support occupation sector, is needed to support the growing population of the City of Elko and the growing populations of both Jackpot and Spring Creek. This effort should include growing existing services and facilities while expanding upon more advanced physical and mental healthcare services. Recently, the Nevada State Legislature has legalized the production and use of hemp and marijuana for commercial and manufacturing purposes and for medicinal and recreational use. The pursuit of hemp and marijuana production and additional value added production for each community and for Elko County in general could significantly improve the overall strength of the area's Agriculture, Forestry, Fishing and Hunting industry sector, an industry sector that is already a significant net exporter with a location quotient of 1.39 in 2018. Finally, workshop participants agreed that further development and growth of the area's Construction industry sector over the next five years will be necessary to support broader economic development and diversification efforts in a number of key targeted industry and

occupation sectors and to support future but sustainable population growth. Like the Agriculture, Forestry, Fishing and Hunting industry sector, the Construction industry sector is already a significant net exporter, with a location quotient of 1.33 in 2018. Further development and growth of the Construction industry sector is vital to achieving the various other new business creation and attraction strategies and existing business retention and expansion efforts outlined throughout this new five-year Comprehensive Economic Development Strategy.

6.3.c Industry and Occupation Sectors Declining but Worth Reviving

For the City of Elko, Elko County in general, and for the communities of Jackpot and Spring Creek, workshop participants agreed that the Utilities industry sector is a declining industry sector that each community and the county as a whole should focus on reviving as part of this new five-year Comprehensive Economic Development Strategy. While the Utilities industry sector for Elko County declined in-terms of total employment, declining from an estimated 123 total individuals employed in 2013 to an estimated 109 total individuals employed in 2018, the Utilities industry itself was still a significant net exporter for the area, with a location quotient of 1.34 in 2018. Improved broadband and telecommunications infrastructure, improved access to low cost and reliable electricity, development of new natural gas infrastructure, and continued improvements to the area's water and sewer infrastructure are each needed to support further economic development and diversification efforts in a variety of other industry and occupation sectors. Increased investment in these infrastructure areas can, by itself, result in new job creation opportunities within the area's Utilities industry sector.

For the City of Elko specifically, workshop participants agreed that additional focus on and investment in the Accommodation and Food Services industry sector, the Retail Trade industry sector, and the Arts, Entertainment, and Recreation industry sector are each worth pursuing and reviving as part of this new five-year Comprehensive Economic Development Strategy. Targeted investment in the revitalization of the City of Elko's downtown corridor and further revitalization of existing hospitality assets and the successful development of new hospitality assets are essential in improving the overall attractiveness of the City of Elko and the immediate surrounding area to tourists and visitors but are also essential to supporting a growing population and the growth of other key industry and occupations sectors. Further investment and diversification of the Accommodation and Food Services industry sector, the Retail Trade industry sector, and the Arts, Entertainment, and Recreation industry sector will also improve the overall competitiveness of the City of Elko in attracting larger conferences and trade shows from across the western and intermountain western United States.

Both the Transportation and Warehousing industry sector and the Administrative and Support and Waste Management industry sector were identified as declining industry sectors but industry sectors worth reviving and pursuing for both the communities of Jackpot and Spring Creek. Between 2013 and 2018, the Transportation and Warehousing industry sector in Elko County declined from an estimated 675 total individuals employed in 2013 to an estimated 644 total individuals employed in 2018. Between 2013 and 2018, the Administrative and Support and Waste Management industry sector in Elko County declined from an estimated 614 total individuals employed in 2013 to an estimated 585 total individuals employed in 2018. However,

given the strategic geographic location of both Jackpot and Spring Creek and proximity to larger urban and more metropolitan areas in southern Idaho, Utah, and southern and northwestern Nevada, both communities have a unique mix of transportation infrastructure assets that make investment in both the Transportation and Warehousing industry sector and the Administrative and Support and Waste Management industry sector viable and potentially beneficial for each community.

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 Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and the second workshop held on August 21, 2019 and August 22, 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 Elko, Elko County, and for the communities of Jackpot and Spring Creek 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 new five-year Comprehensive Economic Development Strategy covering the City of Elko, the communities of Jackpot and Spring Creek and for the remainder of Elko County excluding the City of Carlin, the City of Wells, and the City of West Wendover. 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?

Simultaneously, the relative aging of the region's and county's population, and the population of the City of Elko and the communities of Jackpot and Spring Creek, have increasingly made the region less attractive to new businesses in a variety of industry and occupation sectors including, most notably, the region's and county's Retail Trade industry sector that, in just Elko County, grew by only 3.0 percent between 2013 and 2018, increasing from an estimated 2,439 total individuals employed within the sector in 2013 to just an estimated 2,520 total individuals employed in 2018. Much of the region's and county's growth in the Retail Trade industry sector, according to workshop participants, was driven by expansion of existing retailers as opposed to the opening of new retailers that could better diversify the industry sector. A younger and sustainably growing population throughout northeastern Nevada and throughout Elko County could potentially attract new retailers, help further grow and diversify the Retail Trade industry sector, and potentially capture a larger percentage of dollars earned in northeastern Nevada and Elko County that currently 'leaks' out to larger and more urban population and metropolitan areas in southern Idaho, Utah, and southern and northwestern Nevada.

For the City of Elko specifically, including the community of Spring Creek, workshop participants expressed both optimism and a desire for the City of Elko and for the surrounding area remaining a central population and economic center for the entire northeastern Nevada region. In order to remain the region's primary population and economic center, continued economic diversification and growth of key industry and occupation sectors, including the Retail Trade industry sector, the Arts, Entertainment, and Recreation industry sector, and the Agriculture, Forestry, Fishing and Hunting industry sector, will be needed. Workshop participants also expressed both optimism and a desire for the City of Elko and for the surrounding area, including the community of Spring Creek, to expand upon the already strong Mining, Quarrying, and Oil and Gas Extraction industry sector by capturing additional upstream and downstream elements of this industry sector's value and supply chain.

Workshop participants also expressed both optimism and a desire for a greater diversity of the City of Elko's and the surrounding area's housing stock. Several workshop participants noted that the available and existing housing stock throughout the City of Elko and the immediate surrounding area has aged considerably over the past several decades and that a broader stock of housing, including new multi-family housing, obtainable workforce-oriented housing, and a wider variety of owner-occupied housing, is needed to support a growing and younger population. Improved healthcare services, improved infrastructure, preserving and protecting the safe and welcoming community culture and identity that already exists, and maintaining the immediate area's already and relatively high quality of life, were additional areas that workshop participants emphasized for the City of Elko and the immediate surrounding area, including the community of Spring Creek, as part of the eventual implementation of this new five-year Comprehensive Economic Development Strategy.

One additional and notable area that workshop participants expressed a strong desire for is a general level of improvement in the degree of collaboration and cooperation between the City of Elko and other communities and public agencies, including local, state, and federal level agencies and organizations, throughout Elko County and throughout northeastern Nevada.

