

**THE 2021 ANNUAL UPDATE TO THE COMPREHENSIVE  
ECONOMIC DEVELOPMENT STRATEGY FOR ELKO  
COUNTY, NEVADA AND FOR THE INDIVIDUAL  
COMMUNITIES OF THE CITY OF ELKO, JACKPOT, AND  
SPRING CREEK, 2020 THROUGH 2025**



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SPRING CREEK, 2020 THROUGH 2025**

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# **The Comprehensive Economic Development Strategy 2020 through 2025 for Elko County, Nevada and for the City of Elko and the Communities of Jackpot and Spring Creek**

## **Economic Development Vision for Elko County and for the City of Elko**

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.

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# **The Comprehensive Economic Development Strategy 2020 through 2025 for Elko County, Nevada and for the City of Elko and the Communities of Jackpot and Spring Creek**

## **Reprioritized Strategic Economic Development Goals for Elko County and for the City of Elko for 2021 through 2022**

**Priority Goal No. 1:** Existing 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.

**Priority Goal No. 2:** Existing 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.

**Priority Goal No. 3:** Existing 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.

**Priority Goal No. 4:** Existing 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.

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# **The Comprehensive Economic Development Strategy 2020 through 2025 for Elko County, Nevada and for the City of Elko and the Communities of Jackpot and Spring Creek**

## **Reprioritized Strategic Economic Development Goals for the Community of Jackpot for 2021 through 2022**

**Priority Goal No. 1:** *NEW GOAL*, Identify, prioritize, develop and complete needed infrastructure to support selected community and economic development efforts and provide for the necessary financial resources in order to complete selected infrastructure projects.

**Priority Goal No. 2a:** Reworked Existing Goal No. 2, Increase access to capital for small business development by 3 percent by 2022.

**Priority Goal No. 2b:** Increase affordable housing for middle to low income buyers by 5 percent through the use of assistance organization by 2024.

**Priority Goal No. 3:** Combined and Reworked Existing Goal No. 4 and Existing Goal No. 5, Increase overall access to expanded basic and more advanced physical and mental healthcare services for community members within the next four years through active recruitment of potential healthcare providers and by promoting area outdoor and recreational activities and opportunities.

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# **The Comprehensive Economic Development Strategy 2020 through 2025 for Elko County, Nevada and for the City of Elko and the Communities of Jackpot and Spring Creek**

## **Reprioritized Strategic Economic Development Goals for the Community of Spring Creek and the Spring Creek Association for 2021 through 2022**

**Priority Goal No. 1:** *NEW GOAL*, Identify, prioritize, develop and complete needed infrastructure to support selected community and economic development efforts and provide for the necessary financial resources in order to complete selected infrastructure projects.

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

**Priority Goal No. 3:** Existing 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.

**Priority Goal No. 4:** Existing Goal No. 5, Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months.

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

**Priority Goal No. 6:** Existing 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.

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# 1.0 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

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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.

Between July 2019 and September 2019, public sector, private sector, and non-profit organization representatives participated in a series of community strategic economic development planning workshops for the purpose of developing a series of community-level Comprehensive Economic Development Strategies aimed at guiding community-level and regional economic development efforts for the five-year 2020 through 2025 period. Individual Comprehensive Economic Development Strategy documents were developed for Elko County, Eureka County, Lander County, and White Pine County and for the individual communities of the City of Carlin, the City of Wells, and the City of West Wendover. As required by the U.S. Economic Development Administration, faculty and staff from the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, facilitated a series of annual update and evaluation workshops held on the following dates and in the following communities for the associated exiting Comprehensive Economic Development Strategy documents:

- City of Carlin Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: April 26, 2021 in Carlin, Nevada
- City of Wells Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: March 4, 2021 in Wells, Nevada
- City of West Wendover Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: May 5, 2021 in West Wendover, Nevada
- Elko County, City of Elko, Jackpot and Spring Creek Comprehensive Economic Development Strategy 2020 through 2025: July 13, 2021 in Elko, Nevada (Elko County and City of Elko); July 14, 2021 in Spring Creek, Nevada (Spring Creek); July 15, 2021 in Jackpot, Nevada (Jackpot)

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- Lander County Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: April 28, 2021 in Battle Mountain, Nevada
  - White Pine County Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: May 3, 2021 in Ely, Nevada

Each of these individual annual update and evaluation strategic economic development planning workshops consisted of an overview of the Comprehensive Economic Development Strategy and of resiliency and contingency planning along with a series of facilitated small group and large group participant exercises designed to evaluate and, if necessary, to revise the strategic economic development vision statement and individual goals and objectives identified in each individual community-level Comprehensive Economic Development Strategy developed in 2019 through 2020. Workshop participants were also asked to identify a series of priority projects for the coming year and participated in a series of facilitated small group and large group exercises designed to develop a set of economic resiliency and contingency elements.

This University Center for Economic Development technical report presents the results from the local community and county-level Comprehensive Economic Development Strategy annual update and evaluation workshop held in Elko, Nevada on Tuesday, July 13, 2021, in Spring Creek, Nevada on Wednesday, July 14, 2021, and in Jackpot, Nevada on Thursday, July 15, 2021. The results of each one of these three strategic planning workshops were used to update the current five-year Comprehensive Economic Development Strategy for Elko County, for the City of Elko, and for the individual communities of Jackpot and Spring Creek. Section 2.0 of this University Center for Economic Development technical report presents an updated socio-demographic and economic data profile of each county and community within the northeastern Nevada region. It should be noted that, while the University Center for Economic Development utilizes data primarily from the U.S. Census Bureau and the U.S. Census Bureau's American Community Survey five-year estimates, a brief comparison between the data presented in Section 2.0 of this technical report and data certified by the Nevada State Demographer's Office often results in significant differences, especially in the estimation of total population and other demographic statistics. For example, according to the Nevada State Demographer's Office, communities within the northeastern Nevada region recorded a total population of approximately 16.2 percent greater than what was estimated by the U.S. Census Bureau's American Community Survey for 2019. U.S. Census Bureau data is primarily used in this technical report in compliance with U.S. Economic Development Administration requirements. Section 3.0 of this University Center for Economic Development technical report presents an overview of potential revisions to the existing economic vision statement, goals and actionable items, and specific resiliency and recovery actions developed by community leaders and representatives.

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## 2.0 Analysis: Existing Community and Regional Conditions

This section presents a comprehensive overview of updated socio-demographic, economic, and industry and occupation sector data for individual communities and counties within the northeastern Nevada region. The results of this socio-demographic, economic, and industry and occupation sector data analysis were presented to participants of the annual update and review workshops held for individual communities within the northeastern Nevada region between March 2021 and July 2021.

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

Eleven separate socio-demographic, economic, and industry and occupation sector data categories were examined by participants of the individual community annual update and review strategic economic development planning workshops held between March 2021 and July 2021. These categories include total population, median age, total number of households and average household size, median household income, median family income, and per capita income, the percentage of total population living below the poverty line, civilian workforce and the civilian unemployment rate, and total civilian employment by major industry sector. Whenever possible, comparison of local and countywide trends to statewide and national trends are provided for the 2013 to 2019 period.

#### 2.1.a Total Population

Table 2.1 presents the change in total population for each county within the Northeastern Nevada Regional Development Authority region, for the state of Nevada, and for the United States between 2013 and 2019. Elko County and the City of Elko are highlighted.

Between 2013 and 2019, the total population for all of Elko County increased from an estimated 50,023 total individuals in 2013 to an estimated 52,297 total individuals in 2019, a net increase of 2,274 total individuals or by 4.5 percent. For the City of Carlin, total population decreased between 2013 and 2019, decreasing from an estimated 2,634 total individuals in 2013 to an estimated 2,025 total individuals in 2019, a net decrease of 609 total individuals or by -23.1 percent. Total population for the City of Elko increased from an estimated 18,888 total individuals in 2013 to an estimated 20,304 total individuals in 2019, a net increase of 1,416 total individuals or by 7.5 percent while total population for the City of Wells decreased from an estimated 1,374 total individuals in 2013 to an estimated 1,022 total individuals in 2019, a net decrease of 352 total individuals or by -25.6 percent. The total population for the City of West Wendover decreased from an estimated 4,442 total individuals in 2013 to an estimated 4,285 total individuals in 2019, a net decrease of 157 total individuals or by -3.5 percent.

For all of Eureka County, the total population countywide increased from an estimated 1,804 total individuals in 2013 to an estimated 1,859 total individuals in 2019, a net increase of 55 total individuals or by 2.7 percent and the total population for just the town of Eureka increased from an estimated 450 total individuals in 2013 to an estimated 462 total individuals in 2019, a net increase of 12 total individuals or by 2.7 percent. The total population for all of Lander County decreased from an estimated 5,844 total individuals in 2013 to an estimated 5,643 total individuals in 2019, a net decrease of 201 total individuals or by a percentage decrease of -3.4 percent. For the town of Austin, located in southern Lander County, the total population has decreased significantly between 2013 and 2019, decreasing from an estimated 580 total individuals in 2013 to an estimated 113 total individuals in 2019, a net decrease of 467 total individuals or by a percentage decrease of -80.5 percent while the total population for the town of Battle Mountain, located in northern Lander County, increased from an estimated 3,241 total individuals in 2013 to an estimated 3,698 total individuals in 2019, a net increase of 457 total individuals or by 14.1 percent.

<b>Table 2.1 – Total Population</b>				
<b>Communities within the Northeastern Nevada Regional Development Authority</b>				
<b>Community</b>	<b>2013</b>	<b>2019</b>	<b>2013-2019 Actual Change</b>	<b>2013-2019 Percent Change</b>
<b>Elko County</b>	<b>50,023</b>	<b>52,297</b>	<b>2,274</b>	<b>4.5%</b>
Carlin	2,634	2,025	-609	-23.1%
<b>Elko</b>	<b>18,888</b>	<b>20,304</b>	<b>1,416</b>	<b>7.5%</b>
Wells	1,374	1,022	-352	-25.6%
West Wendover	4,442	4,285	-157	-3.5%
<b>Eureka County</b>	<b>1,804</b>	<b>1,859</b>	<b>55</b>	<b>3.0%</b>
Eureka	450	462	12	2.7%
<b>Lander County</b>	<b>5,844</b>	<b>5,643</b>	<b>-201</b>	<b>-3.4%</b>
Austin	580	113	-467	-80.5%
Battle Mountain	3,241	3,698	457	14.1%
<b>White Pine County</b>	<b>10,023</b>	<b>9,679</b>	<b>-344</b>	<b>-3.4%</b>
Ely	4,246	4,035	-211	-5.0%
<b>State of Nevada</b>	<b>2,730,066</b>	<b>2,972,382</b>	<b>242,316</b>	<b>8.9%</b>
<b>United States</b>	<b>311,536,594</b>	<b>324,697,795</b>	<b>13,161,201</b>	<b>4.2%</b>

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For White Pine County, the countywide population decreased from an estimated 10,023 total individuals in 2013 to an estimated 9,679 total individuals in 2019, a net decrease of 344 total individuals or by a percentage decrease of -3.4 percent. The total population of the City of Ely, located in White Pine County, also decreased between 2013 and 2019, decreasing from an estimated 4,246 total individuals in 2013 to an estimated 4,035 total individuals in 2019, a net decrease of 211 total individuals or by a percentage decrease of -5.0 percent.

Comparatively, the total population for the entire state of Nevada increased between 2013 and 2019, increasing from an estimated 2.73 million total individuals in 2013 to an estimated 2.97 million total individuals in 2019, a net increase of 242,316 total individuals or by 8.9 percent. Nationwide, the total population for the entire United States increased from an estimated 311.54 million total individuals in 2013 to an estimated 324.70 million total individuals in 2019, a net increase of approximately 13.16 million total individuals or by 4.2 percent.

### 2.1.b Median Age

Table 2.2 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 2019. Elko County and the City of Elko are highlighted.

<b>Table 2.2 – Median Age</b>				
<b>Communities within the Northeastern Nevada Regional Development Authority</b>				
<b>Community</b>	<b>2013</b>	<b>2019</b>	<b>2013-2019 Actual Change</b>	<b>2013-2019 Percent Change</b>
<b>Elko County</b>	<b>33.3</b>	<b>34.1</b>	<b>0.8</b>	<b>2.4%</b>
Carlin	34.8	44.1	9.3	26.7%
<b>Elko</b>	<b>30.3</b>	<b>32.6</b>	<b>2.3</b>	<b>7.6%</b>
Wells	34.6	50.5	15.9	46.0%
West Wendover	26.1	32.0	5.9	22.6%
<b>Eureka County</b>	<b>38.3</b>	<b>47.7</b>	<b>9.4</b>	<b>24.5%</b>
Eureka	46.5	56.0	9.5	20.4%
<b>Lander County</b>	<b>37.3</b>	<b>37.4</b>	<b>0.1</b>	<b>0.3%</b>
Austin	43.3	51.6	8.3	19.2%
Battle Mountain	37.7	38.7	1.0	2.7%
<b>White Pine County</b>	<b>40.9</b>	<b>39.8</b>	<b>-1.1</b>	<b>-2.7%</b>
Ely	44.0	39.0	-5.0	-11.4%
<b>State of Nevada</b>	<b>36.6</b>	<b>38.0</b>	<b>1.4</b>	<b>3.8%</b>
<b>United States</b>	<b>37.3</b>	<b>38.1</b>	<b>0.8</b>	<b>2.1%</b>

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

The estimated median age for all of Elko County increased between 2013 and 2019, increasing from an estimated median age of 33.3 years of age in 2013 to an estimated 34.1 years of age in 2019, a net increase of 0.8 years of age or by 2.4 percent. For the City of Carlin, the estimated median age increased significantly between 2013 and 2019, increasing from an estimated 34.8 years of age in 2013 to an estimated 44.1 years of age in 2019, a net increase of 9.3 years of age or by 26.7 percent. The median age for the City of Elko increased from an estimated 30.3 years of age in 2013 to an estimated 32.6 years of age in 2019, a net increase of 2.3 years of age or by 7.6 percent while the median age for the City of Wells increased significantly between 2013 and 2019, increasing from an estimated 34.6 years of age in 2013 to an estimated 50.5 years of age in 2019, a net increase of 15.9 years of age or by 46.0 percent. For the City of West Wendover, the

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estimated median age increased significantly, increasing from an estimated 26.1 years of age in 2013 to an estimated 32.0 years of age in 2019, a net increase of 5.9 years of age or by 22.6 percent.

For all of Eureka County, the estimated median age increased significantly between 2013 and 2019, increasing from an estimated 38.3 years of age in 2013 to an estimated 47.7 years of age in 2019, a net increase of 9.4 years of age or by 24.5 percent. The estimated median age for just the town of Eureka also increased significantly between 2013 and 2019, increasing from an estimated 46.5 years of age in 2013 to an estimated 56.0 years of age in 2019, a net increase of 9.5 years of age or by 20.4 percent. For all Lander County, the estimated median age increased only slightly between 2013 and 2019, increasing from an estimated 37.3 years of age in 2013 to an estimated 37.4 years of age in 2019, a net increase of 0.1 years of age or by 0.3 percent. For just the town of Austin, the estimated median age increased significantly between 2013 and 2019, increasing from an estimated 43.3 years of age in 2013 to an estimated 51.6 years of age in 2019, a net increase of 8.3 years of age or by 19.2 percent while the estimated median age for just the town of Battle Mountain increased from an estimated 37.7 years of age in 2013 to an estimated 38.7 years of age in 2019, a net increase of 1.0 years of age or by 2.7 percent.

The estimated median age for all of White Pine County decreased from an estimated 40.9 years of age in 2013 to an estimated 39.8 years of age in 2019, a net decrease of 1.1 years of age or by a percentage decrease of -2.7 percent. White Pine County was the only county within the northeastern Nevada region with a decrease in the countywide median age between 2013 and 2019. For just the City of Ely, the estimated median age also decreased between 2013 and 2019, decreasing from an estimated 44.0 years of age in 2013 to an estimated 39.0 years of age in 2019, a net decrease of 5.0 years of age or by a percentage decrease of -11.4 percent.

Comparatively, the estimated median age for the entire state of Nevada increased between 2013 and 2019, increasing from an estimated 36.6 years of age in 2013 to an estimated 38.0 years of age in 2019, a net increase of 1.4 years of age or by 3.8 percent. Nationwide, the estimated median age for the entire United States increased from an estimated 37.3 years of age in 2013 to an estimated 38.1 years of age in 2019, a net increase of 0.8 years of age or by 2.1 percent.

### 2.1.c Total Number of Households

Table 2.3 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 2019. Elko County and the City of Elko are highlighted.

Between 2013 and 2019, the total number of households in all of Elko County increased from an estimated 17,599 total households in 2013 to an estimated 18,065 total households in 2019, a net increase of 466 total households or by 2.6 percent. For just the City of Carlin, the total number of households decreased significantly between 2013 and 2019, decreasing from an estimated 895 total households in 2013 to an estimated 700 total households in 2019, a net decrease of 195 total households or by a percentage decrease of -21.8 percent. For just the City of Elko, the total number of households increased from an estimated 6,662 total households in 2013 to an

estimated 7,232 total households in 2019, a net increase of 570 total households or by 8.6 percent while the total number of households for just the City of Wells decreased significantly, decreasing from an estimated 800 total households in 2013 to an estimated 463 total households in 2019, a net decrease of 337 total households or by a percentage decrease of -42.1 percent. For just the City of West Wendover, the total number of households also decreased between 2013 and 2019, decreasing from an estimated 1,362 total households in 2013 to an estimated 1,232 total households in 2019, a net decrease of 130 total households or by -9.5 percent.

<b>Table 2.3 – Total Number of Households Communities within the Northeastern Nevada Regional Development Authority</b>				
<b>Community</b>	<b>2013</b>	<b>2019</b>	<b>2013-2019 Actual Change</b>	<b>2013-2019 Percent Change</b>
<b>Elko County</b>	<b>17,599</b>	<b>18,065</b>	<b>466</b>	<b>2.6%</b>
Carlin	895	700	-195	-21.8%
Elko	6,662	7,232	570	8.6%
Wells	800	463	-337	-42.1%
West Wendover	1,362	1,232	-130	-9.5%
<b>Eureka County</b>	<b>733</b>	<b>774</b>	<b>41</b>	<b>5.6%</b>
Eureka	504	249	-255	-50.6%
<b>Lander County</b>	<b>2,010</b>	<b>2,198</b>	<b>188</b>	<b>9.4%</b>
Austin	207	65	-142	-68.6%
Battle Mountain	1,126	1,465	339	30.1%
<b>White Pine County</b>	<b>3,357</b>	<b>3,516</b>	<b>159</b>	<b>4.7%</b>
Ely	1,605	1,703	98	6.1%
<b>State of Nevada</b>	<b>999,016</b>	<b>1,098,602</b>	<b>99,586</b>	<b>10.0%</b>
<b>United States</b>	<b>115,610,216</b>	<b>120,756,048</b>	<b>5,145,832</b>	<b>4.5%</b>

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For all of Eureka County, the total number of households increased between 2013 and 2019, increasing from 733 total households in 2013 to 774 total households in 2019, a net increase of 41 total households or by 5.6 percent while the total number of households for just the town of Eureka decreased significantly from 504 total households in 2013 to 249 total households in 2019, a net decrease of 255 total households or by -50.6 percent. For all Lander County, the total number of households increased between 2013 and 2019, increasing from an estimated 2,010 total households in 2013 to an estimated 2,198 total households in 2019, a net increase of 188 total households or by 9.4 percent. For just the town of Austin, the total number of households decreased significantly from an estimated 207 total households in 2013 to an estimated 65 total households in 2019, a net decrease of 142 total households or by -68.6 percent while the total number of households for just the town of Battle Mountain increased from an estimated 1,126 total households in 2013 to an estimated 1,465 total households in 2019, a net increase of 339 total households or by 30.1 percent.

Between 2013 and 2019, the total number of households for all of White Pine County increased from an estimated 3,357 total households in 2013 to an estimated 3,516 total households in 2019, a net increase of 159 total households or by 4.7 percent. For just the City of Ely, the total number of households also increased between 2013 and 2019, increasing from an estimated 1,605 total households in 2013 to an estimated 1,703 total households in 2019, a net increase of 98 total households or by 6.1 percent.