Several workshop participants noted that past economic development efforts may have failed due to a failure to coordinate efforts at a larger countywide or region-wide level. The evolving nature of the northeastern Nevada economy will require this additional local, county, state and even federal level collaboration and cooperation in order to achieve many of the stated goals and objectives outlined in this five-year Comprehensive Economic Development Strategy. A number of workshop participants suggested that the Northeastern Nevada Regional Development Authority could serve this role by bringing together various local, state, and federal government interests as new economic development strategies and efforts are considered and implemented.

For the community of Jackpot specifically, workshop participants expressed their desire to see the community's population grow in ways that are both sustainable and advantageous for the community. Maintaining the community's 'small town' and 'rural' heritage and identity is a paramount concern for the existing residents and business owners that live and operate in Jackpot. However, workshop participants also noted that the community's population growth has generally stagnated over the past several years. According to the U.S. Census Bureau, the residential population of the town of Jackpot increased from an estimated 1,326 total residents in 2013 to an estimated 1,526 total residents in 2017, a net increase of 200 total residents over the past five to six years. Ideally, workshop participants believed that sustainable population growth over the next 20 to 30 years could grow the community's total population to approximately 5,000 residents. Continued but sustainable population growth, especially with a younger demographic, would significantly improve the size of Jackpot's existing workforce. A larger and more diversified workforce would eventually translate into increased opportunity to create and attract new businesses in other industry and occupation sectors while helping existing businesses grow their existing operations. In addition to diversifying the community's economic base, workshop participants also expressed support for improved diversification of the community's existing housing stock, improved access to existing basic and more advanced medical and mental health care services, and improved public education services.

For Elko County in general, excluding the City of Elko, the communities of Jackpot and Spring Creek, and the City of Carlin, City of Wells, and the City of West Wendover, workshop participants expressed a strong desire to see Elko County continue to grow through increased economic activity in existing industry and occupation sectors that already serve as the foundation of the county's economic base while also protecting the quality of life and 'rural' heritage that Elko County is known for. While workshop participants underscored the overall high quality of life that already exists throughout Elko County, workshop participants did note a number of specific areas that they would like to see improvement in through appropriate and sustainable economic development efforts. Reducing chronically high poverty rates, improving access to basic and expanded physical and mental healthcare services, reducing the overall cost of healthcare, and reducing drug, alcohol and other substance abuse rates were specific areas that, through targeted community and economic development efforts, require immediate attention. Improved access to outdoor recreational activities, protection of the county's clean air and water, maintaining positive community culture and family ties, and the overall sense of safety and security that already exists throughout Elko County were other areas that workshop participants expressed a desire to preserve and protect as part of this new five-year Comprehensive Economic Development Strategy. Ultimately, workshop participants noted that a shift in mindset, away

from being antagonistic toward growth and development and toward new opportunities that are compatible with existing values and culture, will be needed in order to realize the goals and objectives outlined in this five-year Comprehensive Economic Development Strategy for Elko County.

Regionally, and for all of northeastern Nevada in general, workshop participants mostly focused on the desire to see the region improve its overall visibility in Nevada and throughout the western and intermountain western United States through the collaborative and cooperative efforts of the region's various local municipal and county governments. While workshop participants noted that maintaining local culture and local autonomy are key values shared by people that live and work throughout northeastern Nevada, local municipal and county governments, along with various private sector and non-profit actors, must work together to achieve goals and objectives that have regional importance. Competition between communities and counties throughout northeastern Nevada has left the region unable to counter the continued in political and economic influence that Nevada's larger more urban and populated metropolitan areas in the southern and northwestern parts of the state have amassed over the last several decades. In order to avoid becoming another 'dot on the map', as one workshop participant put it, the region must work together to implement and complete new community and economic development strategies outlined in the Northeastern Nevada Regional Development Authority's new five-year Comprehensive Economic Development Strategy due to the economic interconnectedness that the region already has. For the future, workshop participants agreed that mining and natural resource extraction activities, agricultural-based operations, and outdoor recreation and tourism will remain foundational parts of the region's economic base. But future economic development efforts can close key gaps in the value and supply chains of these existing industry and occupations sectors in order to create new employment opportunities for the region's existing and future population.

Based upon the various themes, hopes and aspirations for the future of the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek, workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop held on July 24, 2019 and July 25, 2019, and based upon the revisions made by workshop participants who participated in the second workshop held on August 21, 2019 and August 22, 2019, developed two separate new five year strategic economic development vision statements, one for the City of Elko and for Elko County in general and one specifically for the communities of Jackpot and Spring Creek:

Economic Development Vision for the City of Elko and Elko County

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

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

Economic Development Vision for the Communities of Jackpot and Spring Creek

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

As part of both five year strategic economic development vision statements, one for the City of Elko and Elko County in general and one for the communities of Jackpot and Spring Creek specifically, workshop participants noted the importance of embracing and preserving those elements of the community and area that are currently valued by community and area residents and businesses. While wanting to create and grow a sustainable and vibrant economy, ‘staying true’ to the area’s historical ‘rural lifestyle’ remained a central part of the vision developed for Elko County, the City of Elko, and the communities of Jackpot and Spring Creek by workshop participants. Remaining family oriented, rewarding hard work, preserving access to open space and land, enjoying the area’s rich abundance of outdoor recreation activities, being generous and being willing to help each other out in times of trouble, and remaining self-reliant were a few of the many ways in which workshop participants defined the area’s historical ‘rural lifestyle’. The two separate five year strategic economic development visions developed as part of this new five-year Comprehensive Economic Development Strategy is designed to emphasize the area’s support of new growth and economic activity while balancing a desire to preserve and promote the area’s already exceptionally high quality of life, rich history, and important traditions.

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

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

Using the definitions of a SMART goal provided above, workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and in the second workshop held on August 21, 2019 and August 22, 2019 were asked to develop a set of new strategic economic development goals this new five-year Comprehensive Economic Development Strategy. Workshop participants developed four new priority economic development goals for the City of Elko and for Elko County in general and five additional new priority economic development goals

specifically for the communities of Jackpot and Spring Creek. The four new priority economic development goals, as part of this new five-year Comprehensive Economic Development Strategy, for the City of Elko and Elko County in general are:

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

The five new priority economic development goals for the communities of Jackpot and Spring Creek are:

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

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

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

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

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

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

The following is a list of the four new strategic economic development goals for the new five-year Comprehensive Economic Development Strategy for the City of Elko and Elko County in

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

- **Goal No. 1:** Increase access to reliable Internet (at least 15 BPS consistently) through the recruitment of an additional provider to serve the City of Elko. To bring fiber supported Internet to Elko by December, 2020.

Assets:

- City of Elko City Council
- City of Elko Management and Staff
- NV Energy
- U.S. Department of Agriculture (specifically, USDA Rural Development)
- Spring Creek Association (for Spring Creek)
- Southwest Gas
- Nevada Gold Mines
- State of Nevada Office of Science, Innovation and Technology
- Existing Infrastructure Assets

Capital:

- Increase in the number of Customers and Potential End-Users
- A Trained Workforce
- Securing of Needed Right-of-Way on Publicly (and potentially Privately) Owned Land
- Reputable Broadband Service Provider
- Political Alignment across Multiple Jurisdictions and Agencies (permitting requirements at the municipal and county level and across county lines if applicable), includes engagement with State and Federal agencies and organizations

Barrier(s):

- Barrier: existing broadband and telecommunication provider(s) operating locally and regionally
- Internal or External Source: external
- Impact Goal or Impact Entire Plan: impacts the entire plan
- Solution(s): City of Elko could lease critical infrastructure assets (i.e. fiber cable); explore partnership opportunities with Frontier Communications; need to identify and quantify logistical issues specific to more rural communities/areas and identify opportunities to capture possible economies of scale; need to overcome historical ‘paralysis’ in decision making

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- **Goal No. 2:** Reduce the percentage of population living below the poverty line by 20 percent in the City of Elko by July 1, 2024.

Assets:

- Nevada Department of Welfare and Social Services
- U.S. Federal Social Security Administration (state and local offices)
- Family Resource Center (FISH)
- JOIN, Inc. (state and local office)
- Ruby Mountain Resource Center
- Vitality Center
- Indian Health Services
- Faith-Based Organizations
- Nevada Job Connect
- Family Resource Center
- Veterans Resource Center (located at Great Basin College)
- Great Basin College
- U.S. Department of Veterans Affairs (state and local offices)
- U.S. Immigration and Customs Enforcement (state and local offices)

Capital:

- Affordable Housing
- More Behavioral Health Services
- Demographic Data on Decreasing Poverty Level
- Money and Other Financial Resources
- More Career and Technical Education Programs/Services (non-degree, credit based certificate programs)
- Demographic Data on Population Living Below the Poverty Line in order to better address ‘Root Causes’ (local and regional)

Barrier(s):

- Barrier: lack of affordable housing
 - Internal or External Source: external
 - Impact Goal or Impact Entire Plan: impacts the entire plan
- Barrier: lack of and increased need for behavioral health services
 - Internal or External Source: both internal (community healthcare providers) and external
 - Impact Goal or Impact Entire Plan: impacts the entire plan
- Barrier: lack of clear and current demographic data on poverty levels
 - Internal or External Source: external
 - Impact Goal or Impact Entire Plan: impacts the entire plan

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- Solution(s): increase financial resources by building political support for addressing this issues among locally elected officials, state level elected officials, and among members of Nevada’s Congressional Delegation
 - **Goal No. 3:** Increase commercial air service to and from Salt Lake City and Reno by 2025. To have two additional airlines servicing the Elko area with direct flights from and to Reno, Nevada by July 1, 2024.

Assets:

- Elko Regional Airport (improvements made to the airport within the last few years)
- Existing Passenger Counts (additional research into identifying passenger count trends is needed; ongoing research to maintain real-time dataset)
- Ground Transportation to and from the Elko Regional Airport
- Existing Industry Support (Mining, Quarrying, and Oil and Gas Extraction industry sector)

Capital:

- Workforce
- Expanded Number of Carriers and Airlines Serving the Elko Regional Airport (increased destinations to and from the Elko Regional Airport)
- Money and Other Financial Resources (use of incentives)
- Increased Partnership with Key Stakeholders: Nevada Governor’s Office of Economic Development, U.S. Federal Aviation Administration, RTA
- Increase Passenger Counts
- Increased Support from Key Industry and Occupation Sectors (major employers, especially within the Arts, Entertainment, and Recreation industry sector)
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Barrier(s):

- Barrier: new carriers and airlines have been unwilling to expand service and reduce prices for commercial air service both into and out of the Elko Regional Airport; lack of financial and non-financial resources and incentives from the State of Nevada to fund needed improvements to the Elko Regional Airport
- Internal or External Source: external
- Impact Goal or Impact Entire Plan: impacts the entire plan
- Solution(s): improved engagement and partnership with key state and federal economic development partners and more consolidated pressure from regional partners (other municipalities and counties within the northeastern Nevada region) on key state and federal economic development partners

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- **Goal No. 4:** Formalize and establish a process of collaboration between Spring Creek Association, City of Elko, and Elko County and convene the first meeting by January 30, 2020.

Assets:

- No Assets Listed

Capital:

- No Capital Needs Listed

Barrier(s):

- No Barriers Identified

The following is a list of the five new strategic economic development goals for the communities of Jackpot and Spring Creek specifically, including the asset needs, capital needs, and potential barriers for each new strategic economic development goal as developed by workshop participants.

- **Goal No. 1:** Grow technical educational programs for current and potential industries by 2024. Identify the technical needs and capacity required to create an educational program with three new industry sectors within one year of adoption of the strategic plan.

Assets:

- Great Basin College
- Nevada Governor’s Office of Economic Development
- Elko County School District
- Existing Non-Profit Organizations and Agencies
- Existing Major Employers and ‘Anchor’ Businesses
- Construction and Trades-Oriented Companies (locally and regionally)

Capital:

- Money and Other Financial Resources (targeted grants, federal and state)
- Expansion of Existing and Related Programs at Great Basin College and at the Elko County School District
- Internship Opportunities
- New Public-Private Partnerships in Targeted Industry and Occupation Sectors (including financial partnerships)
- New Partnerships Between and With Non-Profit Organizations and Agencies and Major Employers and ‘Anchor’ Businesses

Barrier(s):

- Barrier: eventual implementation of proposed Career and Technical Education programs; required financial resources and funding mechanisms that are sustainable (not ‘one-off’)
 - Internal or External Source: internal and external
 - Impact Goal or Impact Entire Plan: impacts the entire plan
 - Solution(s): identify and address problematic government regulations (local and state), increase industry input into the design of future Career and Technical Education programs, community outreach and engagement that is designed to change social and cultural expectations, new public-private-non-profit partnerships
- **Goal No. 2:** Increase access to capital for small business development by 3 percent by 2022.

Assets:

- U.S. Department of Agriculture (specifically, USDA Rural Development)
- U.S. Small Business Administration, Nevada Small Business Development Center
- Nevada Governor’s Office of Economic Development
- State of Nevada Office of Science, Innovation and Technology
- Northeastern Nevada Regional Development Authority
- Area Chamber of Commerce
- Credit Unions and Local Banks
- Great Basin College

Capital:

- Money and Other Financial Resources
- Ensure Low Interest Rates and Fees
- Development of Needed Administrative Institutions
- Expanded Engagement by Great Basin College (specific to small business and entrepreneurial-based development programs)
- Increased Engagement with and from the U.S. Small Business Administration
- Development of Promotional Activities designed to Encourage Patronage of Small Businesses by Community Residents and Other Businesses (Business-to-Business Purchases)

Barrier(s):

- Barrier: historic lack of administrative institutions, lack of local initiative(s) designed to support business and entrepreneurial-based development, layoffs in key industry and occupation sectors and increased foreclosures on residential and commercial properties

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- Internal or External Source: internal
 - Impact Goal or Impact Entire Plan: impacts the entire plan
 - Solution(s): begin by researching small business and entrepreneurial-based development strategies and efforts used by other communities in other regions with a similar socio-demographic and economic profile, determine the capacity of potential new small business and entrepreneurial-based development for the area in order to quantify availability and viability of new business start-ups
- **Goal No. 3:** Increase affordable housing for middle to low income buyers by 5 percent through the use of assistance organization by 2024.