Statewide, the total number of households for the entire state of Nevada increased from an estimated 999,016 total households in 2013 to an estimated 1.10 million total households in 2019, a net increase of 99,586 total households or by 10.0 percent. Nationwide, the total number of households for the entire United States increased from an estimated 115.61 million total households in 2013 to an estimated 120.76 million total households in 2019, a net increase of 5.15 million total households or by a percentage increase of 4.5 percent.

#### 2.1.d Average Household Size

Table 2.4 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 2019. Elko County and the City of Elko are highlighted.

<b>Table 2.4 – Average Household Size</b>				
<b>Communities within the Northeastern Nevada Regional Development Authority</b>				
<b>Community</b>	<b>2013</b>	<b>2019</b>	<b>2013-2019 Actual Change</b>	<b>2013-2019 Percent Change</b>
<b>Elko County</b>	<b>2.80</b>	<b>2.85</b>	<b>0.05</b>	<b>1.8%</b>
Carlin	2.75	2.66	-0.09	-3.3%
<b>Elko</b>	<b>2.78</b>	<b>2.74</b>	<b>-0.04</b>	<b>-1.4%</b>
Wells	2.34	2.21	-0.13	-5.6%
West Wendover	3.26	3.48	0.22	6.7%
<b>Eureka County</b>	<b>2.43</b>	<b>2.40</b>	<b>-0.03</b>	<b>-1.2%</b>
Eureka	2.61	1.84	-0.77	-29.5%
<b>Lander County</b>	<b>2.87</b>	<b>2.54</b>	<b>-0.33</b>	<b>-11.5%</b>
Austin	2.78	1.74	-1.04	-37.4%
Battle Mountain	2.85	2.49	-0.36	-12.6%
<b>White Pine County</b>	<b>2.74</b>	<b>2.33</b>	<b>-0.41</b>	<b>-15.0%</b>
Ely	2.60	2.33	-0.27	-10.4%
<b>State of Nevada</b>	<b>2.70</b>	<b>2.67</b>	<b>-0.03</b>	<b>-1.1%</b>
<b>United States</b>	<b>2.63</b>	<b>2.62</b>	<b>-0.01</b>	<b>-0.4%</b>

*Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019*

Between 2013 and 2019, Elko County was the only county within the northeastern Nevada region that experienced an increase in the estimated average household size. For all of Elko County, the estimated average household size increased from an estimated 2.80 people per

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household in 2013 to an estimated 2.85 people per household in 2019, a net increase of 0.05 people per household or by 1.8 percent. For just the City of Carlin, the estimated average household size decreased from an estimated 2.75 people per household in 2013 to an estimated 2.66 people per household in 2019, a net decrease of 0.09 people per household or by -3.3 percent while the estimated average household size for the City of Elko decreased from an estimated 2.78 people per household in 2013 to an estimated 2.74 people per household in 2019, a net decrease of 0.04 people per household or by -1.4 percent. For the City of Wells, the estimated average household size decreased from an estimated 2.34 people per household in 2013 to an estimated 2.21 people per household in 2019, a net decrease of 0.13 people per household or by -5.6 percent while the average household size for the City of West Wendover actually increased, increasing from an estimated 3.26 people per household in 2013 to an estimated 3.48 people per household in 2019, a net increase of 0.22 people per household or by 6.7 percent.

For all of Eureka County, the estimated average household size decreased from an estimated 2.43 people per household in 2013 to an estimated 2.40 people per household in 2019, a net decrease of 0.03 people per household or by -1.2 percent while the average household size for just the town of Eureka decreased significantly, decreasing from an estimated 2.61 people per household in 2013 to an estimated 1.84 people per household in 2019, a net decrease of 0.77 people per household or by -29.5 percent. For all of Lander County, the estimated average household size decreased from an estimated 2.87 people per household in 2013 to an estimated 2.54 people per household in 2019, a net decrease of 0.33 people per household or by -11.5 percent. The average household size for just the town of Austin decreased significantly from an estimated 2.78 people per household in 2013 to an estimated 1.74 people per household in 2019, a net decrease of 1.04 people per household or by -37.4 percent. For just the town of Battle Mountain, the estimated average household size decreased from an estimated 2.85 people per household in 2013 to an estimated 2.49 people per household in 2019, a net decrease of 0.36 people per household or by a percentage decrease of -12.6 percent.

Between 2013 and 2019, the estimated average household size for all of White Pine County decreased from an estimated 2.74 people per household in 2013 to an estimated 2.33 people per household in 2019, a net decrease of 0.41 people per household or by -15.0 percent. For just the City of Ely, the estimated average household size decreased from an estimated 2.60 people per household in 2013 to an estimated 2.33 people per household in 2019, a net decrease of 0.27 people per household or by a percentage decrease of -10.4 percent.

Statewide, the estimated average household size for the entire state of Nevada decreased slightly, decreasing from an estimated 2.70 people per household in 2013 to an estimated 2.67 people per household in 2019, a net decrease of just 0.03 people per household or by -1.1 percent. Nationwide, the estimated average household size for the entire United States also decreased only slightly, decreasing from an estimated 2.63 people per household in 2013 to an estimated 2.62 people per household in 2019, a net decrease of just 0.01 people per household or by a percentage decrease of -0.4 percent.

## 2.1.e Median Household Income

Table 2.5 presents the change in median household income (in 2019 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 2019. Elko County and the City of Elko are highlighted.

Between 2013 and 2019, the estimated median household income for all Elko County increased from an estimated \$70,238 in 2013 to an estimated \$78,929 in 2019, a net increase of \$10,994 or by 15.7 percent. Over the same 2013 to 2019 period, the estimated median household income for the City of Carlin, the City of Elko, the City of Wells, and the City of West Wendover all increased. For the City of Carlin, the estimated median household income increased by a total of \$9,822 or by 14.2 percent between 2013 and 2019, increased by an estimated \$2,337 or by a percentage increase of 2.8 percent for the City of Elko, increased by an estimated \$8,058 or by a percentage increase of 14.5 percent for the City of Wells, and increased significantly by an estimated \$26,534 or by 70.3 percent for the City of West Wendover.

<b>Table 2.5 – Median Household Income (2019 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority</b>				
<b>Community</b>	<b>2013</b>	<b>2019</b>	<b>2013-2019 Actual Change</b>	<b>2013-2019 Percent Change</b>
<b>Elko County</b>	<b>\$70,238</b>	<b>\$81,232</b>	<b>\$10,994</b>	<b>15.7%</b>
Carlin	\$69,107	\$78,929	\$9,822	14.2%
<b>Elko</b>	<b>\$75,989</b>	<b>\$79,205</b>	<b>\$3,216</b>	<b>4.2%</b>
Wells	\$46,875	\$48,958	\$2,083	4.4%
West Wendover	\$37,740	\$64,274	\$26,534	70.3%
<b>Eureka County</b>	<b>\$64,632</b>	<b>\$67,105</b>	<b>\$2,473</b>	<b>3.8%</b>
Eureka	\$50,268	\$63,560	\$13,292	26.4%
<b>Lander County</b>	<b>\$72,742</b>	<b>\$88,030</b>	<b>\$15,288</b>	<b>21.0%</b>
Austin	\$43,809	-	-	-
Battle Mountain	\$76,090	\$73,536	-\$2,554	-3.4%
<b>White Pine County</b>	<b>\$48,586</b>	<b>\$60,827</b>	<b>\$12,241</b>	<b>25.2%</b>
Ely	\$49,316	\$60,048	\$10,732	21.8%
<b>State of Nevada</b>	<b>\$52,800</b>	<b>\$60,365</b>	<b>\$7,565</b>	<b>14.3%</b>
<b>United States</b>	<b>\$53,046</b>	<b>\$62,843</b>	<b>\$9,797</b>	<b>18.5%</b>

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For all of Eureka County, the estimated median household income increased from an estimated \$64,632 in 2013 to an estimated \$67,105 in 2019, a net increase of \$2,473 or by a percentage increase of 3.8 percent while the estimated median household income for just the town of Eureka increased significantly between 2013 and 2019, increasing by an estimated \$13,292 or by a percentage increase of 26.4 percent. For all of Lander County, the estimated median household income increased significantly from an estimated \$72,742 in 2013 to an estimated \$88,030 in

2019, a net increase of \$15,288 or by 21.0 percent. While data for median household income for the town of Austin was not available for 2019, the estimated median household income for the town of Austin in 2013 was an estimated \$43,809. The estimated median household income for just the town of Battle Mountain decreased between 2013 and 2019, decreasing by an estimated \$2,554 or by a percentage decrease of -3.4 percent. Between 2013 and 2019, the estimated median household income for all of White Pine County increased from an estimated \$48,586 in 2013 to an estimated \$60,827 in 2019, a significant net increase of \$12,241 or by an estimated 25.2 percent. For just the City of Ely, the estimated median household income also increased significantly between 2013 and 2019, increasing by an estimated \$10,732 or by a percentage increase of 21.8 percent.

Statewide, the estimated median household income for the entire state of Nevada increased from an estimated \$52,800 in 2013 to an estimated \$60,365 in 2019, a net increase of \$7,565 or by a percentage increase of 14.3 percent. Nationwide, the estimated median household income for the entire United States increased from an estimated \$53,046 in 2013 to an estimated \$62,843 in 2019, a net increase of \$9,797 or by a percentage increase of 18.5 percent.

### 2.1.f Median Family Income

Table 2.6 presents the change in median family income (in 2019 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 2019. Elko County and the City of Elko are highlighted.

<b>Table 2.6 – Median Family Income (2019 Inflation-Adjusted Dollars)</b>				
<b>Communities within the Northeastern Nevada Regional Development Authority</b>				
<b>Community</b>	<b>2013</b>	<b>2019</b>	<b>2013-2019 Actual Change</b>	<b>2013-2019 Percent Change</b>
<b>Elko County</b>	<b>\$75,231</b>	<b>\$91,288</b>	<b>\$16,057</b>	<b>21.3%</b>
Carlin	\$75,046	\$82,679	\$7,633	10.2%
<b>Elko</b>	<b>\$84,458</b>	<b>\$86,795</b>	<b>\$2,337</b>	<b>2.8%</b>
Wells	\$55,500	\$63,558	\$8,058	14.5%
West Wendover	\$41,208	\$68,289	\$27,081	65.7%
<b>Eureka County</b>	<b>\$94,648</b>	<b>\$85,096</b>	<b>-\$9,552</b>	<b>-10.1%</b>
Eureka	\$64,853	\$66,447	\$1,594	2.5%
<b>Lander County</b>	<b>\$75,857</b>	<b>\$98,516</b>	<b>\$22,659</b>	<b>29.9%</b>
Austin	\$60,278	-	-	-
Battle Mountain	\$80,313	\$88,890	\$8,577	10.7%
<b>White Pine County</b>	<b>\$63,982</b>	<b>\$72,238</b>	<b>\$8,256</b>	<b>12.9%</b>
Ely	\$63,459	\$63,102	-\$357	-0.6%
<b>State of Nevada</b>	<b>\$61,359</b>	<b>\$71,916</b>	<b>\$10,557</b>	<b>17.2%</b>
<b>United States</b>	<b>\$64,719</b>	<b>\$77,263</b>	<b>\$12,544</b>	<b>19.4%</b>

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

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Between 2013 and 2019, median family income for all of Elko County increased significantly from an estimated \$75,231 in 2013 to an estimated \$91,288 in 2019, a net increase of \$16,057 or by 21.3 percent. Median family income for just the City of Carlin increased by an estimated \$7,633 or by 10.2 percent between 2013 and 2019, increased by an estimated \$2,337 or by 2.8 percent for the City of Elko, increased by an estimated \$8,058 or by 14.5 percent for the City of Wells, and increased significantly by an estimated \$27,081 or by 65.7 percent for the City of West Wendover. For just Eureka County, median family income decreased between 2013 and 2019, decreasing from an estimated \$94,648 in 2013 to an estimated \$85,096 in 2019 a net decrease of \$9,552 or by a percentage decrease of -10.1 percent. For just the town of Eureka, median family income increased from an estimated \$64,853 in 2013 to an estimated \$66,447 in 2019, a net increase of \$1,594 or by 2.5 percent.

For all of Lander County, median family income increased significantly between 2013 and 2019, increasing from an estimated \$75,857 in 2013 to an estimated \$98,516 in 2019, a net increase of \$22,659 or by 29.9 percent. While median family income was unavailable for the town of Austin in 2019, the estimated median family income for the town of Austin in 2013 was an estimated \$60,278 and increased for the town of Battle Mountain by an estimated \$8,577 or by 10.7 percent between 2013 and 2019. For all of White Pine County, median family income increased from an estimated \$63,982 in 2013 to an estimated \$72,238 in 2019, a net increase of \$8,256 or by 12.9 percent and, for the City of Ely, median family income declined only slightly, decreasing from an estimated \$63,459 in 2013 to an estimated \$63,102 in 2019, a net decrease of just \$357 or by -0.6 percent.

Comparatively, median family income for the entire state of Nevada increased from an estimated \$61,359 in 2013 to an estimated \$71,916 in 2019, a net increase of \$10,557 or by 17.2 percent. Nationwide, median family income for the entire United States increased from an estimated \$64,719 in 2013 to an estimated \$77,263 in 2019, a net increase of \$12,544 or by 19.4 percent.

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

Table 2.7 presents the change in per capita income (in 2019 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 2019. Elko County and the City of Elko are highlighted.

Between 2013 and 2019, per capita income for all of Elko County increased significantly from an estimated \$28,358 in 2013 to an estimated \$33,875 in 2019, a net increase of \$5,517 or by 19.5 percent. For just the City of Carlin, per capita income increased by an estimated \$4,098 or by 14.0 percent between 2013 and 2019, increased by an estimated \$4,228 or by 13.6 percent for the City of Elko, increased by an estimated \$4,253 or by 18.2 percent for the City of Wells, and increased dramatically by an estimated \$10,658 or by 71.1 percent for the City of West Wendover. For all of Eureka County, per capita income increased from an estimated \$28,056 in 2013 to an estimated \$34,249 in 2019, a net increase of \$6,193 or by 22.1 percent and, for just

the town of Eureka, per capita income increased from an estimated \$24,700 in 2013 to an estimated \$29,504 in 2019, a net increase of \$4,804 or by 19.4 percent.

For all of Lander County, per capita income increased from an estimated \$29,800 in 2013 to an estimated \$34,000 in 2019, a net increase of \$4,200 or by 14.1 percent. While per capita income was unavailable for the town of Austin in 2019, the estimated per capita income for the town of Austin in 2013 was an estimated \$17,523 and increased for the town of Battle Mountain by an estimated \$1,002 or by 3.2 percent between 2013 and 2019. For all of White Pine County, per capita income increased from an estimated \$24,435 in 2013 to an estimated \$25,675 in 2019, a net increase of \$1,240 or by 5.1 percent but decreased for the City of Ely, decreasing from an estimated \$28,226 in 2013 to an estimated \$27,774 in 2019, a net decrease of \$452 or by a percentage decrease of -1.6 percent.

<b>Table 2.7 – Per Capita (Mean) Income, Individuals (2019 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority</b>				
<b>Community</b>	<b>2013</b>	<b>2019</b>	<b>2013-2019 Actual Change</b>	<b>2013-2019 Percent Change</b>
<b>Elko County</b>	<b>\$28,358</b>	<b>\$33,875</b>	<b>\$5,517</b>	<b>19.5%</b>
Carlin	\$29,339	\$33,437	\$4,098	14.0%
<b>Elko</b>	<b>\$31,042</b>	<b>\$35,270</b>	<b>\$4,228</b>	<b>13.6%</b>
Wells	\$23,401	\$27,654	\$4,253	18.2%
West Wendover	\$14,982	\$25,640	\$10,658	71.1%
<b>Eureka County</b>	<b>\$28,056</b>	<b>\$34,249</b>	<b>\$6,193</b>	<b>22.1%</b>
Eureka	\$24,700	\$29,504	\$4,804	19.4%
<b>Lander County</b>	<b>\$29,800</b>	<b>\$34,000</b>	<b>\$4,200</b>	<b>14.1%</b>
Austin	\$17,523	-	-	-
Battle Mountain	\$31,153	\$32,155	\$1,002	3.2%
<b>White Pine County</b>	<b>\$24,435</b>	<b>\$25,675</b>	<b>\$1,240</b>	<b>5.1%</b>
Ely	\$28,226	\$27,774	-\$452	-1.6%
<b>State of Nevada</b>	<b>\$26,589</b>	<b>\$31,557</b>	<b>\$4,968</b>	<b>18.7%</b>
<b>United States</b>	<b>\$28,155</b>	<b>\$34,103</b>	<b>\$5,948</b>	<b>21.1%</b>

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

Statewide, per capita income for the entire state of Nevada increased from an estimated \$26,589 in 2013 to an estimated \$31,557 in 2019, a net increase of \$4,968 or by an estimated 18.7 percent. Nationwide, per capita income for the entire United States increased from an estimated \$28,155 in 2013 to an estimated \$34,103 in 2019, a net increase of \$5,948 or by an estimated 21.1 percent.

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

Table 2.8 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 2019. Elko County and the City of Elko are highlighted.

Between 2013 and 2019, the percentage of total population living below the poverty line throughout all of Elko County increased from an estimated 8.8 percent in 2013 to an estimated 11.7 percent in 2019, a net increase of 2.9 percent or by a percentage increase of 33.0 percent. For just the City of Carlin, the percentage of total population living below the poverty line decreased significantly between 2013 and 2019, decreasing by a net 4.8 percent or by a percentage decrease of -81.4 percent, increased significantly for the City of Elko by a net 8.1 percent or by a percentage increase of 128.6 percent, increased significantly for the City of Wells by a net 3.7 percent or by a percentage increase of 46.8 percent, and decreased significantly for the City of West Wendover by a net 11.2 percent or by a percentage decrease of -45.2 percent. The percentage of total population living below the poverty line for all of Eureka County decreased significantly between 2013 and 2019, decreasing from an estimated 13.9 percent in 2013 to an estimated 8.0 percent in 2019, a net decrease of 5.9 percent or by a percentage decrease of -42.4 percent, and decreased by an estimated 0.3 percent or by a percentage decrease of -1.8 percent for just the town of Eureka between 2013 and 2019.

<b>Table 2.8 – Percent of Total Population Living Below the Poverty Line Communities within the Northeastern Nevada Regional Development Authority</b>				
<b>Community</b>	<b>2013</b>	<b>2019</b>	<b>2013-2019 Actual Change</b>	<b>2013-2019 Percent Change</b>
<b>Elko County</b>	<b>8.8%</b>	<b>11.7%</b>	<b>2.9%</b>	<b>33.0%</b>
Carlin	5.9%	1.1%	-4.8%	-81.4%
<b>Elko</b>	<b>6.3%</b>	<b>14.4%</b>	<b>8.1%</b>	<b>128.6%</b>
Wells	7.9%	11.6%	3.7%	46.8%
West Wendover	24.8%	13.6%	-11.2%	-45.2%
<b>Eureka County</b>	<b>13.9%</b>	<b>8.0%</b>	<b>-5.9%</b>	<b>-42.4%</b>
Eureka	16.9%	16.6%	-0.3%	-1.8%
<b>Lander County</b>	<b>9.3%</b>	<b>9.7%</b>	<b>0.4%</b>	<b>4.3%</b>
Austin	15.2%	-	-	-
Battle Mountain	8.7%	10.0%	1.3%	14.9%
<b>White Pine County</b>	<b>12.9%</b>	<b>13.6%</b>	<b>0.7%</b>	<b>5.4%</b>
Ely	11.2%	18.2%	7.0%	62.5%
<b>State of Nevada</b>	<b>15.0%</b>	<b>13.1%</b>	<b>-1.9%</b>	<b>-12.7%</b>
<b>United States</b>	<b>15.4%</b>	<b>13.4%</b>	<b>-2.0%</b>	<b>-13.0%</b>

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For all Lander County, the percentage of total population living below the poverty line increased from an estimated 9.3 percent in 2013 to an estimated 9.7 percent in 2019, a net increase of 0.4 percent or by a percentage increase of 4.3 percent. While the percentage of total population living below the poverty line was unavailable for the town of Austin in 2019, the estimated percentage of total population living below the poverty line for just the town of Austin in 2013

was an estimated 15.2 percent and increased between 2013 and 2019 for just the town of Battle Mountain, increasing by an estimated 1.3 percent or by a percentage increase of 14.9 percent. Between 2013 and 2019, the percentage of total population living below the poverty line for all White Pine County increased from an estimated 12.9 percent in 2013 to an estimated 13.6 percent in 2019, a net increase of 0.7 percent or by a percentage increase of 5.4 percent, and increased significantly for just the City of Ely between 2013 and 2019, increasing by a net 7.0 percent or by a percentage increase of 62.5 percent.

Statewide, the percentage of total population living below the poverty line for the entire state of Nevada decreased from an estimated 15.0 percent in 2013 to an estimated 13.1 percent in 2019, a net decrease of 1.9 percent or by a percentage decrease of -12.7 percent. Nationwide, the percentage of total population living below the poverty line for the entire United States decreased from an estimated 15.4 percent in 2013 to an estimated 13.4 percent in 2019, a net decrease of 2.0 percent or by a percentage decrease of -13.0 percent.

### 2.1.i Civilian Workforce (Individuals 16 Years or Older)

Table 2.9 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 2019. Elko County and the City of Elko are highlighted.

<b>Table 2.9 – Civilian Workforce (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority</b>				
<b>Community</b>	<b>2013</b>	<b>2019</b>	<b>2013-2019 Actual Change</b>	<b>2013-2019 Percent Change</b>
<b>Elko County</b>	<b>26,271</b>	<b>27,452</b>	<b>1,181</b>	<b>4.5%</b>
Carlin	1,278	1,065	-213	-16.7%
<b>Elko</b>	<b>9,972</b>	<b>11,027</b>	<b>1,055</b>	<b>10.6%</b>
Wells	742	450	-292	-39.4%
West Wendover	2,163	2,213	50	2.3%
<b>Eureka County</b>	<b>845</b>	<b>930</b>	<b>85</b>	<b>10.1%</b>
Eureka	210	260	50	23.8%
<b>Lander County</b>	<b>2,830</b>	<b>2,818</b>	<b>-12</b>	<b>-0.4%</b>
Austin	-	101	-	-
Battle Mountain	1,534	1,806	272	17.7%
<b>White Pine County</b>	<b>4,464</b>	<b>3,760</b>	<b>-704</b>	<b>-15.8%</b>
Ely	2,028	1,818	-210	-10.4%
<b>State of Nevada</b>	<b>1,404,746</b>	<b>1,498,994</b>	<b>94,248</b>	<b>6.7%</b>
<b>United States</b>	<b>157,113,886</b>	<b>163,555,585</b>	<b>6,441,699</b>	<b>4.1%</b>

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

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Between 2013 and 2019, the civilian workforce for all of Elko County increased from an estimated 26,271 total individuals in 2013 to an estimated 27,452 in 2019, a net increase of 1,181 total individuals or by 4.5 percent. For just the City of Carlin, the civilian workforce decreased by an estimated 213 total individuals or by a percentage decrease of -16.7 percent between 2013 and 2019, increased by an estimated 1,055 total individuals or by 10.6 percent for just the City of Elko, decreased significantly by an estimated 292 total individuals or by a percentage decrease of -39.4 percent for just the City of Wells, and increased by an estimated 50 total individuals or by 2.3 percent for just the City of West Wendover. For all of Eureka County, the civilian workforce increased from an estimated 845 total individuals in 2013 to an estimated 930 total individuals in 2019, a net increase of 85 total individuals or by 10.1 percent, and increased significantly for just the town of Eureka, increasing by an estimated 50 total individuals or by 23.8 percent between 2013 and 2019.

For all of Lander County, the civilian workforce decreased slightly between 2013 and 2019, decreasing from an estimated 2,830 total individuals in 2013 to an estimated 2,818 total individuals in 2019, a net decrease of just 12 total individuals or by -0.4 percent. While the estimated civilian workforce for the town of Austin was not available for 2013, the estimated civilian workforce for just the town of Austin in 2019 was an estimated 101 total individuals. The civilian workforce for just the town of Battle Mountain increased significantly between 2013 and 2019, increasing by an estimated 272 total individuals or by a percentage increase of 17.7 percent. Between 2013 and 2019, the civilian workforce for all of White Pine County decreased from an estimated 4,464 total individuals in 2013 to an estimated 3,760 total individuals in 2019, a net decrease of 704 total individuals or by -15.8 percent, and decreased by an estimated 210 total individuals or by a percentage decrease of -10.4 percent for just the City of Ely between 2013 and 2019.

The civilian workforce for the entire state of Nevada increased from an estimated 1.40 million total individuals in 2013 to an estimated 1.50 million total individuals in 2019, a net increase of 94,248 total individuals or by 6.7 percent between 2013 and 2019. Nationwide, the civilian workforce for the entire United States increased from an estimated 157.11 million total individuals in 2013 to an estimated 163.56 million total individuals in 2019, a net increase of 6.44 million total individuals or by 4.1 percent.

#### 2.1.j Civilian Unemployment Rate (Individuals 16 Years or Older)

Table 2.10 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 2019. Elko County and the City of Elko are highlighted.

Between 2013 and 2019, the civilian unemployment rate for all of Elko County decreased from an estimated 5.7 percent in 2013 to an estimated 4.7 percent in 2019, a net decrease of 1.0 percent or by a percentage decrease of -17.5 percent. For just the City of Carlin, the civilian unemployment rate decreased by a net 2.7 percent or by a percentage decrease of -25.5 percent between 2013 and 2019, increased by a net 0.2 percent or by a percentage increase of 4.2 percent

for just the City of Elko, decreased significantly by a net 4.5 percent or by a percentage decrease of -60.8 percent for just the City of Wells, and decreased significantly by a net 6.3 percent or by a percentage decrease of -82.9 percent for just the City of West Wendover. For all of Eureka County, the civilian unemployment rate for the entire county declined substantially from an estimated 5.4 percent in 2013 to an estimated 0.0 percent in 2019, a net decrease of 5.4 percent or by a percentage decrease of -100.0 percent. The civilian unemployment rate for just the town of Eureka declined by the same substantial percentage decrease of -100.0 percent between 2013 and 2019, decreasing from an estimated 1.6 percent in 2013 to an estimated 0.0 percent in 2019, a net decrease of 1.6 percent.

For all of Lander County, the civilian unemployment rate decreased from an estimated 11.2 percent in 2013 to an estimated 8.2 percent in 2019, a net decrease of 3.0 percent or by a percentage decrease of -26.8 percent. While the civilian unemployment rate for the town of Austin was not available for 2019, the civilian unemployment rate for just the town of Austin in 2013 was an estimated 17.7 percent. For just the town of Battle Mountain, the civilian unemployment rate declined from an estimated 10.7 percent in 2013 to an estimated 6.3 percent, a net decrease of 4.4 percent or by a percentage decrease of -41.1 percent. Between 2013 and 2019, the civilian unemployment for all of White Pine County declined from an estimated 9.9 percent in 2013 to an estimated 3.4 percent in 2019, a net decrease of 6.5 percent or by a percentage decrease of -65.7 percent, and decreased by a net 2.6 percent or by a percentage decrease of -29.5 percent for just the City of Ely between 2013 and 2019.

<b>Table 2.10 – Civilian Unemployment Rate (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority</b>				
<b>Community</b>	<b>2013</b>	<b>2019</b>	<b>2013-2019 Actual Change</b>	<b>2013-2019 Percent Change</b>
<b>Elko County</b>	<b>5.7%</b>	<b>4.7%</b>	<b>-1.0%</b>	<b>-17.5%</b>
Carlin	10.6%	7.9%	-2.7%	-25.5%
<b>Elko</b>	<b>4.8%</b>	<b>5.0%</b>	<b>0.2%</b>	<b>4.2%</b>
Wells	7.4%	2.9%	-4.5%	-60.8%
West Wendover	7.6%	1.3%	-6.3%	-82.9%
<b>Eureka County</b>	<b>5.4%</b>	<b>0.0%</b>	<b>-5.4%</b>	<b>-100.0%</b>
Eureka	1.6%	0.0%	-1.6%	-100.0%
<b>Lander County</b>	<b>11.2%</b>	<b>8.2%</b>	<b>-3.0%</b>	<b>-26.8%</b>
Austin	17.7%	-	-	-
Battle Mountain	10.7%	6.3%	-4.4%	-41.1%
<b>White Pine County</b>	<b>9.9%</b>	<b>3.4%</b>	<b>-6.5%</b>	<b>-65.7%</b>
Ely	8.8%	6.2%	-2.6%	-29.5%
<b>State of Nevada</b>	<b>12.5%</b>	<b>6.2%</b>	<b>-6.3%</b>	<b>-50.4%</b>
<b>United States</b>	<b>9.7%</b>	<b>5.3%</b>	<b>-4.4%</b>	<b>-45.4%</b>

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

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For the entire state of Nevada, the civilian unemployment rate declined significantly between 2013 and 2019, declining from an estimated 12.5 percent in 2013 to an estimated 6.2 percent in 2019, a net decrease of 6.3 percent or by a percentage decrease of -50.4 percent. Nationwide, the civilian unemployment rate for the entire United States decreased significantly between 2013 and 2019, decreasing from an estimated 9.7 percent in 2013 to an estimated 5.3 percent in 2019, a net decrease of 4.4 percent or by a percentage decrease of -45.4 percent.

### 2.1.k Total Employment by Major Industry Sector

Table 2.11 presents the total number of individuals employed by major industry sector for Elko County, Eureka County, Lander County, White Pine County, and for the entire state of Nevada and for the entire United States in 2019. The four largest major industry sectors, in-terms of the total number of individuals employed by each individual industry sector, are highlighted for each geographic area.

For Elko County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2019, employing an estimated 6,673 total individuals. Arts, Entertainment, Recreation, Accommodation and Food Services was the second largest major industry sector, employing an estimated 4,354 total individuals, Educational Services, and Health Care and Social Assistance was the third largest major industry sector, employing an estimated 3,817 total individuals, and Retail Trade was the fourth largest major industry sector for Elko County in 2019, employing an estimated 2,603 total individuals. For Eureka County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2019, employing an estimated 406 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector in Eureka County in 2019, employing an estimated 113 total individuals, and Public Administration was the third largest major industry sector in Eureka County in 2019, employing an estimated 78 total individuals.

Professional, Scientific, Management, Administrative Waste Management Services was the fourth largest major industry sector in Eureka County, employing an estimated 71 total individuals in 2019. In 2019, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector for Lander County, employing an estimated 1,200 total individuals, and Educational Services, and Health Care and Social Assistance was the second largest major industry sector, employing an estimated 379 total individuals. Public Administration was the third largest major industry sector in Lander County in 2019, employing an estimated 180 total individuals, and Retail Trade was the fourth largest major industry sector, employing an estimated 168 total individuals. For White Pine County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2019, employing an estimated 810 total individuals, and Arts, Entertainment, Recreation, Accommodation and Food Services was the second largest major industry sector, employing an estimated 621 total individuals in 2019. Public Administration was the third largest major industry sector in White Pine County in 2019, employing an estimated 569 total individuals, and Educational Services, and Health Care and Social Assistance was the fourth largest major industry sector, employing an estimated 549 total individuals in 2019.

<b>Table 2.11 – Civilian Employment (Population 16 Years and Over) Communities within the Northeastern Nevada Regional Development Authority 2019</b>						
<b>Industry Sector</b>	<b>Elko County</b>	<b>Eureka County</b>	<b>Lander County</b>	<b>White Pine County</b>	<b>State of Nevada</b>	<b>United States</b>
Agriculture, Forestry, Fishing and Hunting, and Mining	6,673	406	1,200	810	21,066	2,743,687
Construction	1,952	57	159	215	97,988	10,207,602
Manufacturing	562	38	6	50	64,737	15,651,460
Wholesale Trade	459	0	75	7	28,879	4,016,566
Retail Trade	2,603	68	168	290	163,565	17,267,009
Transportation and Warehousing, and Utilities	1,111	48	113	185	83,731	8,305,602
Information	325	0	12	14	21,414	3,114,222
Finance and Insurance, and Real Estate and Rental and Leasing	652	0	0	39	78,121	10,151,206
Professional, Scientific, Management, Administrative Waste Management Services	1,359	71	107	173	156,878	17,924,655
Educational Services, and Health Care and Social Assistance	3,817	113	379	549	225,489	35,840,954
Arts, Entertainment, Recreation, Accommodation and Food Services	4,354	29	137	621	340,877	14,962,299
Other Services, Except Public Administration	1,007	22	50	111	65,091	7,522,777
Public Administration	1,294	78	180	569	58,732	7,134,146
<b>Total</b>	<b>26,168</b>	<b>930</b>	<b>2,586</b>	<b>3,633</b>	<b>1,406,568</b>	<b>154,842,185</b>

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2019

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Statewide, Arts, Entertainment, Recreation, Accommodation and Food Services was the single largest major industry sector in 2019 for the entire state of Nevada, employing an estimated 340,877 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector in 2019 for the entire state of Nevada, employing an estimated 225,489 total individuals, and Retail Trade was the third largest major industry sector in 2019 for the entire state of Nevada, employing an estimated 163,565 total individuals. Professional, Scientific, Management, Administrative Waste Management Services was the fourth largest major industry sector for the entire state of Nevada in 2019, employing an estimated 163,565 total individuals.

For the entire United States, Educational Services, and Health Care and Social Assistance was the single largest major industry sector in 2019, employing an estimated 35.84 million total individuals. Professional, Scientific, Management, Administrative Waste Management Services was the second largest major industry sector for the entire United States in 2019, employing an estimated 17.92 million total individuals, and Retail Trade was the third largest major industry sector for the entire United States in 2019, employing an estimated 17.27 million total individuals. Manufacturing was the fourth largest major industry sector in 2019 for the entire United States, employing an estimated 15.65 million total individuals.

## **2.2 Evaluating Existing Conditions and Identifying New Conditions in the Socio-Demographic and Economic Data**

Workshop participants who participated in the July 13, 2021, July 14, 2021, and July 15, 2021 annual Comprehensive Economic Development Strategy evaluation and update workshops for Elko County, the City of Elko, and for the communities of Spring Creek and Jackpot were asked to evaluate the three existing conditions initially developed as part of the current five-year Comprehensive Economic Development Strategy. Workshop participants were also asked to develop new conditions based upon the socio-demographic, economic, and industry and occupation sector data presented in the previous sub-section.

### 2.2.a Evaluating the Current Conditions from the Existing Comprehensive Economic Development Strategy

As part of the current five-year Comprehensive Economic Development Strategy for Elko County, the City of Elko, and for the communities of Jackpot and Spring Creek for the 2020 through 2025 period, four specific conditions were initially identified as conditions that the Comprehensive Economic Development Strategy was developed to address. These three specific existing conditions include:

- ***Existing Condition No. 1:*** (Specific to the City of Elko and Elko County) Address the relatively high cost of living in Elko County and throughout the Northeastern Nevada region.

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- **Existing Condition No. 2:** (Specific to the City of Elko and Elko County) Needed expansion and growth of Elko County's the region's workforce and labor pool.
  - **Existing Condition No. 3:** (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.
  - **Existing Condition No. 4:** (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 level.

Workshop participants who participated in the July 13, 2021 held in Elko, Nevada for Elko County and for the City of Elko generally agreed that the first existing condition, *Address the relatively high cost of living in Elko County and throughout the Northeastern Nevada region*, and that the second existing condition, *Needed expansion and growth of Elko County's and the region's workforce and labor pool*, remain important socio-demographic and economic conditions that are still hampering local community and regional economic development efforts. Between 2013 and 2019, the percentage of individuals living below the poverty line for all of Elko County increased from an estimated 8.8 percent in 2013 to an estimated 11.7 percent in 2019, a net increase of 2.9 percent or by a percentage increase of 33.0 percent. For just the City of Elko, the percentage of individuals living below the poverty level increased from an estimated 6.3 percent in 2013 to an estimated 14.4 percent in 2019, a net increase of 8.1 percent or by a percentage increase of 128.6 percent. This increase in the estimated percentage of individuals living below the poverty level for all of Elko County and for the City of Elko occurred despite significant increases in median household income, median family income, and per capita income over the same 2013 to 2019 period. Workshop participants concluded that the rise in poverty rates over the past several years is primarily due to the continued increases in the cost of living for people living throughout Elko County and in the City of Elko.

The need to continue to grow and develop the region's, the county's, and the city's civilian workforce remains a primary concern and area of focus for the current five-year Comprehensive Economic Development Strategy. Despite strong growth in the civilian workforce for all of Elko County and for the City of Elko between 2013 and 2019, the civilian unemployment rate for Elko County and for the City of Elko remain very low. Between 2013 and 2019, the civilian unemployment rate for all of Elko County decreased from an estimated 5.7 percent in 2013 to an estimated 4.7 percent in 2019, a net decrease of 1.0 percent or by a percentage decrease of -17.5 percent. The civilian unemployment rate for just the City of Elko increased only slightly between 2013 and 2019, increasing from an estimated 4.8 percent in 2013 to an estimated 5.0 percent in 2019, a net increase of just 0.2 percent or by a percentage increase of 4.2 percent. The relatively low civilian unemployment rates for all of Elko County and for just the City of Elko, with both estimated civilian unemployment rates being at or less than 5.0 percent in 2019, suggests that no surplus available workers exist in the county and in the city to support new business creation and attraction efforts or existing business retention and expansion strategies. It will become increasingly difficult to fill new or existing vacant and open positions created as a

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result of new businesses establishing an operation within the county or by existing businesses choosing to expand their current operations.

For the third existing condition, *Targeted improvement in the overall educational attainment levels of the population in both Jackpot and Spring Creek*, workshop participants who attended and participated in the July 14, 2021 workshop in Spring Creek and in the July 15, 2021 workshop in Jackpot agreed that continued and targeted improvement in the overall educational attainment levels of each community's population is an essential part of each community's broader workforce development and job training strategy. Increased partnership with local area schools administered by the Elko County School District and with Great Basin College were two specific efforts that workshop participants expressed interest in pursuing as the Northeastern Nevada Regional Development Authority continues to implement elements of the current five-year Comprehensive Economic Development Strategy. Workshop participants further suggested that increased engagement with medium and large sized employers operating locally and throughout the region is critical in ensuring that new workforce development, job training, and even job placement activities are aligned with the needs of individual businesses operating throughout Elko County and throughout the northwestern Nevada region.

Similar to the evaluation of the first existing condition, workshop participants representing the community of Jackpot and the community of Spring Creek each agreed that the fourth existing condition, *Relatively high percentage of total population living in both Jackpot and Spring Creek that are below the poverty level*, remains a primary concern and a primary barrier to achieving several of the specific economic development goals and objectives outlined in the existing five-year Comprehensive Economic Development Strategy. Countywide, the percentage of individuals living below the poverty level for all of Elko County increased significantly between 2013 and 2019, increasing from an estimated 8.8 percent in 2013 to an estimated 11.7 percent in 2019, a net increase of 2.9 percent or by a percentage increase of 33.0 percent. Increased focus on workforce development, job training, and job placement is one way in which workshop participants suggested that the Northeastern Nevada Regional Development Authority and its various community and strategic economic development partners could begin to address rising levels of poverty within the county and throughout the region. Workshop participants also noted that these rising rates of poverty are likely being driven by an ongoing increase in the overall cost of living in the county and throughout the region which can be attributed to the high transportation costs individual residents are faced with in order to access various goods and services not offered within the region but in larger more urban population metropolitan centers located in western and southern Nevada, southern Idaho, and even central Utah. Targeted new business creation and attraction strategies and existing business retention and expansion efforts could help in driving down these transportation costs by filling key 'gaps' in local and regional value and supply chains.