Assets:

- Existing Contractors/Developers in the Area and Region
- Credit Unions and Local Banks
- Existing Realtors and Realtor Association's
- U.S. Department of Agriculture (specifically, USDA Rural Development)
- City and County Governments
- Spring Creek Association

Capital:

- Money and Other Financial Resources
- Additional Contractors/Developers with Experience in Rural-Based Residential Development
- Workforce
- Improve overall 'Streamlining' of Licensing and Permitting Process
- Identify and Improve Areas of Local and County Planning and Zoning Requirements

Barrier(s):

- Barrier: lack of a workforce dedicated to residential construction (potential workers are drawn to higher paying employment opportunities within the area and region)
 - Internal or External Source: internal
 - Impact Goal or Impact Entire Plan: impacts the entire plan
 - Solution(s): rapid expansion of Career and Technical Education programs with specific training for construction and trades, development of new internship and apprenticeship opportunities for individuals entering the workforce with a focus on construction and the trades
- **Goal No. 4:** The Northeastern Nevada Regional Development Authority will provide population and demographic statistical information to potential healthcare provider to establish a business within four years in Spring Creek.

Assets:

- Northeastern Nevada Regional Hospital
- Nevada Gold Mines
- Nevada Health Center
- Local and Independent Healthcare Providers
- Elko County School District
- Local and Area Pharmacies
- University of Nevada, Reno School of Medicine (rural community outreach and facilities)
- Associate of Applied Science Nursing Degree (AAS Nursing) Program at Great Basin College

Capital:

- Expanded Number of Healthcare Providers Locally and Regionally
- Continued Expansion of Northeastern Nevada regional Hospital
- Improved Mental Healthcare Services and Providers
- More Competition within the Healthcare Industry (locally and regionally)
- Increased Engagement and Participation by Area and Regional Major Employers and Private Sector Representatives
- Increased Number of and Access to Healthcare Facilities (community clinics)

Barrier(s):

- Barrier: the area's and region's geography and placement of major population centers significantly limits the accessibility (and cost) of healthcare services to the area's and region's population, compensation structure within the healthcare industry for medical workers (rural vs. urban), growing lack of healthcare professionals at the state and national level (relative to continued population growth, especially in major urban and metropolitan areas)
 - Internal or External Source: external
 - Impact Goal or Impact Entire Plan: impacts the entire plan
 - Solution(s): identify opportunities to streamline and accelerate training and licensing processes while not sacrificing public health standards, rapid increase in the training of a local area-based healthcare workforce
- **Goal No. 5:** Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months.

Assets:

- Existing Non-Profit Organizations and Agencies
- PACE Coalition of Northeastern Nevada

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- Family Resource Center of Northeastern Nevada
 - Communities in Schools of Northeastern Nevada
 - Boys & Girls Club
 - Elko Parks and Recreation Department
 - Elko County School District
 - Area Native American Communities and Tribal Councils

Capital:

- Expanded Engagement with the Family Resource Center of Northeastern Nevada
- Money and Other Financial Resources (targeted state and federal grants)
- Improved and Expanded Partnerships with key Public Sector, Private Sector and Non-Profit Organizations, Firms, and Agencies (targeted)
- Increase Funding and Investment in Local and Regional Parks and Recreational Facilities (Elko Parks and Recreation Department)
- Expanded Farmer's Markets (locally and regionally)

Barrier(s):

- Barrier: dedicated staff time to develop programs and engage in community outreach and communication (generation of social media content)
- Internal or External Source: internal
- Impact Goal or Impact Entire Plan: impacts the goal
- Solution(s): dedicated position at the municipal or county level (or at least dedicated funding from a local government source)

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 Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and in the second workshop held on August 21, 2019 and August 22, 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 Elko, Elko County, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and in the second workshop held on August 21, 2019 and August 22, 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 four new strategic economic development goals developed for the City of Elko and for Elko County in general and for the five new strategic economic development goals developed specifically for the communities of Jackpot and Spring Creek.

The following is a list of the conditions, behaviors, and skills developed as part of the four new strategic economic development goals developed for the City of Elko and for Elko County in general as part of this new five-year Comprehensive Economic Development Strategy.

- **Goal No. 1:** Increase access to reliable Internet (at least 15 BPS consistently) through the recruitment of an additional provider to serve the City of Elko. To bring fiber supported Internet to Elko by December, 2020.

Condition(s):

- Existing federal regulations and rules governing the development of Internet and broadband telecommunication services limiting support to counties served by more than one provider will need to be amended.

Behavior(s):

- Federal regulators must have had some factor to disqualify areas.

Attitudes, Knowledge and Skills:

- Petition for change through Nevada’s federal representatives (House of Representatives and U.S. Senate).
 - Develop and implement alternative solutions (look for community demographic or technological qualifiers)
- **Goal No. 2:** Reduce the percentage of population living below the poverty line by 20 percent in the City of Elko by July 1, 2024.

Condition(s):

- Community Development Block Grant (CDGB) funding rules regarding income demographics (on paper, the City of Elko and Elko County have relatively high median household, median family, and per capita income levels relative to the rest of the state of Nevada and the United States).

Behavior(s):

- Government criteria (federal) has been inflexible and does not allow for the unique situations that exist in the City of Elko and in Elko County.

Attitudes, Knowledge and Skills:

- Petition for change through Nevada’s federal representatives (House of Representatives and U.S. Senate); offer alternative solutions and approaches to addressing poverty within the area.
- **Goal No. 3:** Increase commercial air service to and from Salt Lake City and Reno by 2025. To have two additional airlines servicing the Elko area with direct flights from and to Reno, Nevada by July 1, 2024.

Condition(s):

- SkyWest Airlines is not currently interested in expanding services (flights to and flights from) the Elko Regional Airport.
- Nevada State Legislature has been unwilling or unable to provide additional state dollars to fund improvements to the Elko Regional Airport that are needed in order to expand services (flights to and flights from) the airport to wider markets.

Behavior(s):

- Existing business model of the Elko Regional Airport needs to be evaluated and possibly changed.
- Economic development efforts pursued by the state of Nevada has been heavily focused on encouraging economic growth and diversification in and around larger more populated and urban areas in the state.

Attitudes, Knowledge and Skills:

- Engage state level elected representatives (in both the Nevada State Assembly and Nevada State Senate) in order to communicate the importance of Nevada's rural communities to statewide economic growth.