### 2.2.b Identification of New Critical Conditions

Workshop participants who participated in the July 13, 2021, July 14, 2021, and July 15, 2021 annual Comprehensive Economic Development Strategy evaluation and update workshops for all of Elko County, the City of Elko, and for the individual communities of Jackpot and Spring

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Creek collectively identified a series of new conditions that both the Northeastern Nevada Regional Development Authority and its various partners and stakeholders need to either address or could potentially take advantage of as part of the ongoing effort to implement elements of the current five-year Comprehensive Economic Development Strategy, including:

- ***New Condition No. 1:*** (Specific to the City of Elko and Elko County) Increased Population Growth with a Younger Demographic
- ***New Condition No. 2:*** (Specific to the City of Elko and Elko County) Growing Need to Sustainably Grow the County’s and City’s Civilian Workforce
- ***New Condition No. 3:*** (Specific to the City of Elko and Elko County) Improved Access to Expanded Educational Programming and Needed Improvement in Educational Quality
- ***New Condition No. 4:*** (Specific to the City of Elko and Elko County) Increased Access to Basic and More Advanced Physical and Mental Healthcare Services
- ***New Condition No. 5:*** (Specific to Spring Creek) Address the Need for Additional Land to Support Future Community and Economic Development Efforts
- ***New Condition No. 6:*** (Specific to Jackpot) Continued Decline in Existing Population
- ***New Condition No. 7:*** (Specific to Jackpot) Growing Need to Attract a Younger Demographic as Part of the Permanent Residential Population and as Tourists and Visitors to the Community
- ***New Condition No. 8:*** (Specific to Jackpot) Growing Need to Replace and Modernize Aging Infrastructure
- ***New Condition No. 9:*** (Specific to Jackpot) Increased Support for New Small Business and Entrepreneurial-Based Start-Ups

For the City of Elko specifically and for all of Elko County in general, workshop participants who participated in the annual update and evaluation workshop held on July 13, 2021 in Elko, Nevada identified four new socio-demographic and economic conditions that could either support ongoing community and economic development efforts or require additional attention and possible mitigation. As part of the first of four new conditions identified by workshop participants for Elko County and for the City of Elko, *Increased Population Growth with a Younger Demographic*, workshop participants noted that Elko County and the City of Elko had the strongest overall population growth between 2013 and 2019 and one of the lowest median age estimates in 2019 when compared to changes in population growth and to the estimated median age of other counties and communities located within the northeastern Nevada region. Between 2013 and 2019, Elko County’s total population increased by an estimated 2,274 total individuals or by 4.5 percent and the City of Elko’s total population increased by an estimated 1,416 total individuals or by 7.5 percent. In 2019, the estimated average median age of people

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living throughout all of Elko County was an estimated 34.1 years of age and was an estimated 32.6 years of age for just the City of Elko. A growing residential population, combined with relatively low median ages, will enable Elko County and the City of Elko to further support new business creation and attraction efforts and existing business retention and expansion strategies as a growing and relatively younger population will support increased commercial and general economic activity throughout the county and within the city.

Despite continued population growth and continued growth in the civilian workforce at both the county and city levels over the 2013 to 2019 period, workshop participants agreed that the second new condition, *Growing Need to Sustainably Grow the County's and City's Civilian Workforce*, has become an increasingly important socio-demographic and economic condition and has become an increasingly important barrier to further new business creation and attraction efforts and to the successful retention and expansion of existing businesses. As previously mentioned, the civilian unemployment rate for all of Elko County decreased significantly between 2013 and 2019, decreasing by a net 1.0 percent or by a percentage decrease of -17.5 percent, and the civilian unemployment rate for just the City of Elko increased only slightly between 2013 and 2019, increasing by a net 0.2 percent or by a percentage increase 4.2 percent. The relatively low civilian unemployment rates for all of Elko County and for just the City of Elko suggests that there is no available surplus of existing and trained workers to fill new and existing vacant and open positions. The continued difficulty in filling vacant and open positions that new and existing businesses throughout the county and the city are currently dealing with may begin to hamper efforts to create and attract additional new businesses to the area and may make future retention and expansion of existing businesses increasingly difficult.

For the third new condition specific to Elko County and to just the City of Elko, *Improved Access to Expanded Educational Programming and Needed Improvement in Educational Quality*, workshop participants agreed that continued workforce development, job training, and even job placement efforts should become a larger focus of the Northeastern Nevada Regional Development Authority's efforts to implement elements of the current five-year Comprehensive Economic Development Strategy. Increased engagement and partnership with major local and regional educational partners, including the Elko County School District and Great Basin College, is needed to ensure continued improvement in the area's and region's educational infrastructure. Increased engagement with major local and regional employers will also be needed in order to ensure that future workforce development, job training, and job training efforts meet the needs of the city's, county's, and region's growing and evolving economic base and labor market.

The fourth and final new condition specific to Elko County and to the City of Elko, *Increased Access to Basic and More Advanced Physical and Mental Healthcare Services*, was directly linked to the emerging impacts of the ongoing COVID-19 global pandemic on the physical and mental health of existing area residents. Workshop participants noted that there has been a measurable and significant increase in area and regional rates of depression, anxiety, and attempted suicides throughout the area and throughout the region since the beginning of the ongoing COVID-19 global pandemic in the spring of 2020. While the area's major healthcare providers had already completed several new expansion projects prior to the start of the

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pandemic, the severity and length of the ongoing pandemic has exposed a number of remaining weaknesses in the area's and region's general physical and mental healthcare infrastructure. Continued investment and improvement in the area's and region's physical and mental healthcare infrastructure is a critical first step in addressing physical and mental healthcare concerns that existed prior to the pandemic and in addressing new concerns that have emerged as a result of the ongoing pandemic.

Specific to the community of Spring Creek, workshop participants who attended and participated in the annual update and evaluation workshop held on July 14, 2021 in Spring Creek, Nevada noted that the fifth new condition, *Address the Need for Additional Land to Support Future Community and Economic Development Efforts*, is vitally important to the efforts of Spring Creek and the Northeastern Nevada Regional Development Authority to create and attract new businesses and retain and expand existing business within the community. The community of Spring Creek is currently 'land locked' between the City of Elko and surrounding federal lands and much of the existing privately owned land within the community had already developed. Increasing the amount of privately owned land is essential in supporting new business creation and attraction strategies and help existing business expand their existing operations. Along with increasing the amount of privately owned land within the community, workshop participants further noted that additional improvement and modernization of existing infrastructure, securing additional water and other critical natural resources, and addressing inhibiting state and federal land use policies are each part of the community's efforts to sustainably grow existing residential population levels and the community's existing business community.

Specific to the community of Jackpot, workshop participants who attended and participated in the annual update and evaluation workforce held on July 15, 2021 in Jackpot, Nevada noted that the sixth new condition, *Continued Decline in Existing Population*, represents the single largest barrier to future sustainable community and economic development efforts. Between 2013 and 2019, the estimated residential population for the community of Jackpot decreased from an estimated 1,326 total individuals in 2013 to an estimated 1,244 total individuals in 2019, a net decrease of 82 total individuals or by an estimated -6.2 percent. Continued decline in Jackpot's residential population will make future new business creation and attraction efforts and existing business retention and expansion efforts increasingly difficult. A renewed focus on revitalizing the community's existing housing stock along with increased support for new housing development is part of the wider effort to reverse the longer-term decline in the community's existing residential population.

For the seventh new condition, *Growing Need to Attract a Younger Demographic as Part of the Permanent Residential Population and as Tourists and Visitors*, workshop participants agreed that attracting a younger demographic as a part of Jackpot's residential population should be a primary focus as the Northeastern Nevada Regional Development Authority and its local strategic partners continue to implement elements of the current five-year Comprehensive Economic Development Strategy. Between 2013 and 2019, the median age for the community of Jackpot has decreased only slightly from an estimated 41.3 years of age in 2013 to an estimated 41.1 years of age in 2019, a net increase of just 0.2 years of age or by an estimated percentage decline of -0.01 percent. Attracting a younger permanent population to Jackpot will

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support further growth of the community’s civilian workforce and continued growth and diversification of the community’s existing economic base. Developing new amenities and outdoor recreational opportunities in and around the community of Jackpot outside of the existing hospitality and gaming industry sector is an additional effort that workshop participants would like to see incorporated into the community’s broader community and economic development strategy. Creating new and expanding existing outdoor trails for off highway vehicles, mountain biking, and hiking, improving access to campgrounds and recreational vehicle sites, and even capitalizing on Jackpot’s ‘night skies’ by supporting the development of amateur astronomy groups throughout the region were a few of the many ways in which workshop participants believe that Jackpot could attract a younger visitor and tourist demographic to the community.

Workshop participants who attended and participated in the July 15, 2021 annual update and evaluation workshop for the community of Jackpot agreed that the eighth new condition, *Growing Need to Replace and Modernize Aging Infrastructure*, is critically important to the community’s efforts to grow and diversify the existing economic base of Jackpot. Workshop participants further noted that Jackpot’s existing collection of physical infrastructure assets are at capacity and increased sewer and water capacity, power and electricity capacity, and broadband and telecommunication infrastructure capacity is needed to support new and sustainable population growth, to support additional new business creation and attraction efforts, and to support future existing business retention and expansion strategies. Increased pedestrian safety improvements to the portion of U.S. Highway 93 that bisects Jackpot combined with additional improvements to connector and surface streets and increased street beatification efforts will be needed to support additional population growth, additional business growth, and improve the community’s overall attractiveness and accessibility to new tourists, visitors, and outdoor recreation enthusiasts.

As part of the ninth new condition, *Increased Support for New Small Business and Entrepreneurial-Based Start-Ups*, workshop participants noted that there has been a noticeable increase in the interest of area residents to start their own small business or new entrepreneurial-based company. In order to support new small business and entrepreneurial-based development throughout Jackpot, increased financial and non-financial support services will be needed, including increased access to financial start-up and working capital, increased access to technical assistance and support, increased marketing and attraction efforts, and increased business operational skill development. Workshop participants expressed their support for increased engagement with the Northeastern Nevada Regional Development Authority, the Nevada Small Business Development Center, StartUpNV, and other small business and entrepreneurial-based support organizations as part of the specific effort to increase support for new small business and entrepreneurial-based start-ups and as part of the broader effort to grow and diversify the community’s existing economic base through new business creation and attraction efforts and through existing business retention and expansion strategies. Workshop participants further noted that increasing the number of successful new small business and entrepreneurial-based start-ups is part of the community’s broader effort to fill key ‘gaps’ in the community’s existing mix of commercial retailers and service providers and to provide tourists, visitors, and recreational enthusiasts with more shopping and commercial retail opportunities.

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## 2.3 An Updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Elko County, the City of Elko, and for the individual communities of Jackpot and Spring Creek were asked to complete an updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the county, for the city, and for each of the two individual communities. The results of this SWOT analysis are presented in this sub-section. Strengths are defined as characteristics of Elko County, the City of Elko, and of 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 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.

### 2.3.a Strengths

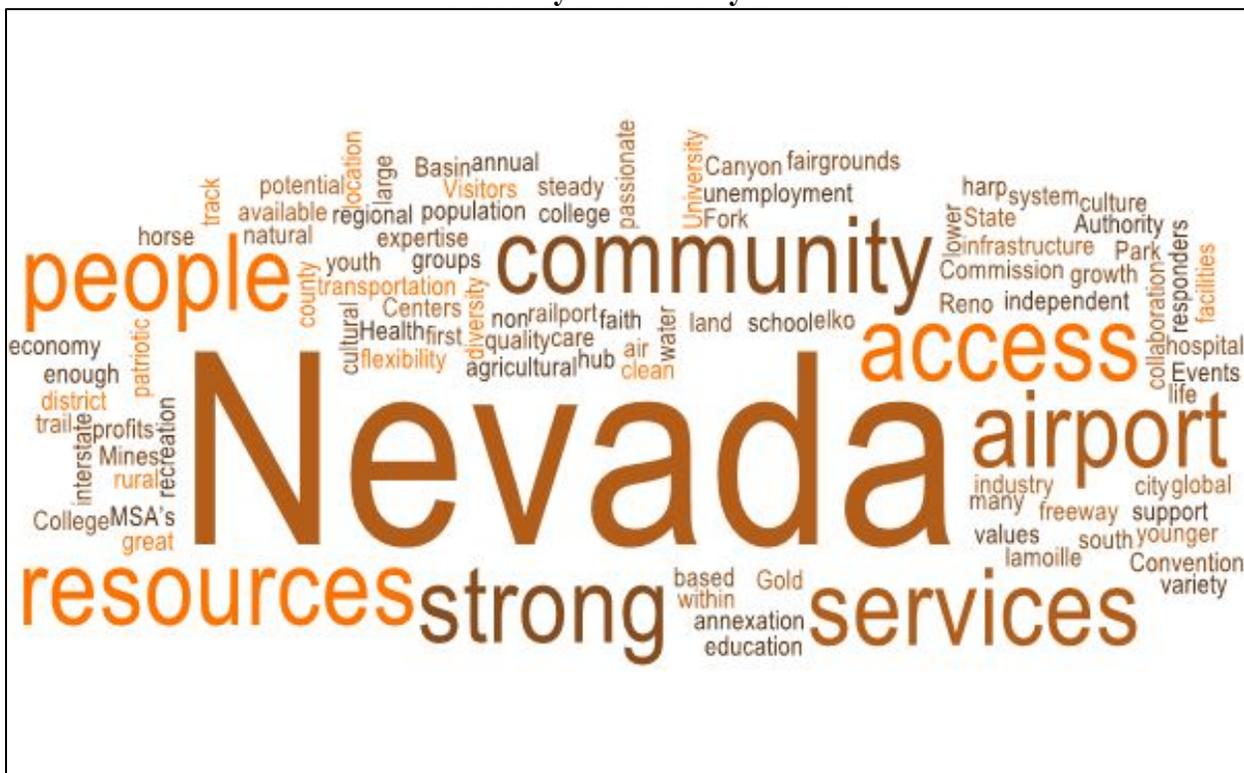
Figure 2.1 presents a word cloud of the various economic development strengths of Elko County and the City of Elko specifically as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Elko County and for the City of Elko held on July 13, 2021.

Workshop participants identified the number and diversity of specific community and economic development partners as one of Elko County's and the City of Elko's most important economic development strengths. Collaborative partnerships between organizations such as Rural Nevada Development Corporation, Nevada Gold Mines, Northeastern Nevada Regional Hospital, Great Basin College, the University of Nevada, Reno and other Nevada System of Higher Education institutions, the Elko County School District, Elko County, the City of Elko, and the Elko Convention and Visitors Authority were a few of the many strategic partners that are working to build community capacity and support economic growth and diversification throughout the county and throughout the region. Workshop participants noted that the collaborative partnerships between these and many other local and regional organizations and institutions has enabled each partner to leverage scarce resources in order to successfully develop and implement a number of community and economic development programs and projects.

A number of workshop participants highlighted the county's and city's array of physical infrastructure as a primary economic development strength that continues to support the continued growth of primary industry and occupation sectors and the further diversification of the community's and county's existing economic base. Major transportation infrastructure, including an assortment of federal and state interstates and highways, a major railroad corridor,

and a major regional airport provides direct access to major urban and metropolitan population and economic centers in northwestern Nevada, southern Idaho, central Utah, and southern Nevada. Both Elko County and the City of Elko continue to invest in the expansion and modernization of existing infrastructure including municipal sewer and water service, the expanded provision and improved reliability of electricity, and expanded broadband and telecommunication infrastructure. Continued development of these critical physical assets continues to support population and civilian workforce growth within the City of Elko and a wide variety of new business creation and attraction efforts. Workshop participants also highlighted the county’s and city’s array of public facilities and emergency and first responder services as publicly provided assets that continue to support sustainable community and economic growth.

**Figure 2.1 – Economic Development Strengths  
Elko County and the City of Elko**



Workshop participants further noted that Elko County and the City of Elko benefit from being centrally located within the northeastern Nevada region and to a wide array of various natural resources and amenities. These existing natural resources continue to support continued growth of both the mining and natural resource extraction industry sector and the agricultural industry sector, two sectors that continue to drive employment and new job creation throughout the region. The area’s collection of various natural amenities, including outdoor recreational opportunities and assets located throughout the Ruby Mountain range further support continued growth of the outdoor recreation and tourism industry sector, further supporting additional new job creation. Workshop participants noted that, despite the impacts of the ongoing COVID-19

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global pandemic on various industry and occupation sectors, the mining and natural resource extraction industry sector, the agricultural industry sector, and the outdoor recreation and tourism industry sector experienced net growth over the course of the pandemic. Growth in these sectors has, to a degree, insulated much of Elko County and the City of Elko from the types of economic impacts experienced in other population centers located throughout the state of Nevada.

More broadly, workshop participants highlighted the county's and city's existing cultural identity and history as another community and economic development strength that continues to support sustainable community and economic growth. The county's and city's sense of independence and the general 'tight knit' nature of people that live throughout Elko County and within the City of Elko has and continues to add to the resiliency of the area, especially during crises like a global pandemic. People who live throughout Elko County and within the City of Elko are often engaged in a number of community activities and generally strive to help each other out and come together to address concerns and challenges that the community might have or faces. Part of this existing community culture is a strong sense of entrepreneurship and individuals tend to have a 'can do' attitude when starting a business or seeking to grow a new entrepreneurial start-up. As part of a broader effort to fill key 'gaps' within existing local and regional value and supply chains and in order to support continued diversification of the county's and city's economic base, workshop participants suggested that a renewed focus on small business and entrepreneurial-based developed be developed as the county, the city, the Northeastern Nevada Regional Development Authority and other strategic partners continue to implement elements of the existing five-year Comprehensive Economic Development Strategy.

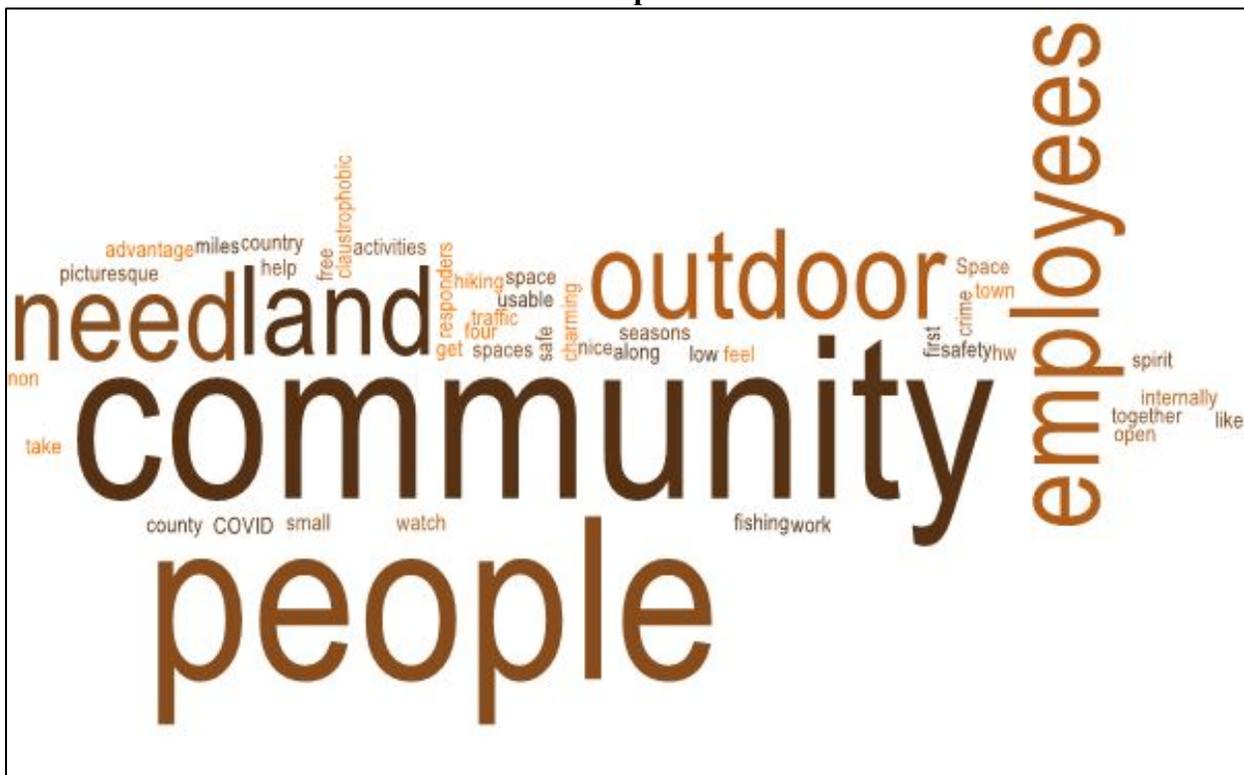
Figure 2.2 presents a word cloud of the various economic development strengths for the community of Jackpot as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Jackpot held on July 15, 2021.

For the community of Jackpot, workshop participants identified a number of economic development strengths, ranging from the community's existing cultural identity and strong sense of independence to the community's strategic geographic location to the current tourism and hospitality assets present within the community to the area's existing outdoor recreational assets. Workshop participants noted that Jackpot has always prided itself on being a safe community with a 'small town' feel despite the many tourists and visitors who visit Jackpot on an annual basis. People who live and work in Jackpot know each other, support each other, and generally come together to address concerns and challenges that the community may have or currently faces. Several workshop participants highlighted the volunteer efforts of a number of community members to provide critical support and services to at-risk individuals and population groups during the course of the COVID-19 global pandemic. Individuals with mobility concerns, the elderly, and families with young children each benefited from the efforts of community residents to provide check-ins and to assist in food shopping and even childcare for those individuals unable to provide for themselves.

Jackpot is unique in that it is geographically located on the border between Nevada and Idaho and is only approximately 47 miles from the Twin Falls, Idaho metropolitan statistical area

located north of Jackpot along U.S. Highway 93. In 2019, the total population of the Twin Falls, Idaho metropolitan statistical area was approximately 110,000 total individuals. Jackpot’s close geographic proximity to a large metropolitan statistical area like Twin Falls, Idaho supports a large and robust gaming and hospitality industry sector, one far larger than could normally be supported by a community the size of Jackpot whose total residential population in 2019 was an estimated 1,244 total individuals. The rather large and robust gaming and hospitality industry sector in Jackpot provides individuals living within the community with a stable source of employment and, although these employment opportunities were temporarily disrupted during the beginning of the COVID-19 global pandemic in the spring of 2020, many of these jobs have returned since the end of state mandated closures and restrictions on capacity.

**Figure 2.2 – Economic Development Strengths  
Jackpot**



One area in which workshop participants would like to see the community and the Northeastern Nevada Regional Development Authority take greater advantage of is the immediate area’s robust collection of various outdoor recreation and activity assets. While there are many opportunities for outdoor recreation enthusiasts to mountain bike, hike, fish, and camp, workshop participants indicated that the community could better develop the overall capacity and general access to these assets in order to support additional outdoor recreation and tourism activities. Workshop participants noted Jackpot’s ‘dark skies’ as a major economic development strength that could be further developed and marketed to amateur astronomy groups throughout northeastern Nevada and throughout other parts of the western and intermountain western United States. Increased collaboration with key state partners, including the Nevada Department of

Tourism and Cultural Affairs and the University of Nevada, Reno, could enable Jackpot to further capitalize on this major economic development strength, and, ultimately, further grow and diversify the community’s existing outdoor recreation and tourism industry sector.

Figure 2.3 presents a word cloud of the various economic development strengths for the community of Spring Creek as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Spring Creek held on July 14, 2021.

**Figure 2.3 – Economic Development Strengths  
Spring Creek**



Top among the many individual economic development strengths identified by workshop participants for the community of Spring Creek was the strong sense of community identity and culture that already exists among community residents and the existing business community. Spring Creek is unique in that, as one large homeowner’s association, each individual property owner and resident has a unique ‘stake’ in the development and future growth of Spring Creek. People who live in Spring Creek often know each other, work together, and, for the most part, help each other. This intimacy among community residents and even business owners has led to a strong sense of community that ‘feels like a community’ with people who share similar interests and similar desires. Several workshop participants noted that this strong sense of community combined with strong local schools and adequate housing and public amenities has contributed to the community’s appeal to families with children, an observation supported by the

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median age of Spring Creek. In 2019, the estimated median age of Spring Creek was 33.5 years of age compared to the estimated median age for all of Elko County of 34.1 years of age in 2019.

Workshop participants also highlighted Spring Creek’s existing geographic location as a primary economic development strength. Spring Creek is located adjacent to the City of Elko in Elko County along Nevada State Highway 227 and Nevada State Highway 228 and provides immediate and direct access to Lamoille Canyon and the many outdoor recreation and tourism related assets located throughout the Ruby Mountains. Lamoille Canyon and other parts of the Ruby Mountains in and around Spring Creek and throughout Elko County offer outdoor recreation enthusiasts a wide variety of mountain biking, camping, fishing, hiking, hunting, and boating opportunities along with a number of winter-based outdoor recreation activities that helps support and drive year-round visitation to the community and area. Workshop participants noted that the community of Spring Creek, in partnership with the Northeastern Nevada Regional Development Authority and other key local, state, and federal government partners, need to work collaboratively to increase access to and capacity of these outdoor recreation and tourism assets in a sustainable way that can support increased economic diversification and growth of the community without threatening the community’s existing culture and identity.

### 2.3.b Weaknesses

Figure 2.4 presents a word cloud of the various economic development weaknesses of Elko County and for the City of Elko specifically as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Elko County and for the City of Elko held on July 13, 2021.

A general ‘lack of’ various commercial retail services, expanded physical and mental healthcare services, public transportation options and expanded public infrastructure, and a growing and robust civilian workforce were each identified as primary economic development weaknesses that continue to disrupt and inhibit broader community and economic development efforts for Elko County and for the City of Elko. Workshop participants noted that a general lack of expanded commercial retail options and services often forces individual residents to travel to larger more urban metropolitan population centers in northwestern Nevada, southern Idaho, central Utah, and even southern Nevada. This often results in income dollars earned by local residents being spent in communities outside the City of Elko, outside Elko County, and even outside the northeastern Nevada region. Further development and diversification of the county’s and city’s commercial retail sector, through new business creation and attraction strategies and through continued existing business retention and expansion efforts, is needed in order to ensure that household and individual income dollars earned within the county and within the city stay within the area and within the region.

While workshop participants highlighted several recent and significant investments that have been made in the area’s and region’s physical and mental healthcare infrastructure, including the continued growth of the Northeastern Nevada Regional Hospital, the area still needs additional expanded basic and more advanced physical and mental healthcare services in order to support

the county’s and city’s growing population. Like the continued ‘leakage’ of earned household and individual incomes for commercial retail services, individual residents throughout Elko County and within the City of Elko must often travel to more urban and metropolitan population centers in northwestern Nevada, southern Idaho, central Utah, and southern Nevada in order to access critical basic and more advanced physical and mental healthcare services. As the county’s and city’s population continues to grow and age, workshop participants noted that the demand for expanded basic and more advanced physical and mental healthcare services will continue to grow over the remainder of the current five-year strategic planning horizon of the existing five-year Comprehensive Economic Development Strategy and into the next five-year strategic planning horizon.

**Figure 2.4 – Economic Development Weaknesses  
Elko County and the City of Elko**

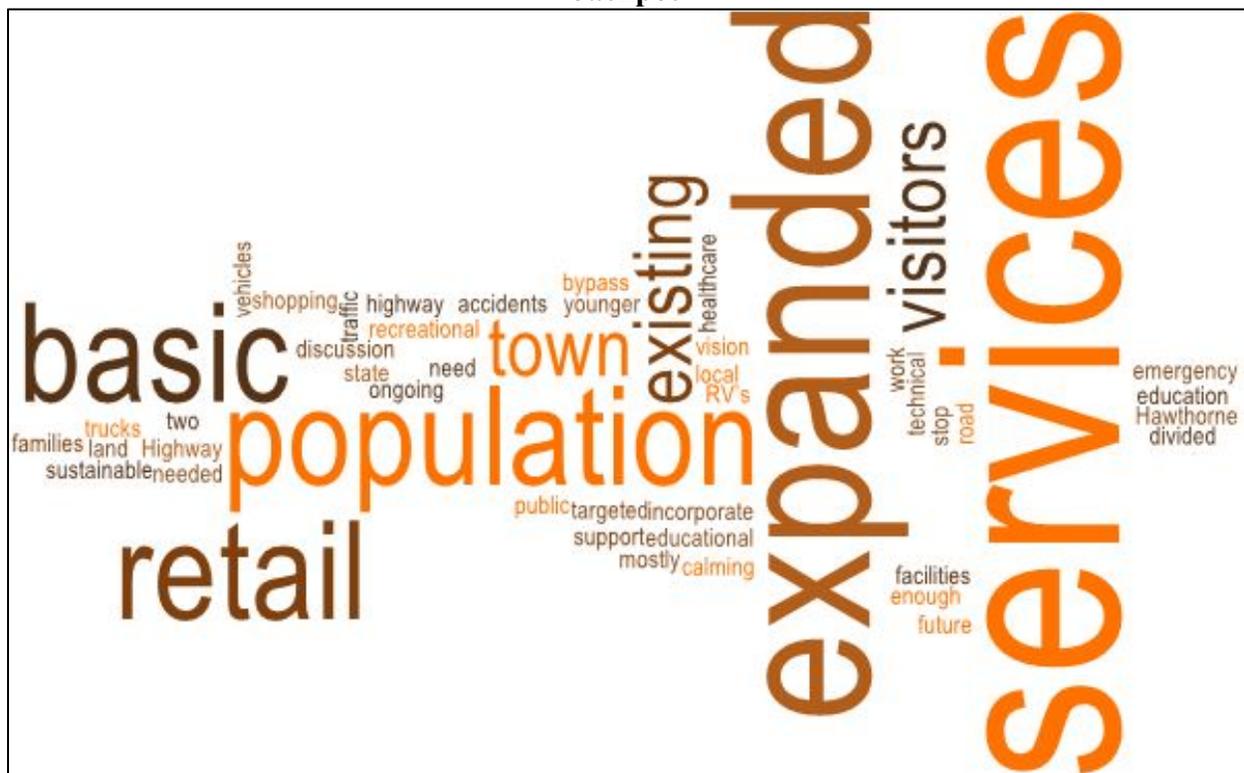


Increased public transportation services and continued growth and modernization of the county’s and city’s existing public infrastructure will also be needed to support additional population growth and the growth of the community’s and region’s civilian workforce. The City of Elko is the single largest population center in northeastern Nevada with an estimated total population of 20,304 total individuals in 2019, accounting for approximately 29.2 percent of northeastern Nevada’s total residential population. The City of Elko’s residential population grew from an estimated 18,888 total individuals in 2013 to an estimated 20,304 total individuals in 2019, a net increase of 1,416 total individuals or by 7.5 percent while the City of Elko’s civilian workforce increased from an estimated 9,972 total individuals in 2013 to an estimated 11,027 total individuals in 2019, a net increase of 1,055 total individuals or by 10.6 percent. Despite this

growth, existing businesses located throughout the City of Elko, throughout Elko County, and throughout the northeastern Nevada region still struggle to find the qualified workers needed to fill the growing number of existing vacant and open positions and new businesses find it difficult to fill new vacant and open positions once a new operation has started. Providing additional public transportation services, continuing to expand and modernize existing infrastructure assets, and continuing to support the growth of the area’s public education infrastructure are each needed to support increased sustainable population growth and further growth of the area’s and region’s civilian workforce.

Figure 2.5 presents a word cloud of the various economic development weaknesses for the community of Jackpot as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Jackpot held on July 15, 2021.

**Figure 2.5 – Economic Development Weaknesses  
Jackpot**



A declining population and a lack of both basic and expanded commercial retail services and options were identified by workshop participants as the two primary economic development weaknesses for the community of Jackpot. Between 2013 and 2019, Jackpot’s residential population declined from an estimated 1,326 total individuals in 2013 to an estimated 1,244 total individuals in 2019, a net decrease of 82 total individuals or by a percentage decrease of -6.2 percent. At the same time, the estimated median age of Jackpot’s residential population remained relatively older when compared to other communities in Elko County and throughout

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the northeastern Nevada region. In 2019, the median age of Jackpot's residential population was an estimated 41.1 years of age compared to an estimated median age for all of Elko County of 34.1 years of age in 2019 and to an estimated median age of 32.6 years of age for just the City of Elko.

Reversing this population decline will require increased investment in a number of critical areas including the revitalization and improvement of the community's existing housing stock, improved community amenities including new parks and public open spaces, improved public education facilities, and improved critical public infrastructure. Addressing the general lack of basic and more advanced healthcare services and supporting new business creation and attraction efforts in the commercial retail sector will also be necessary in order to attract a younger demographic to Jackpot, as both residents and as visitors. Attracting a younger demographic will also enable the community to address the community's limited civilian workforce. A number of the larger hotel and casino properties with existing operations in Jackpot already provide 'company housing' in order to attract the workers necessary to sustain existing operations. In order to expand Jackpot's existing gaming and hospitality sector and in order to diversify the community's existing economic base, a growing population and a growing civilian workforce will be needed.

While U.S. Highway 93 and Jackpot's strategic geographic location were each identified as primary economic development strengths by workshop participants, workshop participants also noted a number of growing concerns regarding Jackpot's physical siting along U.S. Highway 93. Workshop participants noted that, due to increased commercial truck and recreational vehicle travel along U.S. Highway 93 over the past several years, there has been a noticeable increase in pedestrian and automobile accidents along the portion of U.S. Highway 93 that runs through the community. Developing additional traffic calming and pedestrian safety infrastructure along this stretch of U.S. Highway 93 and possibly developing a bypass for commercial trucks and recreational vehicles were each identified by workshop participants as possible mitigation strategies. General community and economic development efforts have also been impeded due to the way in which U.S. Highway 93 bifurcates the community. Several workshop participants suggested that the town of Jackpot aggressively develop and implement a Mainstreet program for the stretch of U.S. Highway 93 that runs through the community. The goal of this Mainstreet program would be to develop a clear community identity and vision for Jackpot, an identity and vision that can be marketed to potential visitors and tourists from outside the region. Addressing major infrastructure concerns, especially along the stretch of U.S. Highway 93 that bifurcates Jackpot should also be addressed as part of any future Mainstreet program.

Figure 2.6 presents a word cloud of the various economic development weaknesses for the community of Spring Creek as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Spring Creek held on July 14, 2021.

The growing need to improve and modernize the existing physical infrastructure within the community was the primary economic development weaknesses impeding future sustainable community and economic development growth for Spring Creek as identified by workshop



planning horizon. Expanding and diversifying the community’s existing business mix through targeted new business creation and attraction strategies and through existing business retention and expansion efforts will help diversify the community’s existing economic base while also enabling the community to take better advantage of the many outdoor recreation assets that surround Spring Creek. A major barrier to diversifying Spring Creek’s existing business community is a general lack of available commercial land that could be developed to support new business operations in a variety of emerging industry and occupation sectors and to support the expansion of existing business already operating throughout Spring Creek. This will require careful engagement between the Spring Creek Association, the Northeastern Nevada Regional Development Authority, the City of Elko, Elko County, and various other local, state, and federal government agencies.

### 2.3.c Opportunities

Figure 2.7 presents a word cloud of the various economic development opportunities for Elko County and for the City of Elko specifically as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Elko County and for the City of Elko held on July 13, 2021.

**Figure 2.7 – Economic Development Opportunities  
Elko County and the City of Elko**



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Economic development opportunities for Elko County and for the City of Elko specifically, as identified by workshop participants, ranged from taking increased advantage of the area's and region's various outdoor recreation and visitor amenities and assets to increased collaboration and engagement with other local governments and public sector agencies within the northeastern Nevada region to opportunities for increased state and federal government funding. Workshop participants noted that, despite national and global disruption to visitor and tourist activity over the past year since the beginning of the ongoing COVID-19 global pandemic, demand for and usage of outdoor recreation assets throughout the area and throughout the northeastern Nevada region has actually increased since the beginning of the pandemic in the spring of 2020. Elko County's and the City of Elko's existing transportation infrastructure and proximity to a number of major outdoor recreation assets in and throughout the northeastern Nevada region has resulted in the City of Elko becoming a 'jumping off point' for outdoor recreation enthusiasts and other visitors and tourists who may have been unable or uneasy vacationing and recreating in larger population centers and in indoor facilities since the beginning of the pandemic. This increased visibility of the area's and region's outdoor recreation assets is an opportunity to further market Elko County, the City of Elko, and the entire northeastern Nevada region as a national and international destination for outdoor recreation and tourism-related activities. Sustainably improving access and capacity of the area's and region's various outdoor recreation amenities and assets could potentially lead to a longer-term increase in the area's and region's outdoor recreation sector and increased visitor and outdoor recreation enthusiast travel to the area could potentially support other economic development diversification efforts in a variety of related and unrelated sectors.

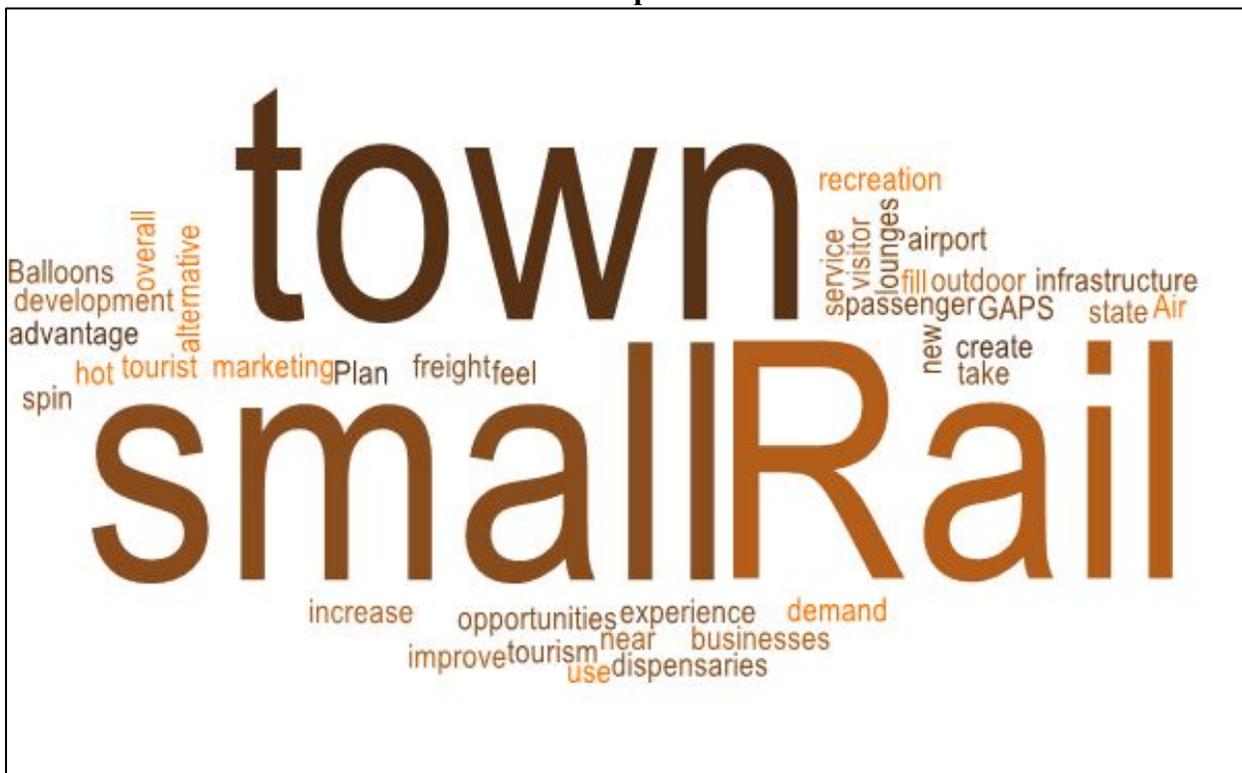
While maintaining community-level independence and the region's 'small town' and 'rural' identity and heritage remains an important part of the current five-year Comprehensive Economic Development Strategy, workshop participants stressed the importance of building greater regional collaborations and partnerships between the region's various public sector and non-profit organizations. Since the beginning of the ongoing COVID-19 global pandemic in the spring of 2020, workshop participants highlighted a number of underlying local area and regional deficiencies in the area's and region's public education infrastructure and physical and mental healthcare capacities. Addressing these deficiencies through increased regional collaboration, including the need to systematically address ongoing housing and workforce shortages, is essential in ensuring the area's and region's longer-term viability. Identifying specific needs and individual action plans to address those needs should be done collaboratively and at the regional level with specific actionable items identified for individual communities. From an economic development perspective, improved public education infrastructure, improved physical and mental healthcare services, improved housing, and development of a robust and highly skilled workforce could potentially result in new job creation and new business creation opportunities in a variety of existing and emerging industry and occupation sectors.