For Goal No. 3, workshop participants noted that an additional survey of similarly situated communities in the western and intermountain western United States who have diversified service for their smaller regional airports could help asses and determine the viability of future expansion for the Elko Regional Airport.

- **Goal No. 4:** Formalize and establish a process of collaboration between Spring Creek Association, City of Elko, and Elko County and convene the first meeting by January 30, 2020.

Condition(s):

- No Conditions Listed

Behavior(s):

- No Behaviors Listed

Attitudes, Knowledge and Skills:

- No Attitudes, Knowledge and Skills Listed

The following is a list of the conditions, behaviors, and skills developed as part of the five new strategic economic development goals developed specifically for the communities of Jackpot and Spring Creek as part of this new five-year Comprehensive Economic Development Strategy.

- **Goal No. 1:** Grow technical educational programs for current and potential industries by 2024. Identify the technical needs and capacity required to create an educational program with three new industry sectors within one year of adoption of the strategic plan.

Condition(s):

- Need to improve the depth and breadth of collaboration between the area’s existing educational service providers and major employers in existing and emerging industry and occupation sectors in order to identify the specific educational programs needed to support future workforce development efforts.

Behavior(s):

- Improved attitude toward and support for the value of skilled workers requiring Career and Technical Education development but not necessarily a traditional two-year or four-year education.

Attitudes, Knowledge and Skills:

- Further development of new apprenticeship and mentoring programs administered by the area’s educational service providers and major employers in existing and emerging industry and occupation sectors.
- **Goal No. 2:** Increase access to capital for small business development by 3 percent by 2022.

Condition(s):

- Area banks, credit unions and other financial institutions have been unwilling or unable to provide capital for new small business and entrepreneurial-based start-ups within the area.

Behavior(s):

- Existing area banks, credit unions and other financial institutions have remained generally ‘risk adverse’ in their lending practices toward local area businesses.

Attitudes, Knowledge and Skills:

- Work with existing area banks, credit unions or other financial institutions to increase the amount of capital lent to area small business and entrepreneurial-based start-ups or attract new financial institutions to the area that tolerate a higher degree of risk in their lending portfolios.
- **Goal No. 3:** Increase affordable housing for middle to low income buyers by 5 percent through the use of assistance organization by 2024.

Condition(s):

- Additional investment in workforce development is needed (targeting skilled agricultural sectors workers and various construction and trades sector workers).

Behavior(s):

- Need to actively address a prevailing attitude that is less than supportive of pursuing a construction or trades sector career (a career that would not necessarily require a traditional two-year or four-year degree).

Attitudes, Knowledge and Skills:

- Focus on further developing a broader construction and trades skill workforce throughout the area.
- **Goal No. 4:** The Northeastern Nevada Regional Development Authority will provide population and demographic statistical information to potential healthcare provider to establish a business within four years in Spring Creek.

Condition(s):

- The area's largest employers in key local area and regional industry and occupation sectors tend to rely heavily on local healthcare services and providers. Increased competition is needed in order to maintain control over rising healthcare costs and ensure a greater diversity in basic and expanded healthcare services.

Behavior(s):

- General perception regarding the non-competitiveness of the area's and region's existing healthcare services.

Attitudes, Knowledge and Skills:

- Actively promote and communicate the relatively high quality of healthcare services that exists throughout the area and the region and seek competitive solutions that expand basic and advanced healthcare services while not sacrificing the exceptionally high levels of care that already exist.
- **Goal No. 5:** Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months.

Condition(s):

- There is a need for individuals living and working throughout the area and the region to place a higher personal value on improved physical and mental health.

Behavior(s):

- Individuals living and working throughout the area and the region, through an aggressive social media strategy, need to be educated on the wide variety of advanced physical and mental health services and service providers that already exist and operate throughout the area and region.
- Individuals living and working throughout the area and the region, through an aggressive social media strategy, need to be educated on *why* improvement of their physical and mental health is in their best interests.

Attitudes, Knowledge and Skills:

- Development and promotion of local recreational opportunities available locally and regionally is needed.

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 four new strategic economic development goals developed for the City of Elko and for Elko County in general and for each of the five new strategic economic development goals developed specifically for the communities of Spring Creek and Jackpot: (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 (or missing) organizations and/or individuals identified by workshop participants for each of the four new strategic economic development goals developed for the City of Elko and for Elko County in general, developed as part of Stronger Economies Together Module 8, *Measuring for Success*.

- **Goal No. 1:** Increase access to reliable Internet (at least 15 BPS consistently) through the recruitment of an additional provider to serve the City of Elko. To bring fiber supported Internet to Elko by December, 2020.

Current:

- City of Elko Elected Officials and Existing Management (Reece Keener, City of Elko City Manager)
- Area Representatives in the Nevada State Assembly and Nevada State Senate
- Members of Nevada's Federal Congressional Delegation

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- U.S. Department of Agriculture (specifically USDA Rural Development) grant opportunities
 - Nevada Governor’s Office of Science, Innovation and Technology
 - Nevada Gold Mines
 - Spring Creek Association
 - Elko County School District (Information Technology Division)
 - Northeastern Nevada Regional Hospital
 - Northeastern Nevada Regional Development Authority

Missing:

- Increased involvement of Elko County Elected Officials and Management
- Needed change in the attitude and upfront demands of potential end users and customers (individual customers and area residents may be asked to pay ‘upfront’ costs in order to develop the needed infrastructure)
- Lack of engagement from existing provider (Frontier)
- Need to increase and improve engagement with certain members of Nevada’s Federal Congressional Delegation and members of the Nevada State Assembly and Nevada State Senate
- Have seen increased engagement from representatives of the Te-Moak Tribe of Western Shoshone (Elko Band specifically), increased engagement is needed
- Private service providers and potential investors from outside the area and region have shown initial interest in further developing the area’s and region’s Internet and broadband telecommunications infrastructure, increased engagement is needed

For Goal No. 1, workshop participants who participated in the second strategic economic development planning workshop held on August 21, 2019 and on August 22, 2019, also noted that the City of Elko and Elko County should work cooperatively to successfully recruit a private sector based fiber and/or broadband service provider who will be willing to establish fast and redundant service to commercial and residential customers in Elko and Spring Creek within one year of approving this new five-year Comprehensive Economic Development Strategy.

- **Goal No. 2:** Reduce the percentage of population living below the poverty line by 20 percent in the City of Elko by July 1, 2024.

Current:

- Elko County public services (welfare and social services)
- Exiting Charitable Organizations and Faith-Based Organizations
- Friends in Serving Helping Elko
- Family Resource Centers of Northeastern Nevada
- Ruby Mountain Resource Center
- Area Grocery Stores

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- JOIN, Inc.
 - Nevada Job Connect
 - Nevada Department of Employment, Training and Rehabilitation
 - Communities in Schools of Northeastern Nevada
 - Great Base College
 - Samaritan House

Missing:

- Need additional low-income housing options
 - Improve access to basic and expanded physical and mental health services (emphasis on providing preventative care services)
 - Provide additional public transportation options (within communities and between communities, even across county lines within the region)
 - Additional drug, alcohol and substance abuse and addiction counseling and intervention services
 - Change in U.S. federal regulations to recognize the disparity in incomes throughout the northeastern Nevada region
 - Formal recognition and collaboration among key organizations and service providers (establishment of programs to address root causes of poverty within the area and throughout the region)
 - U.S. Department of Housing and Urban Development
 - U.S. Economic Development Administration
 - U.S. Department of Agriculture (specifically USDA Rural Development)
 - Nevada Governor’s Office of Economic Development
- **Goal No. 3:** Increase commercial air service to and from Salt Lake City and Reno by 2025. To have two additional airlines servicing the Elko area with direct flights from and to Reno, Nevada by July 1, 2024.

Current:

- City of Elko
- Reno-Tahoe International Airport Authority
- Elko Regional Airport
- Elko Area Chamber of Commerce
- Elko Convention and Visitors Authority
- Elected Representatives in the Nevada State Assembly and Nevada State Senate
- Las Vegas Convention and Visitors Authority

Missing:

- Enabling legislation and funding provided by the Nevada State Legislature (specific support of the Elko Regional Airport’s U.S. Federal Aviation Administration application)

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- Local ballot initiative
 - Aggressive public engagement, communication and opinion campaign in order to develop widespread public support for increased service (flights to and flights from) at the Elko Regional Airport
 - Additional engagement and support from the U.S. Federal Aviation Administration
 - SkyWest Airlines
 - U.S. Department of Transportation
 - Other smaller and regional airlines
 - Increased usage of the Elko Regional Airport by area and regional residents
- **Goal No. 4:** Formalize and establish a process of collaboration between Spring Creek Association, City of Elko, and Elko County and convene the first meeting by January 30, 2020.

Current:

- No Current Partners or Stakeholders Listed

Missing:

- No Current Partners or Stakeholders Listed

The following is a list of the current and future (or missing) organizations and/or individuals identified by workshop participants for each of the five new strategic economic development goals developed for the communities of Jackpot and Spring Creek, developed as part of Stronger Economies Together Module 8, *Measuring for Success*.

- **Goal No. 1:** Grow technical educational programs for current and potential industries by 2024. Identify the technical needs and capacity required to create an educational program with three new industry sectors within one year of adoption of the strategic plan.

Current:

- Great Basin College
- Elko County School District
- Nevada Gold Mines (and other area and regional mining companies)
- Existing Scholarships
- Northeastern Nevada Regional Hospital

Missing:

- Identification of workforce development needs in emerging industry and occupation sectors targeted for further investment

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- Development and implementation of a broader set of apprenticeship and mentoring programs for existing key industry and occupation sectors and targeted emerging industry and occupation sectors
 - **Goal No. 2:** Increase access to capital for small business development by 3 percent by 2022.

Current:

- Existing mix of area credit unions, banks, and other financial institutions
- Existing Spring Creek Association Business Plan
- Large amount of existing Business-to-Business purchasing
- Northeastern Nevada Regional Development Authority
- Communities in Schools of Northeastern Nevada

Missing:

- Additional dedicated staff at the Spring Creek Association needed for targeted implementation of the existing Spring Creek Association Business Plan
- **Goal No. 3:** Increase affordable housing for middle to low income buyers by 5 percent through the use of assistance organization by 2024.

Current:

- Nevada Housing Authority (down payment assistance)
- Existing local efforts/programs that apply portions of monthly rent paid toward the down payment for eventual owner-occupied housing

Missing:

- Need additional developers, contractors, and builders with experience in building affordable and obtainable workforce housing in more rural non-metropolitan communities
- Lower area and regional rents for renter-occupied housing
- **Goal No. 4:** The Northeastern Nevada Regional Development Authority will provide population and demographic statistical information to potential healthcare provider to establish a business within four years in Spring Creek.

Current:

- Northeastern Nevada Regional Hospital
- Various Area and Regional Mental Healthcare Service Providers

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- State of Nevada (various departments including State of Nevada Department of Health and Human Services)
 - Various Area and Regional Urgent Care and Community Health Clinic facilities and providers
 - Nevada Gold Mines (and other area and regional mining companies)
 - U.S. Department of Veterans Affairs (local and state offices, provision of telehealth services)
 - Community in Schools of Northeastern Nevada
 - Elko County School District (other regional school districts within the northeastern Nevada region)

Missing:

- Need expanded access to telehealth services
 - Improved access and expansion of mental healthcare services
 - Increase engagement and participation by the State of Nevada (various departments including State of Nevada Department of Health and Human Services)
 - Increased training and development of the area's and region's healthcare workforce
- **Goal No. 5:** Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months.

Current:

- Relay, 5K
- Spring Creek Association (existing grant for trail system expansion and improvement, existing family activities)
- New privately owned fitness facilities (Empower Fitness, Performance Athletic Club, Elko Strength & Fitness)
- Rotary Club
- Khoury's Market Place (Spring Creek)

Missing:

- Increase the number and frequency of local area Farmer's Markets
- Encourage community health education and outreach efforts

Central to addressing each of the conditions listed for the four goals developed for the City of Elko and Elko County in general and for the five goals developed for the communities of Jackpot and Spring Creek, additional engagement and partnership is needed with a variety of additional public sector organizations and with various state government and federal government representatives, various non-profit organizations that focus on specific community development issues, and the community's existing business community. Progress in addressing each of these

various conditions, through achievement of each of the eight new strategic economic development goals for the City of Elko, Elko County in general, and for the communities of Jackpot and Spring Creek, will also require additional community engagement and coalition building with the community’s residential population in order to secure the necessary pooled financial and non-financial resources.

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 Elko, Elko County in general, and for the communities of Jackpot and Spring Creek held on July 24, 2019 and July 25, 2019 and the second workshop held on August 21, 2019 and August 22, 2019 was the creation of a general strategy and action plan for making progress for each of the five conditions as identified by workshop participants. Workshop participants were asked to develop at least one specific actionable item for each of the four new strategic economic development goals developed for the City of Elko and for Elko County in general and for each of the five new strategic economic development goals developed for the communities of Jackpot and Spring Creek. Workshop participants were further asked to identify the specific *direction* that achievement of each goal would produce, what *resources and opportunities* will each goal take advantage of, how sources of *resistance and barriers* will be overcome in order to achieve the goal, who will be *affected* by achievement of the goal, and, ultimately, how achievement of each individual goal advances achievement of the *strategic vision*.

The following is a list of each of the four individual strategic economic development goals developed for the City of Elko and for Elko County in general with each goal’s accompanying actionable item(s) and each goal’s final evaluation.

- **Goal No. 1:** Increase access to reliable Internet (at least 15 BPS consistently) through the recruitment of an additional provider to serve the City of Elko. To bring fiber supported Internet to Elko by December, 2020.