Workshop participants further noted that as the state and federal government continues to design and implement new state-level and federal-level economic recovery packages, additional state and federal funding may become available to Elko County, the City of Elko, and to other communities located throughout the northeastern Nevada region. New state and federal funding could potentially be used to address a number of critical infrastructure needs locally and within

the larger northeastern Nevada region including improved broadband and telecommunication infrastructure, improved highway, arterial, and collector surface roadway infrastructure, new municipal sewer and water services, and increased access to natural gas. New state and federal COVID-19 related recovery and resiliency funding might also be used to address the area's and region's need for additional housing, additional educational and workforce development services and programs, and improved and increased access to expanded basic and more advanced physical and mental healthcare services. Workshop participants further noted that pursuing these increased funding opportunities should be done in conjunction with the development of regional plans developed collaboratively among the various local government agencies and organizations operating within the northeastern Nevada region.

Figure 2.8 presents a word cloud of the various economic development opportunities for the community of Jackpot as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Jackpot held on July 15, 2021.

**Figure 2.8 – Economic Development Opportunities  
Jackpot**



Many of the specific economic development opportunities for the community of Jackpot as identified by workshop participants focused on increased capitalization of the community's existing 'small town' and 'western rural' identity and heritage, increasing overall access to and capacity of the area's existing outdoor recreation and tourism related assets, and making strategic investments in key infrastructure assets needed to support sustainable community and economic

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growth and diversification. Workshop participants noted that, since the beginning of the ongoing COVID-19 global pandemic since the spring of 2020, there has been an increase in demand among visitors and tourists nationally and globally for outdoor recreation-based activities that appeal to a variety of outdoor recreation enthusiast interests. Increasing access to and the overall capacity of area mountain biking and off-highway vehicle trails, hiking trails, campgrounds and recreational vehicle sites, and improved regional and national marketing of these assets could significantly increase overall outdoor recreationist and tourist counts for the community. Building this increased outdoor recreationist reputation should also be built around promoting Jackpot's existing 'small town' and 'western rural' heritage through targeted development and revitalization of the community's existing main street with a customized Mainstreet plan.

Improved streetscaping and improved pedestrian and vehicle safety infrastructure improvements to the stretch of U.S. Highway 93 that runs through Jackpot should be part of a comprehensive new Mainstreet plan for Jackpot. These targeted infrastructure improvements will, over time, improve the community's general level of attractiveness to prospective visitors and tourists who want an authentic 'small town' and 'western rural' experience while also taking advantage of modern amenities and improved outdoor recreation assets and activities. More broadly, increased state and federal COVID-19 related and economic recovery infrastructure spending could potentially be used to address the lack of additional capacity that exists in the community's current stock of physical infrastructure assets. Improvements to arterial, collector, and neighborhood surface roadways, increased sewer and water capacity, improved electricity and natural gas access, and increased broadband and telecommunication services are needed to support longer-term and sustainable population growth and continued diversification of the community's existing economic base through new business creation and attraction efforts and through the continued efforts to retain and expand existing businesses. As part of the state of Nevada's recently completed State Rail Plan, workshop participants specifically identified new opportunities to improve both freight and passenger rail service to and from Jackpot as a major economic development opportunity for Jackpot. Combined with increased state and federal funding opportunities as part of the state's and federal government's COVID-19 related economic recovery plans, additional funds may become available to support the improvements needed to create new freight and passenger rail service to and from and Jackpot.

Figure 2.9 presents a word cloud of the various economic development opportunities for the community of Spring Creek as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Spring Creek held on July 14, 2021.

Economic development opportunities for the community of Spring Creek for the coming year and for the remainder of the existing five-year strategic planning horizon for the community of Spring Creek, as identified by workshop participants, included continued development and promotion of the area's collection of outdoor recreation assets and opportunities to increased investment in existing community amenities and services to increased collaboration with Elko County, the City of Elko, and with other local governments within the northeastern Nevada region. As has already been highlighted, Spring Creek is strategically located in Elko County and within the northeastern Nevada region as a primary access point to a number of major

outdoor recreation-related assets and activities. With direct access to Lamoille Canyon and to other outdoor recreation opportunities along the Ruby Mountain range, Spring Creek could take advantage of this strategic geographic location by aggressively marketing the community to new prospective visitors and outdoor recreation enthusiasts nationally and even internationally. Spring Creek is also located adjacent to the City of Elko and the community of Spring Creek could take advantage of the city’s existing major transportation infrastructure, including its siting along U.S. Interstate 80 and the existence of the Elko Regional Airport, as a way for new visitors and outdoor recreation enthusiasts to travel to the area and take advantage of Spring Creek’s direct access to major local and regional outdoor recreation assets and activities.

**Figure 2.9 – Economic Development Opportunities  
Spring Creek**



Improved collaboration and engagement with Elko County and the City of Elko is becoming increasingly important as the existing homeowner’s association charter for Spring Creek is set to expire within the next several years. This potential expiration in the existing homeowner’s association charter may require a rethinking of the relationship between Spring Creek, Elko County, and the City of Elko about how public services and facilities are developed, provided, and maintained. This potential change in the relationship between Spring Creek, Elko County, and the City of Elko is also an opportunity to address emerging infrastructure concerns and to the securing of additional land needed to support additional residential, commercial, and possibly industrial development. Improved and more diversified transportation infrastructure, new municipal sewer and water service, increased broadband and telecommunication infrastructure, and even the potential development and provision of new natural gas service were a few of the

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emerging infrastructure issues that could potentially be addressed over the next several years and, depending on how they are resolved, could be addressed in ways that support continued yet sustainable community and economic growth and diversification.

With an estimated total population of 13,671 total individuals in 2019, Spring Creek is one of the region's largest single population centers. Strategic investments in various community facilities and amenities will be needed as the population continues to change and evolve. New parks and community recreation facilities, improvements to area public schools, and general streetscaping improvements to key commercial corridors were a few of the specific community facility and amenity needs for Spring Creek that workshop participants identified. Planning, development, and funding of these new community facilities and improvements should focus on preserving the community's existing 'small town' and 'rural' identity and heritage while also promoting this cultural and community identity. Development of a true 'town center', along with other community assets and facilities, is an opportunity to further develop and preserve Spring Creek's existing culture and community identity and to market the community to future residents and new visitors alike.

### 2.3.d Threats

Figure 2.10 presents a word cloud of the various economic development threats for Elko County and for the City of Elko specifically as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Elko County and for the City of Elko held on July 13, 2021.

Many of the individual economic development threats potentially facing Elko County and the City of Elko, as identified by workshop participants, focused primarily on changing regulatory and policy decision making changes that the state government of the state of Nevada has already made or is currently considering. Redistricting of existing state legislative districts and even federal congressional districts in Nevada as a result of the 2020 U.S. Decennial Census could potentially further erode Elko County's and the City of Elko's influence in the development, implementation, and administration of public policy at the state level. Continued concern regarding state government and legislative changes to how mining and natural resource extraction activities are regulated and taxed by the state government could potentially erode the short-term and long-term viability and strength of the area's and region's mining and natural resource extraction industry and occupation sector and severely cripple overall economic activity at the local and regional level. The elimination of natural gas as an energy source, outlined in the state of Nevada's recently adopted Climate Action Plan, could also derail several major new business creation and attraction strategies currently being developed and implemented for the area and for the region and this effort could also derail existing business retention and expansion efforts in several key industry and occupation sectors that have a major impact on the area's and region's existing economic base. Workshop participants also noted that continued threats to the area's and region's water supply as a result of continued urbanization and growth of southern Nevada could threaten the viability of the area's and region's agricultural sector, a sector that currently drives a large part of Elko County's and the City of Elko's economic base.





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central Utah, and even southern Nevada. Because of this dependency, a significant portion of locally earned household and individual income dollars ‘leak’ out of the community and are eventually spent in other communities. Continued growth and diversification of Jackpot’s commercial retail sector is needed in order to ensure that a larger percentage of household and individual income dollars earned in Jackpot stay in Jackpot. Reversing the community’s declining residential population trend is a critical first step in achieving greater diversification of the community’s commercial retail sector and improving the community’s overall degree of self-reliance and self-sustainability. The development of new public first responder emergency medical, fire, and law enforcement services, improvements in key physical infrastructure assets, revitalizing the existing housing stock and supporting new housing development, and improving basic public services and public education infrastructure are critical first steps in attracting a sustainably growing and younger demographic to the community.

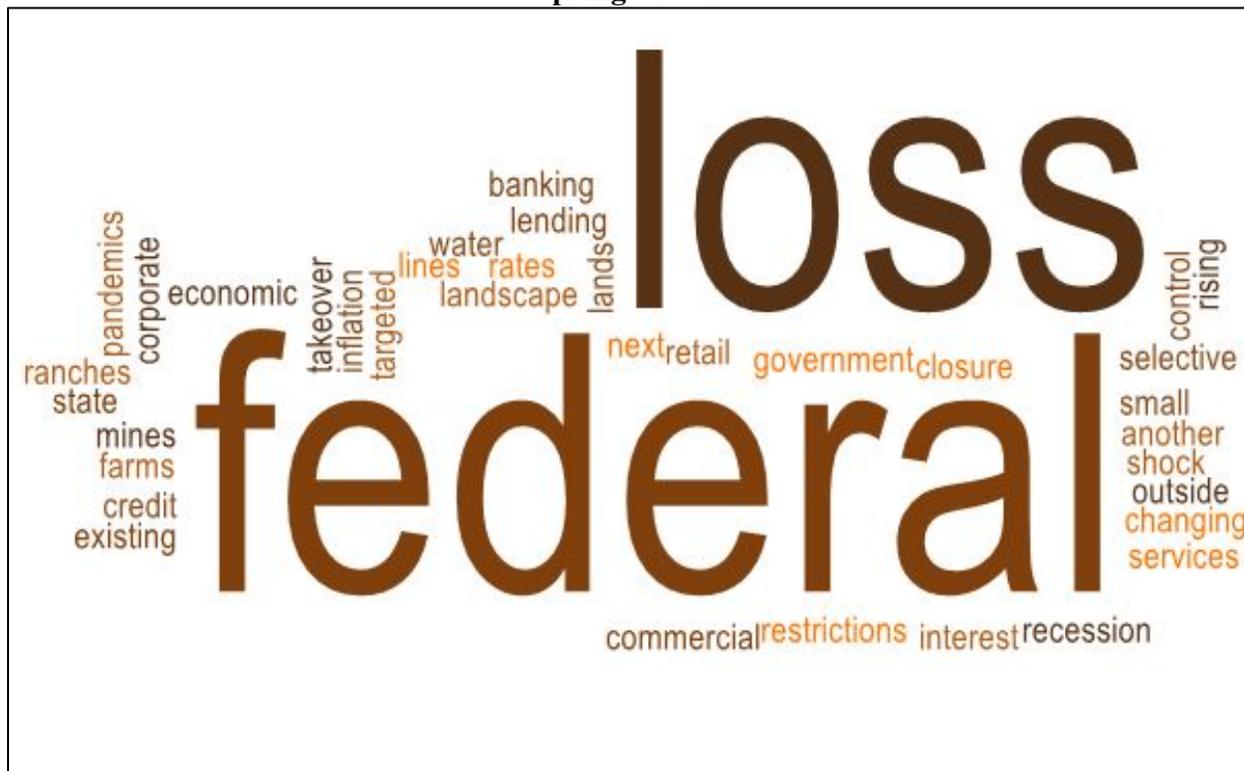
Similar to the threats identified for other parts of Elko County and for other parts of the northeastern Nevada region, workshop participants noted a growing threat from new state government regulatory and public policy decisions that are more advantageous for Nevada’s metropolitan and larger urban population centers at the expense of non-metropolitan and more rural population centers like Jackpot. Unlike the state’s larger more urban metropolitan population centers, communities like Jackpot often lack the internal resources and tax base to support improvements in critical public services, projects, programs, and infrastructure that are needed to support longer-term and sustainable population and economic growth. However, despite this disparity in the resource base of more rural versus more urban population centers in Nevada, the Nevada state legislature and government executive agencies continue to allocate an increasing amount of state resources to supporting new public service development and infrastructure improvement in the state’s more urban population centers. Additionally, the Nevada state legislature and government executive agencies have developed and are implementing new regulatory structures and policy decisions that threaten key industry and occupation sectors in Nevada’s more rural and non-metropolitan communities. Workshop participants suggested that, in order to address this growing threat, Jackpot work with the Northeastern Nevada Regional Development Authority and other key local government and regional partners to ensure that the Nevada state government takes into account the needs of Jackpot and other communities located within the northeastern Nevada region.

Figure 2.12 presents a word cloud of the various economic development threats for the community of Spring Creek as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Spring Creek held on July 14, 2021.

The threats associated with changing state and federal government regulatory structures and policy decisions including the disposal and potential use of federal lands, the potential permanent loss of existing commercial retail services due to the ongoing COVID-19 global pandemic and the changing commercial retail landscape locally and nationally, and specific threats to the viability of the area’s existing primary industry and occupation sectors were a few of the specific concerns threatening the economic future of Spring Creek as identified by workshop participants. Of these various economic development threats, the emerging and growing threats posed by

changing state and federal government regulatory structures and policy decisions was the most immediate economic development threat that workshop participants identified. Increased political and policy influence within the Nevada state legislature and state government administrative agencies by Nevada’s growing urban metropolitan areas has resulted in more state resources being allocated to the larger more urban metropolitan parts of the state at the expense of more rural communities like Spring Creek. Without the ability to raise local revenues and resources from an expanded local property tax and sales and use tax base, communities like Spring Creek often lack the financial resources to improve and grow locally provided services and complete needed infrastructure projects.

**Figure 2.12 – Economic Development Threats  
Spring Creek**



As Spring Creek is largely surrounded by federally owned lands, changing federal policy regarding the disposal and eventual private development of these federally owned lands threatens the continued growth and eventual economic diversification of Spring Creek. Workshop participants noted a growing need for the community of Spring Creek and the Spring Creek Association to work collaboratively with Elko County, the City of Elko, and other local and regional partners to develop a comprehensive strategy designed to address these specific federal regulatory policies. While workshop participants noted the importance of maintaining Spring Creek’s existing community culture and identity, additional land will be needed to support additional residential development, new commercial retail development, and possible industrial development in the future. Again, active engagement with Elko County and the City of Elko will be needed to address these issues and ensure that proper planning and critical infrastructure

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development is initiated and completed. Part of this effort should also address the future of Spring Creek and its existing organizational structure. As a homeowner’s association, the Spring Creek Association and existing property owners and residents will need to decide on how the community will organize and provide critical public services and complete critical public infrastructure improvements in relationship to existing county and city plans.

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## 3.0 Evaluation of the Vision, Goals, and Objectives

This section presents a summary of the evaluation of the existing strategic economic development vision and goals for Elko County, for the City of Elko, and for the individual communities of Jackpot and Spring Creek completed by workshop participants who participated in the July 13, 2021, July 14, 2021, and July 15, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshops. This section also presents a general overview of the reprioritized goals and objectives for Elko County, the City of Elko, and for the individual communities of Jackpot and Spring Creek for the coming year of implementation and a general outline of identified economic COVID-19 pandemic recovery and resiliency economic development efforts.

### 3.1 Evaluation of the Strategic Economic Development Vision

The current strategic economic development vision for Elko County and for the City of Elko specifically, developed as part of the current five-year Comprehensive Economic Development Strategy for 2020 through 2025 for Elko County, the City of Elko, and for the communities of Jackpot and Spring Creek, is:

*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.*

For just the communities of Jackpot and Spring Creek, the following strategic economic development vision was developed as part of the same five-year Comprehensive Economic Development Strategy for 2020 through 2025 for Elko County, the City of Elko, and 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 the evaluation of this current five-year Comprehensive Economic Development Strategy, workshop participants who participated in the July 13, 2021, July 14, 2021, and July 15, 2021 annual update and evaluation workshops were asked to evaluate the current strategic economic development vision by answering four questions, including: (1) does the strategic

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vision statement still represent the ‘mountain top’ of what we want to achieve?, (2) have we made progress in achieving this vision?, (3) has the vision changed over the last year?, and (4) over the next year, what parts of the vision do we want to focus on the most? In general, workshop participants who participated in each annual evaluation and update strategic planning workshop agreed that the existing strategic economic development vision statements, one for Elko County and for the City of Elko specifically and one for just the communities of Jackpot and Spring Creek, remain relevant and still represent the absolute ‘mountain top’ of what each community and the various strategic economic development partners in each community hope to achieve over the remainder of the current five-year strategic planning horizon.

For Elko County in general and for the City of Elko specifically, workshop participants agreed that expanding Elko County’s and the City of Elko’s economic profile throughout the western and intermountain western United States by attracting a diverse and professional workforce and by aggressively pursuing implementation of technology and investment was the county’s and city’s primary focus prior to the outbreak of the COVID-19 global pandemic. During the pandemic, and likely into a post-pandemic phase, preserving key elements of the county’s and city’s cultural identity and heritage and retaining and expanding upon elements of the existing economic base has become a more relevant part of the county’s and city’s economic development vision. However, workshop participants noted that the continued pursuit and implementation of technology and investment designed to drive economic diversification and continued improvement of the existing quality of life within the area and throughout the region will become more relevant as the pandemic becomes less of an immediate threat. Several workshop participants noted that the addition of ‘economic stability’ to the existing strategic economic development vision is warranted given the volatility in local and regional economic activity that has arisen as a result of the ongoing global pandemic.

As for the communities of Jackpot and Spring Creek, workshop participants agreed that continued cultivation and integration of new businesses in existing and emerging industry and occupation sectors, along with improved public education infrastructure and services, improved physical and mental health and wellness for community residents, and continued focus on each community’s existing stock of natural resources and outdoor recreation amenities, remain the primary community and economic development focus of both communities. For the community of Jackpot specifically, increased focus on economic diversification through new business creation and attraction strategies is paramount given the community’s existing high dependence on the gaming and hospitality sector and the impacts that the COVID-19 global pandemic has had on this particular sector. While gaming and hospitality will and should remain an important part of Jackpot’s existing economic base, new investment in new and emerging industry sectors is essential in mitigating the possible impacts of future pandemics and natural disasters that may disproportionately affect the gaming and hospitality sector. Improved educational facilities and access to educational and workforce development programs and improved basic and more advanced healthcare services were also identified by workshop participants as critical elements for the community of Jackpot as community stakeholders and regional partners continue to implement elements of the current five-year Comprehensive Economic Development Strategy.

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For the community of Spring Creek specifically, workshop participants noted that further diversification and growth of the community's existing economic base is difficult given the unique challenges that Spring Creek and the Spring Creek Association face. Without a reliable and sustainable source of public revenues that are sufficient enough to support improved public service provision and needed infrastructure improvements, and without additional land for private ownership and development due to the community being surrounded by federally owned land, Spring Creek lacks the necessary resources to jump start local community and economic development diversification efforts. However, working collaboratively with Elko County, the City of Elko, the Northeastern Nevada Regional Development Authority, and with other local and regional partners, the community of Spring Creek and the Spring Creek Association could potentially begin to address these resource constraints. The provision of additional basic and more advanced physical and mental healthcare services and improved public education infrastructure and workforce development programs each remain critical and very relevant elements of Spring Creek's broader economic development vision.

In general, workshop participants who participated in the July 13, 2021, July 14, 2021, and July 15, 2021 annual update and evaluation strategic economic development planning workshops noted that Elko County, the City of Elko, Jackpot, Spring Creek, and various key community and economic development partners have each made measurable progress in achieving several elements of each unique strategic economic development vision. For Elko County and for the City of Elko specifically, workshop participants noted that there has been a surge in demand for outdoor recreation activities as a result of the COVID-19 global pandemic, resulting in increased visitor and tourism counts which has helped support existing businesses in key industry and occupation sectors. There has also been growing interest by major firms in new and emerging sectors for possible new development in and around the City of Elko and both the county and the city continue to pursue and complete major new infrastructure projects designed to support these new businesses. Workshop participants also highlighted the growing level of regional collaboration between Elko County, the City of Elko and various other public sector organizations within the northeastern Nevada region. This increased level of regional collaboration has largely been due to the specific impacts of the ongoing COVID-19 global pandemic and the need to develop and implement a regional response. Workshop participants are optimistic that this new level of regional collaboration could be expanded to include new regional approaches to the development of needed infrastructure assets, the expansion of existing basic and the creation of new expanded physical and mental healthcare services, the improvement of the local and regional housing stock, and in the improvement of local and regional public education infrastructure and services.