Actionable Item(s):

- The City of Elko will establish a ‘Mayor’s Task Force’ charged with the responsible of successfully recruiting additional possible Internet and broadband telecommunication providers. The Task Force is to be established upon final adoption of this new five-year Comprehensive Economic Development Strategy and the Task Force will meet monthly with the goal of selecting a new area Internet and broadband telecommunication service provider that can meet the standard outlined in this goal.

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- Successful recruitment of a private fiber and/or broadband telecommunication service provider will complete the initial ‘stand up’ of required infrastructure within the five-year strategic scope of this new five-year Comprehensive Economic Development Strategy. The City of Elko and Elko County will work collaboratively with the Nevada Governor’s Office of Science, Information and Technology to achieve the standard for Internet and broadband telecommunication service outlined in this goal. Establishment of a contract and/or Memorandum of Understanding (MOU) will be completed within one of adoption of this new five-year Comprehensive Economic Development Strategy outlining the first line of service, needed redundant lines of service, and possibility of achieving the standard of 25 MB service for all customers within the defined service area.

Workshop participants noted that achievement of this goal is vital to the achievement of all the new strategic economic development goals developed for the City of Elko and for Elko County in general as outlined in this new five-year Comprehensive Economic Development Strategy. This goal will take advantage of increasing levels of economic activity throughout the area and the region and help ensure that further economic development diversification efforts can be successfully pursued. Achievement of this goal is dependent upon the responsible parties and key stakeholders being able to successfully solve for potential federal and state regulations that may inhibit achievement of the goal. Achievement of this goal will further benefit a wide variety of area residents and individual firms across a diverse set of industry and occupation sectors and provide individual firms will more reliable connectivity to wider national and international markets. Ultimately, achievement of this goal is vital to the achievement of the larger strategic economic development vision for the City of Elko and for Elko County in general by creating a more competitive environment on par with the technological infrastructure assets that already exist in larger more urban and metropolitan areas throughout the western and intermountain western United States.

- **Goal No. 2:** Reduce the percentage of population living below the poverty line by 20 percent in the City of Elko by July 1, 2024.

Actionable Item(s):

- The City of Elko and Elko County will cooperatively, in partnership with organizations such as the Northeastern Nevada Regional Development Authority, will aggressively identify and compete for federal grants, that are currently administered by federal departments such as the U.S. Department of Housing and Urban Development (i.e. Section 8 housing assistance program) and the U.S. Department of Agriculture Rural Development, that providing rental assistance and home ownership assistance for lower income groups. Updates of this effort will be provided during regular meetings of both the City of Elko City Council and the Elko County Board of County Commissioners. A dedicated grant writer, possibly housed within the administrative structure of the government of Elko

County, will be tasked with the primary responsibility of implementing this actionable item.

- The Northeastern Nevada Regional Development Authority, working collaboratively with representatives from the PACE Coalition, will produce regular annual reports detailing current conditions and changes of key socio-demographic and economic characteristics pertaining to poverty for the City of Elko and for Elko County in general. This effort may also include the employment of students currently enrolled in relevant degree programs at Great Basin College to complete the required research and analysis. A committee, organized by the Northeastern Nevada Regional Development Authority, will be established to assign and oversee required research tasks, conduct research, and develop regular reports that can be presented at regular meetings of the City of Elko City Council and Elko County Board of County Commissioners.

Ultimately, achievement of this goal is directly related to the general improvement of the quality of life for people who live within the City of Elko and throughout Elko County in general. Further achievement of this goal may also require the improvement of transportation options for lower income populations between an individual's place of residence, their place of work, and to and from key services. Achievement of this goal is also dependent upon the willingness of key policy makers, public administrators, economic development professionals, and the community in general to acknowledge persistent, and in some cases growing, levels of poverty throughout the community and that a change in the approach to how the area and region addresses poverty and the roots causes of poverty is needed. Achievement of this goal also has the possibility of positively impacting a wide variety of key stakeholders throughout the area and the region beyond those that are living at or below the poverty level. By reintegrating lower income groups into the general level of economic activity occurring throughout the area and region, additional workers may eventually reenter the workforce. By reentering the workforce and by raising individual incomes and wages, both the City of Elko and Elko County are benefited by being able to reduce public services to the area's and region's lower income population groups and fewer individuals eventually require fewer services.

- **Goal No. 3:** Increase commercial air service to and from Salt Lake City and Reno by 2025. To have two additional airlines servicing the Elko area with direct flights from and to Reno, Nevada by July 1, 2024.

Actionable Item(s):

- A high-volume letter and/or email writing campaign to targeted state and federal elected officials will be organized. The purpose of this campaign will be to raise awareness for the need for improved and increased air service to and from the Elko Regional Airport to and from a more diversified set of destinations located outside the northeastern Nevada region. This effort will largely be organized and managed by the Elko Regional Airport in partnership with the City of Elko, Elko

County, the Northeastern Nevada Regional Development Authority, the Elko Convention and Visitors Authority and other key stakeholders with a direct stake in improved and increased commercial air service to and from the Elko Regional Airport. The letter and/or email writing campaign will be started as soon as this new five-year Comprehensive Economic Development Strategy is adopted and run through till the 2022 session of the Nevada State Legislature.

- The Elko Regional Airport, the City of Elko, and the Northeastern Nevada Regional Development Authority will develop and complete a comprehensive survey of similarly situated communities throughout the western and intermountain western United States that share a similar profile to the City of Elko who have a far more developed and diverse air service portfolio. The identification of applicable communities, the development of appropriate methodologies, and the completion of the survey, and a final report with policy recommendations for expanding air service at the Elko Regional Airport will be completed within one year of adoption of this new five-year Comprehensive Economic Development Strategy.

Eventual achievement of this goal and the successful implementation of the specific actionable items for this goal has a direct positive impact of the efforts to further grow and diversify the area's and region's Arts, Entertainment, and Recreation industry sector but will also have several indirect positive impacts on other targeted industry and occupation sectors including the Manufacturing industry sector and the Wholesale Trade industry sector by providing quicker access to larger more urban and metropolitan areas throughout the western and intermountain western United States. Growing public opinion and support for increased commercial air service from both the public in general and from the private sector continues to support expanding commercial air service at the Elko Regional Airport but further steps must be taken in order to overcome the resistance that has historically come from existing commercial airline carriers and providers that currently serve and use the Elko Regional Airport. Achievement of this goal will allow the City of Elko, Elko County and even the entire northeastern Nevada to grow its overall profile with wider national and even international markets and will thereby increase the opportunity to successfully create and attract new businesses to the area and region in key targeted industry and occupation sectors while helping existing businesses expand their current operations by providing increased access to larger markets.

- **Goal No. 4:** Formalize and establish a process of collaboration between Spring Creek Association, City of Elko, and Elko County and convene the first meeting by January 30, 2020.

Actionable Item(s):

- No Specific Actionable Item(s) Were Developed for this Goal; Specific Actionable Items for this Goal will be developed after Adoption of this new five-year Comprehensive Economic Development Strategy

For all four new strategic economic development goals developed as part of this new five-year Comprehensive Economic Development Strategy for the City of Elko and for Elko County in general, each goal provides a clear and concise path toward increasing the amount of overall economic opportunity and growth for the area, for all of Elko County, and for the entire northeastern Nevada region. Improving the overall size and skill set of the area’s workforce, closing identified ‘gaps’ in the value and supply chains of existing key industry and occupation sectors, and improving the overall sustainability of existing businesses across a wide variety of industry and occupation sectors are a few of the many resources and opportunities that each of these four new strategic economic development goals are designed to take advantage of through an improved cooperative and collaborative model of strategic economic development.

Historically, individual communities throughout northeastern Nevada have competed over new business creation and attraction opportunities. The model outlined for implementation of the specific actionable items for each of the four new strategic economic development goals for the City of Elko and for Elko County will require improved cooperation between both the City of Elko and Elko County and other local and regional partners. Sharing resources and influence, identifying and taking advantage of new and emerging synergies, overcoming the geographic challenges (i.e. location and geographic isolation of major population centers) found throughout northeastern Nevada, and providing improved access to basic but critical services will be required in order to build the more cooperative multi-jurisdictional model of economic development outlined in the specific goals and actionable items for the City of Elko and for Elko County. If successfully implemented and achieved, these actionable items and strategic economic development goals have the potential of positively benefiting a number of population groups already living throughout the area and a wide variety of businesses in a number of industry and occupation sectors already operating throughout the region. Pulling together and sharing resources is ultimately needed to take aggressively take the action needed to advance the City of Elko’s and Elko County’s new strategic economic vision of becoming a magnet for economic activity throughout the western and intermountain western United States.

The following is a list of each of the five individual strategic economic development goals developed specifically for the communities of Jackpot and Spring Creek with each goal’s accompanying actionable item(s) and each goal’s final evaluation.

- **Goal No. 1:** Grow technical educational programs for current and potential industries by 2024. Identify the technical needs and capacity required to create an educational program with three new industry sectors within one year of adoption of the strategic plan.

Actionable Item(s):

- The Northeastern Nevada Regional Development Authority, in partnership with key stakeholders including the Elko County School District, Great Basin College, and key industry and occupation sector leaders, will develop and complete a comprehensive community and economic needs assessment. This community and economic needs assessment will, first, determine, the current overall skill level of the existing workforces in both Jackpot and Spring Creek and then, second,

identify possible ways in which the demand for new skill sets can be met with the development and delivery of new Career and Technical Education programs. Upon completion of the initial community and economic needs assessment, the existing inventory of existing skills will be updated on a quarterly basis and published through the Northeastern Nevada Regional Development Authority.

- **Goal No. 2:** Increase access to capital for small business development by 3 percent by 2022.

Actionable Item(s):

- The Spring Creek Association, in partnership with the Northeastern Nevada Regional Development Authority, will organize and deliver a number of targeted workshops within one year of adoption of this new five-year Comprehensive Economic Development Strategy designed to provide technical assistance to new and existing small businesses and entrepreneurial-based start-ups with the focus of each workshop being on securing needed financial capital. These workshops will be developed and delivered jointly with the U.S. Small Business Administration and the local area Nevada Small Business Development Center office located at Great Basin College. After the first initial workshop is successfully developed and delivered, quarterly workshops will be produced a quarterly report outlining the results of each workshop, including whether or not specific individual businesses were able to secure needed capital, will be produced and published throughout the Northeastern Nevada Regional Development Authority.
- **Goal No. 3:** Increase affordable housing for middle to low income buyers by 5 percent through the use of assistance organization by 2024.

Actionable Item(s):

- Within one year of adoption of this new five-year Comprehensive Economic Development, the Northeastern Nevada Regional Development Authority, in cooperation with the Spring Creek Association, area realtor and builders association, and other key stakeholders, will establish an affordable housing task force. This task force will be designed with the specific goal of identifying and recruiting developers and builders with expertise in affordable and obtainable housing development in more rural non-metropolitan communities to the area. The efforts of this task force will be reported on a quarterly basis to the Spring Creek Association, the City of Elko, Elko County, and other key stakeholders.
- **Goal No. 4:** The Northeastern Nevada Regional Development Authority will provide population and demographic statistical information to potential healthcare provider to establish a business within four years in Spring Creek.

Actionable Item(s):

- An accurate understanding of current and projected future healthcare needs for the area is essential to the efforts of improving overall access to existing and expanded physical and mental healthcare services. The Northeastern Nevada Regional Development Authority, in partnership with existing healthcare providers within the area and within one year of adoption of this new five-year Comprehensive Economic Development Strategy, will develop and complete a comprehensive statistical profile of current and projected future healthcare needs of the area and a competitive analysis of similar communities in the western and intermountain western United States that share similar socio-demographic and economic characteristics of Spring Creek and the surrounding area. Participation by the University of Nevada, Reno's School of Medicine and applicable faculty from Great Basin College in designing and completing this study is also anticipated. The initial report with recommendations for improving access and expanding healthcare services will be produced within one year of adoption of this new five-year Comprehensive Economic Development Strategy and updated on a quarterly basis.
- **Goal No. 5:** Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months.

Actionable Item(s):

- The Spring Creek Association, in partnership with relevant key stakeholders including, but not limited to, the City of Elko, Elko County, the Elko Convention and Visitors Authority, and the Northeastern Nevada Regional Development Authority, will be primarily responsible for developing and administering new social media efforts designed to inventory and promote the area's various outdoor and recreational activities ranging from natural outdoor recreation assets to sponsored events and activities. This initial development effort will be completed within six months of adoption of this new five-year Comprehensive Economic Development Strategy and administered on a daily basis with a monthly review process. This monthly review process will include an assessment of the number of posts to various social media sites as well as the number of social media site visitor engagements and traffic.

Each of the various actionable items and specific goals outlined as part of this new five-year Comprehensive Economic Development Strategy for the communities of Jackpot and Spring Creek are designed to provide direction for increasing overall business opportunities in both communities, improve overall access and availability of affordable and obtainable housing, and improve educational training and opportunities for a new workforce that will be needed to support further economic development diversification in a variety of targeted industry and occupation sectors. Ultimately, each actionable item and specific goal is designed to take advantage of the many natural assets and resources and organizational capacities of various key

stakeholders that exists and operates in both Jackpot and Spring Creek and throughout northeastern Nevada.

Each actionable item and each goal is further designed to encourage increased cooperation and coordination of the historically disparate and separate efforts to develop and implement new business creation and attraction strategies and complete existing business retention and expansion efforts. A successful transition from a more competition-based model of economic development to a more cooperation-based economic development model will result in improved employment opportunities for existing and future area residents. Improving the overall quality of life in both Jackpot and Spring Creek for existing and future area residents through the diversification of each community's economic base, improving educational and training opportunities, and improving the overall health and wellness of each community's residential population, is at the heart of each actionable item and each goal developed as part of this new five-year Comprehensive Economic Development Strategy for both Jackpot and Spring Creek.