For the community of Jackpot, workshop participants acknowledge that overall achievement of the stated economic development vision has been slow and largely impaired over the last year due to the ongoing COVID-19 global pandemic and a continued lack of addressing local community needs by Elko County and by key state and federal government agencies. However, workshop participants did note that overall community engagement has increased over the past year and a number of new non-profit community-based organizations have begun to fill critical gaps in the provision of critical community and social services. For the community of Spring Creek, workshop participants noted considerably more progress in achieving a number of the

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specific elements outlined in the existing strategic economic development vision. Expanded basic physical and mental healthcare services and service access, improved daycare and childcare services, and even recently completed and ongoing major infrastructure improvements continue to support additional community and economic development growth throughout Spring Creek. While access to additional land and a lack of sustainable funding for additional infrastructure projects remain a primary concern, workshop participants generally agreed that the Spring Creek Association and its various local and regional community and economic development partners have made significant progress in achieving elements of the existing vision over the past year despite several remaining challenges. In order to address remaining infrastructure needs, in order to address the growing need to secure additional critical natural resources including water and associated water rights, and the need to address the lack of sustainable funding, additional local and regional collaboration between the Spring Creek Association and its local and regional partners will be needed.

The impacts of the ongoing COVID-19 global pandemic has simultaneously helped refocus Elko County, the City of Elko, and its various other local and regional partners on critical elements of the existing strategic economic development vision while also expanding this focus to include additional concerns and opportunities that have emerged as a result of the pandemic. Since the beginning of the COVID-19 global pandemic in the spring of 2020, the role of regional collaboration between Elko County, the City of Elko and various other local and regional partners has become increasingly important. Increased regional collaboration has largely enabled the county and the city to effectively mitigate the social and economic impacts of the pandemic and has also ensured that Elko County and the City of Elko receive the financial and non-financial resources the county and city need in order to continue to mitigate these impacts and pivot toward longer-term economic recovery and broader economic diversification efforts. The ongoing social and economic impacts of the pandemic has also encouraged past ‘rivals’ within the northeastern Nevada region to plan collaboratively and to work together in order to offset the growing economic and political power of Nevada’s larger more urban metropolitan population centers. This effort has begun to build the local and regional capacity to pursue a wider variety of new business creation and attraction efforts and to further support the retention and expansion of existing businesses across a wide variety of industry and occupation sectors.

Over the last year, the focus of the community of Jackpot and its various local and regional community and economic development partners has shifted toward addressing the immediate impacts that the COVID-19 global pandemic has had on the community and on the existing economic base. Several existing conditions and concerns that existed pre-pandemic have become increasingly relevant, including the continued loss of population and the continued aging of the existing and remaining population, the growing need for improved and diversified housing, the immediate need to expand public infrastructure capacity and address major safety concerns regarding the stretch of U.S. Highway 93 that runs through Jackpot, and the need to diversify the community’s existing economic base. Part of addressing these conditions and concerns have focused on ensuring that Elko County and relevant state and federal agencies provide the needed resources and attention to Jackpot. Providing the financial and non-financial resources and capabilities to Jackpot to ensure the long-term sustainability and self-sufficiency of

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the community and the community's economic base has become a critical part of Jackpot's longer-term economic development vision.

The ongoing COVID-19 global pandemic and the impact that the pandemic has had on national and global value and supply chains, the way in which people work and relate to employment, and the growing importance of critical public services and infrastructure are a few of the ways in which the existing strategic economic development vision for the community of Spring Creek has changed and evolved over the past year. The increased need for positive and targeted development incentives, the increased number of 'private contractors' and 'gig workers' in the workforce, rising healthcare costs and the rising costs of various goods and services in general due to national and global value and supply chain shortages, and even fundamental shifts in education and workforce needs have become new issues that have impacted Spring Creek's efforts to implement elements of the existing five-year Comprehensive Economic Development Strategy over the past year. Improved broadband and telecommunication access and service, improved emergency medical services, and the need to diversify the community's economic base through the targeted investment in industry and occupation sectors less susceptible to a global pandemic or to other natural disasters have each become part of Spring Creek's focus on related community and economic development issues. The ability to positively influence regulatory and policy decision making at the local and state level has also become increasingly important elements of the existing vision statement as Spring Creek becomes an increasingly important part of the broader strategy to cultivate and integrate new businesses and to further diversify the local and regional economic base.

Over the next year and for the remainder of the existing five-year strategic planning horizon, workshop participants noted that Elko County and the City of Elko should focus primarily on improving the county's and city's overall competitiveness as a destination location and improve the overall capacity of local and regional partners to take advantage of specific community and economic development opportunities that are beginning to emerge. A renewed focus on the continued completion of major new infrastructure projects that will have local and regional positive impacts, continuing to improve the amount of and access to expanded basic and more advanced physical and mental healthcare services and resources, and a more aggressive pursuit of technology-based economic development strategies were each identified by workshop participants as critical areas of focus for Elko County and the City of Elko as both the county and city pursue additional implementation of the existing five-year Comprehensive Economic Development Strategy. Workshop participants noted that the successful achievement of these specific focus areas is only possible if the county, the city, the Northeastern Nevada Regional Development Authority, and various other public sector, private sector, and non-profit community-based agencies, entities, and organizations work to further build upon the regional collaborations built during the ongoing pandemic. By improving communication and by better leveraging local and regional community and economic development resources, each individual community can overcome some of the resource limits that currently prohibit broader achievement of the existing strategic economic development vision.

Building increased self-sufficiency and community capacity and addressing critical infrastructure needs should be the primary focus for the community of Jackpot over the next year and for the

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remainder of the existing five-year strategic economic development planning horizon. New basic and expanded services, such as a Nevada Department of Motor Vehicles service kiosk, additional basic medical and mental healthcare services, expanded educational and workforce development services, new financial and non-financial small business and entrepreneurial-based start-up services, and even new commercial retail and grocery services were a few of the specific service and resource areas that workshop participants identified for the community of Jackpot. Longer-term, completing necessary infrastructure improvement projects, including expanded sewer and water services, improved transportation infrastructure assets including curb and gutter improvements and general streetscaping improvements on arterial and connector roadways and new pedestrian and vehicle safety improvements for U.S. Highway 93, and the development of a comprehensive land-use and public facility masterplan specific for the community of Jackpot were additional areas of focus identified by workshop participants.

Addressing the need to secure water and associated water rights and addressing critical infrastructure needs were the two primary areas in which workshop participants would like to see Spring Creek, the Spring Creek Association, and its various local and regional partners focus on for the next year and for the remainder of the existing five-year strategic economic development planning horizon. Both areas are critically required steps in building a robust and sustainably growing economic base for Spring Creek, its residents, and existing and future businesses. Securing the needed supply of water and associated water rights along with completing critical infrastructure projects will require increased collaboration between the Spring Creek Association, Elko County, the City of Elko, and various other local and regional partners. More generally, expanding existing healthcare and educational services, sustainably improving access to and overall capacity of existing natural resources and outdoor recreation assets and amenities, and addressing rising prices and inflationary pressures have and will continue to be important areas of focus for the Spring Creek Association and its local and regional community and economic development partners over the next year and for the remainder of the existing Comprehensive Economic Development Strategy's five-year planning horizon.

### **3.2 Evaluation of the Strategic Economic Development Goals**

In evaluating the current strategic economic development goals, workshop participants who participated in the July 13, 2021, July 14, 2021, and in the July 15, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshops for Elko County, the City of Elko, and for the individual communities of Jackpot and Spring Creek were asked to evaluate their own personal hopes and aspirations for their community and for the region, evaluate the progress that has been made in achieving each of the original strategic economic development goals developed as part of this current five-year Comprehensive Economic Development Strategy, and develop a series of responsive and steady-state recovery and resiliency strategies. This sub-section presents a general overview of the evaluation of the current strategic economic development goals and objectives developed for Elko County, for the City of Elko, and for the individual communities and Jackpot and Spring Creek beginning with a summary of the personal hopes and aspirations of workshop participants for each individual community and for the region.

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### 3.2.a Personal Hopes and Aspirations

Workshop participants who participated in the July 13, 2021, July 14, 2021, and in the July 15, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshops for Elko County, the City of Elko, and for the individual communities of Jackpot and Spring Creek were asked to answer three questions, including: (1) how and where do people live and work in this community or region and has this changed over the last year?, (2) what are your personal hopes and aspirations for this community and region for the next year?, and (3) what are your personal hopes and aspirations for this community and region for the remainder of this five-year strategic planning horizon?

For Elko County and for the City of Elko specifically, workshop participants noted that many existing employers located throughout the area and throughout the region still depend on the importation of workers from larger population centers located outside of the northeastern Nevada region. While there has been a noticeable increase in the number of homebased small business and entrepreneurial-based start-ups over the past year, largely due to the ongoing COVID-19 global pandemic, a number of individuals who work throughout the county and throughout the region usually commute in from southern Idaho and central Utah and as far away as northwestern Nevada and southern Nevada. This worker commuting pattern often results in a large number of earned income being exported and spent outside the region, making it increasingly difficult to support existing businesses with operations within the region. Growing a homebased civilian workforce is an essential first step in reversing this income ‘leakage’ from the area and from the region.

Workshop participants expressed a number of specific personal hopes and aspirations for Elko County, for the City of Elko, and for the entire northeastern Nevada region including increased political and economic stability. Improved access to expanded basic and more advanced physical and mental healthcare services and increased education and workforce development programming were a few of the specific personal hopes and aspirations workshop participants expressed for the coming year. Additional hopes and aspirations included continued improvement in critical infrastructure including increased broadband and telecommunication service and increased direct service between the Elko Regional Airport and larger metropolitan population centers located throughout the western and intermountain western United States. Workshop participants also noted that they would like to see Elko County and the City of Elko commit to developing internal organizational and leadership succession plans. Several workshop participants noted that the COVID-19 global pandemic has accelerated the retirement of several longstanding organizational leaders and administrators resulting in a general reduction in institutional knowledge. Development and implementation of a comprehensive succession plan for both the county and the city over the next year would ensure that ongoing community and economic development efforts are continued without disruption.

Over the remainder of the existing five-year strategic planning horizon, workshop participants expressed a number of personal hopes and aspirations for the successful implementation and completion of the exiting five-year Comprehensive Economic Development Strategy. The

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completion of several large scale infrastructure projects, including needed state and federal highway and interstate improvements, and increased access to and capacity of existing outdoor recreation amenities and assets were two specific personal hopes and aspirations identified by workshop participants. Workshop participants also noted that they would like to see Elko County and the City of Elko lead the efforts to build additional collaborative capacity throughout the region among various public sector, private sector, and non-profit community-based agencies, firms, and organizations and center those new collaborative efforts on developing a meaningful degree of economic stability and economic diversity for the community, the county, and for the region.

For the community of Jackpot, workshop participants noted that the continued decline in the community's existing residential population and subsequent civilian workforce has led many of the community's larger firms and employers to import workers from southern Idaho and from other parts of the northeastern Nevada region. A number of the community's law enforcement and first responder employees and several public school teachers who work in Jackpot often live in southern Idaho due to the community's lack of housing and additional community amenities. The ongoing COVID-19 global pandemic and state mandated temporary closures and restrictions on capacity has disproportionately impacted the area's largest employers resulting in a considerably scaled back workforce. As the community's total population has declined, much of that population decline has occurred among younger demographic groups resulting in a relatively older population. In 2019, the median age for Jackpot was an estimated 41.1 years of age, one of the oldest median ages among the various communities located throughout the northeastern Nevada region. The relatively older population that lives in Jackpot further constricts the availability of workers to fill vacant and open positions, further restricting the efforts of the community to retain and expand existing businesses and increasing the difficulty in successfully creating and attracting new businesses.

Increased attention and support from Elko County and increased diversification and growth of the community's existing economic base were two specific personal hopes and aspirations workshop participants expressed for Jackpot for the coming year. From Elko County, and from various state and federal agencies, workshop participants expressed their hope and aspiration that additional financial and non-financial resources will be provided to the community of Jackpot to begin and complete needed infrastructure improvements. Workshop participants also hope that the Elko County School District will work with community leaders to improve the community's existing public education infrastructure and facilities in order to successfully attract a younger demographic to Jackpot. While the gaming and hospitality sector will remain a critical part of the community's existing economic base, workshop participants would like to see new direct investment in new and emerging industry sectors that will enable Jackpot to diversify its existing economic base. Improved access to and capacity of existing outdoor recreation amenities and assets, the opening of businesses that are tailored to supporting and attracting outdoor recreation enthusiasts, and new businesses that can fill key 'gaps' in the community's commercial retail sector were ways in which workshop participants believe Jackpot can further diversify and grow its existing economic base.

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Longer-term, and for the remainder of the existing five-year strategic planning horizon, workshop participants expressed a number of specific personal hopes and aspirations for Jackpot. Most importantly, workshop participants would like to see completed projects that will meaningfully expand and grow access to expanded basic and more advanced physical and mental healthcare services without individuals having to travel long distances to other communities within the northeastern Nevada region or to southern Idaho and central Utah. Revitalization of the community's existing housing stock and growth of the existing housing stock through new residential development in a sustainable manner that protects the community's existing 'small town' and 'western rural heritage' while providing existing and new residents with modern amenities and conveniences was another major personal hope and aspiration that workshop participants expressed for Jackpot for the remainder of the current five-year strategic planning horizon. Increased transportation services, improved education and workforce development services, the completion of additional major infrastructure projects, and the development of a comprehensive set of senior and elderly care and recreation facilities and services were additional longer-term personal hopes and aspirations for the community of Jackpot expressed by workshop participants.

Over the past year, workshop participants noted that there has been very little change in the patterns of how area residents in Spring Creek live and work. Workshop participants indicated that a significant majority of Spring Creek residents that live in Spring Creek work in other communities located throughout the region and a significant number of existing residents either work directly for one of the region's existing mining and natural resource extraction companies or are indirectly employed by the region's mining and natural resource extraction industry and occupation sector in a related industry. Improving employment opportunities for area residents so that people that live in Spring Creek can work in Spring Creek was a major personal hope and aspiration expressed by workshop participants for the coming year. Increasing financial and non-financial support for new small business and entrepreneurial-based start-ups along with pursuing strategies that would support new business creation and attraction efforts in new and emerging industry sectors were each a part of this hope and aspiration.

Developing a plan to address the community's growing infrastructure needs, developing a sustainable and sufficient pool of financial and non-financial resources to support broader community and economic development efforts, and working with key local and regional partners to develop a growing civilian workforce were additional personal hopes and aspirations expressed by workshop participants for the community of Spring Creek for the coming year. Improved transportation infrastructure and improved public transportation services, increased land utilization of existing land located within the community combined with securing additional land through a federal lands bill, and securing long-term access to water and the accompanying water rights were each identified as critical infrastructure and natural resource needs that need to be addressed over the next year. As a homeowner's association, the Spring Creek Association is limited in its availability of financial and non-financial resources needed to develop and complete various community development projects including critical infrastructure and various public facilities. Workshop participants would like to see the Spring Creek Association, in partnership with Elko County and the City of Elko, develop a strategy to provide the financial and non-financial resources needed to support continued investment in and development of

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critical infrastructure and new public facilities. Finally, workshop participants also supported increased engagement with the Elko County School District and with Great Basin College in order to identify and provide the educational and workforce development services needed to sustainably grow and develop a locally based competitive workforce.

Longer-term, workshop participants noted that the community of Spring Creek, the Spring Creek Association and the community's various local and regional partners must focus on developing a sustainable and self-sufficient blueprint for future community and economic development efforts. Over the remainder of the existing five-year strategic planning horizon, workshop participants would like to see new investment in expanding existing basic and providing new more advanced physical and mental healthcare services to the community along with developing and providing a variety of care, recreational, and entertainment services for the community's aging and elderly population. By 2033, the existing homeowner's association for Spring Creek will expire. Workshop participants hope that the Spring Creek Association, in partnership with Elko County and the City of Elko, will use the remainder of the current five-year strategic planning horizon to develop a comprehensive strategy for answering 'what comes next' once the existing homeowner's association charter expires.

### 3.2.b Evaluation of the Current Strategic Goals and Objectives for Elko County and for the City of Elko

As part of the current five-year Comprehensive Economic Development Strategy for Elko County, for the City of Elko, and for the individual communities of Jackpot and Spring Creek for the 2020 through 2025 period, four separate strategic economic development goals were initially developed that were specific for Elko County and for the City of Elko. These four strategic economic development goals for Elko County and for the City of Elko included:

- **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.

As part of the annual Comprehensive Economic Development Strategy update and evaluation workshop held on July 13, 2021 for Elko County and for the City of Elko, workshop participants were asked to evaluate each individual goal by answering three separate questions, including:

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(1) has progress been made in achieving this goal?, (2) is the goal still relevant moving forward?, and (3) what can be done to make additional progress moving forward? The resulting evaluation of each individual goal was then used to reprioritize the four existing strategic economic development goals for the coming year and to develop new economic recovery and resiliency efforts as Elko County, the City of Elko and the Northeastern Nevada Regional Development Authority continue to address the short-term and long-term impacts of the ongoing COVID-19 global pandemic.

In regard to **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**, workshop participants noted that a significant amount of progress has been made in improving overall access to and reliability of expanded broadband access over the past year. While significant new broadband and telecommunication infrastructure projects have been developed and a significant amount of work has been completed over the past year, workshop participants agreed that increasing overall access to and overall reliability of expanded broadband and Internet service remains a priority. Workshop participants noted that increased access and reliability has become increasingly important since the beginning of the COVID-19 global pandemic in the spring of 2020 as access to virtual and online services have become increasingly important. A number of workshop participants noted that additional planning and additional funding will be needed to support wider development of additional broadband and telecommunication infrastructure throughout Elko County and within individual communities located throughout the county.

For **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**, that no progress has been in achieving this goal over the past year. More importantly, the percentage of population living below the poverty rate throughout Elko County and within the City of Elko remains a major challenge as the percentage of total population living below the poverty line in Elko County increased from an estimated 8.8 percent of total population in 2013 to an estimated 11.7 percent in 2019, a net increase of 2.9 percent or by a percentage increase of 33.0 percent. The increase in the percentage of total population living below the poverty line increased at an even greater rate within the City of Elko between 2013 and 2019, increasing from an estimated 6.3 percent in 2013 to an estimated 14.4 percent in 2019, a net increase of 8.1 percent or by a percentage increase of 128.6 percent. Workshop participants generally agreed that the percentage of population living below the poverty line for all of Elko County and for the City of Elko has likely increased over the last year between 2019 and 2020 due to the economic and social impacts that the ongoing COVID-19 global pandemic has had on Elko County, on the City of Elko, and on other communities throughout the northeastern Nevada region. As this goal remains critically relevant for the next year as the county, the city, and the Northeastern Nevada Regional Development Authority each continue to respond to the economic and social impacts of the ongoing pandemic, workshop participants noted that increased support for community-based non-profit organizations, continued focus on workforce development, job training, and job placement efforts, and encouraging individuals to return to the workforce will each be needed over the coming year in order to reverse continued increases in the estimated percentage of the county's and city's total population living at or below the poverty line.

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As part of **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**, workshop participants agreed that the ongoing COVID-19 global pandemic has completely stalled efforts to increase overall commercial air services into and out of the Elko Regional Airport. In December 2021, SkyWest Airlines announced a reduction of approximately 50.0 percent in commercial air service in and out of the Elko Regional Airport. Elko County and City of Elko officials agree that, due to existing national economic conditions, this has the potential to lead to the eventual halt of commercial air services to the Elko Regional Airport altogether. Should commercial air services cease to the region, it would put the region at a tremendous disadvantage from an economic development perspective as many prospective clients often require, at the very least, a regional airport within one hour of their operations.

The United States domestic airline industry sector has been particularly hard hit due to the COVID-19 global pandemic and airlines, including carriers that already serve the Elko Regional Airport, have sought to reduce overall service instead of increasing overall service in order to reduce costs. Even though this goal remains critically important to Elko County's and the City of Elko's longer-term economic development strategy, it is unlikely that any measurable progress will be made in achieving this goal until United States domestic airline providers have fully recovered from the impacts of the ongoing COVID-19 global pandemic and have returned to pre-pandemic service levels. While short-term progress over the next year on achieving this goal is unlikely, workshop participants noted that new federal government infrastructure spending proposals might be used to support infrastructure improvements at the Elko Regional Airport. Additional improvements to the Elko Regional Airport could provide the opportunity for regional and national domestic airline carriers and service providers to increase the number of flights into and out of the Elko Regional Airport post-pandemic.

Workshop participants generally agreed that Elko County, the City of Elko, and the community of Spring Creek have each made some progress in achieving **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** over the past year. Representatives from Elko County, the City of Elko, and the Spring Creek Association have begun preliminary and informal discussions regarding the future of the community of Spring Creek if and when the existing homeowner's association charter for Spring Creek expires. Workshop participants did note that the county, the city, and the Spring Creek Association have worked collaboratively since the beginning of the COVID-19 global pandemic in the spring of 2020 to address local and regional health and human safety issues and concerns related to the pandemic and to coordinate the public health response developed and implemented by Elko County, the City of Elko, and by the Spring Creek Association. Workshop participants are optimistic that this level of engagement and collaboration can be built upon in the coming year and over the course of the remainder of the existing five-year strategic planning horizon to address the specific community and economic development issues outlined in the existing five-year Comprehensive Economic Development Strategy.

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### 3.2.c Evaluation of the Current Strategic Goals and Objectives for the Communities of Jackpot and Spring Creek

As part of the current five-year Comprehensive Economic Development Strategy for Elko County, for the City of Elko, and for the individual communities of Jackpot and Spring Creek for the 2020 through 2025 period, five separate strategic economic development goals were initially developed that were specific to the individual communities of Jackpot and Spring Creek. These five strategic economic development goals specific for the individual communities of Jackpot and Spring Creek included:

- **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.

As part of the annual Comprehensive Economic Development Strategy update and evaluation workshop held on July 14, 2021 in Spring Creek for representatives of the Spring Creek Association and as part of the workshop held on July 15, 2021 in Jackpot, workshop participants were asked to evaluate each individual goal by answering three separate questions, including: (1) has progress been made in achieving this goal?, (2) is the goal still relevant moving forward?, and (3) what can be done to make additional progress moving forward? The resulting evaluation of each individual goal was then used to reprioritize the five existing strategic economic development goals for the coming year and to develop new economic recovery and resiliency efforts as the communities of Jackpot and Spring Creek and the Northeastern Nevada Regional Development Authority continue to address the short-term and long-term impacts of the ongoing COVID-19 global pandemic.

For **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,* workshop participants representing the communities of Jackpot and Spring Creek each agreed that no significant progress has been made in achieving this specific goal over the past year. However, workshop participants who participated in the July 15, 2021 annual update and evaluation

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workshop held in Jackpot noted that local area schools have been able to utilize state and federally provided COVID-19 pandemic relief funds to provide area students with new technology including Chrome Books and have offered expanded and new computer classes and technology-based education opportunities. Workshop participants representing the community of Spring Creek on July 14, 2021 noted that existing schools within the community have made similar efforts to improve technical education opportunities for area students. For the next year and for the remainder of the existing five-year strategic planning horizon, workshop participants in both Jackpot and Spring Creek agreed that this goal remains critically important and a very relevant part of each community's existing economic development strategy. Increased funding for and offering of new Career Technical Education (CTE) classes, classes and education offered in robotics, battery technology, and the trades were each identified by workshop participants as possible starting points for improving existing technical education programs in both Jackpot and Spring Creek over the next year and for the remainder of the existing five-year strategic planning horizon.

For the community of Spring Creek specifically, workshop participants noted that a considerable amount of progress has been made in achieving **Goal No. 2: Increase access to capital for small business development by 3 percent by 2022**. Since the development of the existing five-year Comprehensive Economic Development Strategy, Nevada Gold Mines has launched the "I-80 Fund" that is administered by the Rural Nevada Development Corporation. This fund provides financial assistance to new small businesses and entrepreneurial-based start-ups located along the U.S. Interstate 80 corridor within the northeastern Nevada region and several new small business and entrepreneurial-based start-ups have already received funding since the creation of the fund. For the community of Jackpot, however, little to no progress has been made in achieving this specific goal. For both Jackpot and Spring Creek, workshop participants agreed that increasing access to financial capital for new small business and entrepreneurial-based start-ups is still very relevant. Increased marketing and outreach regarding the "I-80 Fund" and other potential sources of financial capital for prospective new small businesses and entrepreneurs is one way in which additional progress in achieving this goal can be made. In addition to increased marketing and outreach, workshop participants noted that additional sources of funds are needed to support additional small business and entrepreneurial-based development. Workshop participants also suggested that increased technical and non-financial support, through increased engagement with the Nevada Small Business Development Center, StartUpNV, the Rural Nevada Development Corporation, the Northeastern Nevada Regional Development Authority, and other agencies and organizations with expertise in small business and entrepreneurial-based development, is also needed.

Workshop participants in both Jackpot and Spring Creek agreed that each community faces unique challenges in attempting to achieve elements of **Goal No. 3: Increase affordable housing for middle to low income buyers by 5 percent through the use of assistance organization by 2024**. A lack of available building sites suitable for affordable housing, a lack of interest in building affordable housing by perspective housing developers, the rising cost of home construction, and the lack of necessary infrastructure to support needed housing development in both communities were a few of the specific barriers that continue to prevent the successful development of new affordable housing in both Jackpot and Spring Creek. Workshop

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participants generally agreed that increasing the stock of available affordable housing remain very relevant parts of both Jackpot's and Spring Creek's broader community and economic development strategy. Focusing on developing the supportive infrastructure, working collaboratively with developers to address their concerns, and focusing on targeted in-fill development and smaller numbers of completed affordable housing units were a few ways in which workshop participants suggested some progress could be made in addressing the growing need for affordable and even workforce housing in both Jackpot and Spring Creek over the next year and for the remainder of the existing five-year strategic economic development planning horizon. Workshop participants also noted that additional engagement and partnership with Elko County, the City of Elko, the Nevada Rural Housing Authority, and other agencies and organizations with expertise in affordable and workforce housing development in more rural and non-metropolitan communities will be needed to provide the financial and non-financial resources needed to incentivize additional affordable and workforce housing development in both Jackpot and Spring Creek.

The ongoing COVID-19 global pandemic has increased the relevancy and importance of **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** over the past year. This specific goal has also become increasingly important for the community of Jackpot as community residents must often travel either to the City of Elko or to Twin Falls, Idaho in order to access basic and more advanced healthcare services. Increased emergency medical services, pharmacy services, and improved physical and mental healthcare services for the elderly and disabled populations remain critical healthcare needs for the community of Jackpot. For the community of Spring Creek, increased access to more advanced physical and mental healthcare services, improved childcare services, and providing increased public transportation services for community members with mobility challenges so that they can access existing community healthcare resources were a few of the specific areas in which new and expanded healthcare services are needed. For both Jackpot and Spring Creek, improvement of existing physical and mental healthcare services remains a top priority for each community's existing community and economic development strategy.

For **Goal No. 5: Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months**, workshop participants noted that both communities, Jackpot and Spring Creek, have made significant progress over the past year in promoting a healthier lifestyle for each community's existing residential population despite the ongoing impacts of the COVID-19 global pandemic. Perhaps because of the ongoing pandemic, workshop participants noted that area and regional outdoor recreation assets have seen an increase in overall usage over the past year. Each community, in partnership with other local entities within and throughout the northeastern Nevada region, have worked with a number of state and federal agencies in order to secure funding needed to increase overall access to and capacity of existing area off-highway and all-terrain vehicle trails, mountain biking and hiking trails, outdoor campgrounds, and other outdoor recreation assets. Workshop participants representing both Jackpot and Spring Creek agreed that the continued promotion of a healthier lifestyle, tied to providing increased access to and capacity of each community's existing mix of various outdoor and recreational activities and assets, remains very relevant as both communities

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continue to implement elements of the existing five-year Comprehensive Economic Development Strategy.

In addition to providing increased access to and capacity of each community's existing mix of unique outdoor and recreational activities, workshop participants further agreed that future activities over the next year should include a more intentional effort to support the creation and attraction of new businesses and the retention and expansion of existing businesses that can directly support further development of each community's outdoor recreation and tourism industry sector. New hotels, new special events, mountain bike and all-terrain vehicle rental businesses, new restaurants, and other related commercial retail services were a few of the specific ways in which new business creation and new job creation strategies could be better aligned with each community's efforts to further achieve this specific goal. Workshop participants further noted that each community should work collaboratively with other local area and regional partners to coordinate expanded marketing and attraction efforts to prospective outdoor recreation enthusiasts and visitors in larger metropolitan population centers located throughout the western and intermountain western United States. Breaking the 'siloes' nature of how each individual community's outdoor recreation assets are marketed to larger markets was identified by several workshop participants as a critical first step in making additional progress in achieving this specific goal.

#### 3.2.d Reprioritizing the Existing Strategic Economic Development Goals for Elko County and for the City of Elko for the Coming Year

Workshop participants were asked to reprioritize each of the four existing strategic economic development goals for the coming year as Elko County and the City of Elko each continues to implement elements of the current five-year Comprehensive Economic Development Strategy. The following list outlines the results of this effort:

- **Priority Goal No. 1:** Existing 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.

Workshop participants universally agreed that increasing overall access to reliable Internet service by developing and completing additional broadband and telecommunication infrastructure should be the top priority for Elko County, the City of Elko, and for the Northeastern Nevada Regional Development Authority over the next year. Increased possible state and federal government spending for major infrastructure improvements as part of both the state of Nevada's and the United States federal government's ongoing response to the impacts of the COVID-19 global pandemic could potentially fund the development and completion of critical infrastructure. Increased access to and overall reliability of Internet and other broadband and telecommunication services throughout Elko County and within the City of Elko is an essential part of both the county's and city's efforts to support the growth of existing area and regional industry and occupation sectors and to support the development of new and emerging sectors.

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- **Priority Goal No. 2:** Existing 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.

Recent engagement between the Spring Creek Association, the City of Elko, and Elko County to address the impacts of the ongoing COVID-19 global pandemic has created a foundation upon which workshop participants agreed could and should be built upon in order to address other emerging issues such as the development and completion of major infrastructure projects, improving access to public transportation services, increasing the availability of expanded basic and more advanced physical and mental healthcare services, improving public education services and related workforce development efforts, and addressing the growing need to develop new affordable and workforce related housing. As the existing homeowner’s association charter for Spring Creek is set to expire within the next ten or so years, addressing the future of Spring Creek should also be addressed as the Spring Creek Association, the City of Elko, and Elko County begin to consider possible governance alternatives including, but not limited to, the incorporation of Spring Creek as a new municipality, the possibility of Spring Creek becoming a recognized unincorporated township, or possibly even renewing the homeowner’s association charter.

- **Priority Goal No. 3:** Existing 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.

Workshop participants agreed that Elko County and the City of Elko, in partnership with the Elko County School District, the Northeastern Nevada Regional Development Authority, and other strategic community and economic development partners, should refocus their efforts on developing a comprehensive workforce development, job training, and job placement strategy as a way of combating rising levels of poverty throughout the county and throughout the City of Elko. Even prior to the current COVID-19 global pandemic, existing businesses throughout the county and the city were struggling to fill vacant and open positions and new business creation and attraction efforts were stalled due to a lack of trained potential workers needed to fill the new positions created by a new business. While poverty reduction was generally identified as less of a priority to increasing access to reliable Internet and other broadband and telecommunication services and to further developing a process of collaboration between the Spring Creek Association, the City of Elko, and Elko County, workshop participants agreed that new workforce development, job training, and job placement efforts are needed to support other critical community and economic development strategies.

- **Priority Goal No. 4:** Existing 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.

Until the current COVID-19 global pandemic has ended, workshop participants agreed that there is little possibility of increasing commercial air service to and from the Elko

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Regional Airport. Domestic regional and national airline providers are simply unable to expand existing services given the current state of the national and global airline industry sector. However, while workshop participants agreed to pause existing direct efforts to achieve this specific goal over the next year, workshop participants did note that Elko County, the City of Elko, and the Northeastern Nevada Regional Development Authority, in partnership with the Elko Regional Airport, should immediately identify needed infrastructure improvements that are needed at the airport and aggressively seek out state and federal infrastructure funds that may become available over the next year.

Identifying and completing necessary infrastructure improvements to the Elko Regional Airport now could potentially support increased commercial air services to and from the airport as regional and national airline providers continue to recover from the impacts of the ongoing COVID-19 global pandemic.

For the coming 2021 through 2022 year of continued implementation of the current five-year Comprehensive Economic Development Strategy for Elko County and for the City of Elko, workshop participants agreed to focus on addressing the area's major infrastructure needs. This effort will include continued focus on improving overall access to and reliability of Internet and other broadband and telecommunication infrastructure, addressing the growing infrastructure needs of Spring Creek including the development of new transportation infrastructure assets, improved sewer and water service, and additional broadband and telecommunication infrastructure specific to Spring Creek, and other critical infrastructure needs that will support additional community and economic development efforts for the remainder of the existing five-year strategic planning horizon.

### 3.2.e Reprioritizing the Existing Strategic Economic Development Goals for the Community of Jackpot for the Coming Year

Workshop participants were asked to reprioritize each of the five existing strategic economic development goals for the coming year for the community of Jackpot as the community and its key strategic economic development partners continue to implement elements of the current five-year Comprehensive Economic Development Strategy. The following list outlines the results of this effort:

- **Priority Goal No. 1: *NEW GOAL***, Identify, prioritize, develop and complete needed infrastructure to support selected community and economic development efforts and provide for the necessary financial resources in order to complete selected infrastructure projects.

In identifying, prioritizing, developing and completing needed infrastructure, workshop participants noted that the community's existing infrastructure, especially municipal sewer and water services and critical surface roadway and streetscape improvements, are insufficient to support additional development. Over the next year, the community will inventory and identify existing infrastructure needs and work collaboratively with various local government, state government, and federal government organizations and agencies to identify potential funding sources to support new infrastructure development projects.

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- **Priority Goal No. 2a:** Reworked Existing Goal No. 2, Increase access to capital for small business development by 3 percent by 2022.

The development of new financial resources to support new small business and entrepreneurial-based development is a primary economic development need for the community of Jackpot. Working with key partners, including the Northeastern Nevada Regional Development Authority, the Nevada Governor’s Office of Economic Development, and the Nevada Small Business Development Center, the community of Jackpot will identify and develop new sources of small business and entrepreneurial-based financial capital and provide additional technical assistance for new start-ups. This effort will be part of the community’s efforts to diversify the existing economic base and to close critical gaps in key industry and occupation sectors.

- **Priority Goal No. 2b:** Existing Goal No. 2, Increase affordable housing for middle to low income buyers by 5 percent through the use of assistance organization by 2024.

While necessary infrastructure remains a key barrier to the development of additional housing, the community of Jackpot will focus on targeted in-fill development of vacant lots located throughout the community as part of a new affordable housing strategy. Ready-made and manufactured housing, the development of a few new housing units at a time, and addressing potential public policy barriers that inhibit the development of new housing development within the community will be the primary focus for the community in achieving this specific goal over the next year.

- **Priority Goal No. 3:** Combined and Reworked Existing Goal No. 4 and Existing Goal No. 5, Increase overall access to expanded basic and more advanced physical and mental healthcare services for community members within the next four years through active recruitment of potential healthcare providers and by promoting area outdoor and recreational activities and opportunities.

The community of Jackpot will work collaboratively with key local, regional, and state government partners to accurately assess existing community physical and mental healthcare needs and work with prospective healthcare service providers to close key gaps in the community’s existing stock of available healthcare services. While increasing the amount of in-person basic and more advanced healthcare services is preferable, the community of Jackpot will also explore the potential use of telemedicine and other technological solutions as a way of increasing overall access to a wider variety of physical and mental healthcare services for existing and future residents.

For the coming 2021 through 2022 year of continued implementation of the current five-year Comprehensive Economic Development Strategy specifically for the community of Jackpot, the primary focus will be on comprehensively addressing critical infrastructure issues within the community. Necessary public safety improvements to the portion of U.S. Highway 93 that runs through the community, new streetscape improvements to this stretch of U.S. Highway 93,

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improved municipal sewer and water services, and the development of additional power and natural gas infrastructure assets will each be pursued over the coming year and for the remainder of the existing five-year strategic planning horizon. Aggressively pursuing new small business and entrepreneurial-based development strategies and assisting existing businesses in their retention and expansion efforts will be pursued alongside the development of new housing and the refurbishment and revitalization of the community's existing housing stock. The development of new and the retention and expansion of existing small businesses and entrepreneurial-based efforts will help close key gaps in the community's existing economic base and the improvement of the community's existing housing stock will support new but sustainable growth in the existing residential population and, subsequently, in the community's existing civilian workforce.

### 3.2.f Reprioritizing the Existing Strategic Economic Development Goals for the Community of Spring Creek for the Coming Year

Workshop participants were asked to reprioritize each of the five existing strategic economic development goals for the coming year for the community of Spring Creek as the Spring Creek Association and its key strategic economic development partners continue to implement elements of the current five-year Comprehensive Economic Development Strategy. The following list outlines the results of this effort:

- **Priority Goal No. 1: *NEW GOAL***, Identify, prioritize, develop and complete needed infrastructure to support selected community and economic development efforts and provide for the necessary financial resources in order to complete selected infrastructure projects.

Workshop participants noted that a comprehensive approach to the improvement of the community's existing stock of available infrastructure assets is a critical and needed first step in achieving each of the other priority goals developed for the community of Spring Creek. Improving major arterial surface roadway access points to and from the community, improved surface and connector roadways, and expanded municipal sewer and water service along key commercial corridors will be developed over the next year and over the remainder of the existing five-year strategic planning horizon. Financing of these critical infrastructure improvements will be done collaboratively with key local, regional, state, and federal government partners in partnership with the Spring Creek Association.

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

Specific actionable items associated with this goal will include increased engagement and partnership with key small business development oriented organizations such as the Rural Nevada Development Corporation, the Nevada State Development Corporation, and the Nevada Small Business Development Center. The Spring Creek Association will actively engage existing and new prospective small businesses through an improved

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outreach and communication effort in order to provide new and existing small businesses with needed financial and even technical assistance. While the availability of land to support new small business and entrepreneurial-based development remains a significant challenge for the community of Spring Creek, workshop participants noted that targeted infill along existing major commercial corridors can be pursued in order to support new small business creation and attraction efforts and to help existing small businesses expand their existing operations.

- **Priority Goal No. 3:** Existing 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.

A broader perspective in developing additional healthcare services within the community and throughout the region is first required. Addressing transportation and infrastructure issues and general access to expanded basic and more advanced physical and mental healthcare services should be pursued at the county level and even at the regional level. Workshop participants further noted that the community of Spring Creek and the Spring Creek Association will continue to work collaboratively with existing local healthcare service providers, including the Northeastern Nevada Regional Hospital, to provide the support needed to expand the operations of existing local healthcare service providers.

- **Priority Goal No. 4:** Existing Goal No. 5, Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months.

Improving access to and overall capacity of existing local and regional outdoor recreational assets, coordinating efforts of other local, state, and federal government agencies and organizations to promote and improve existing outdoor recreational assets, and better marketing of these existing assets are specific ways in which Spring Creek and the Spring Creek Association can better promote a healthy lifestyle while also diversifying the community's existing economic base. Targeted new business creation and attraction efforts, including the possibility of successfully recruiting, developing, and opening a new hotel within the community, will be pursued over the next year and over the remainder of the existing five-year strategic planning horizon as part of a broader effort to build a strong and more diverse outdoor recreation and visitor based sector within the community.

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

The limitation of available undeveloped land within the community of Spring Creek remains a significant barrier in developing additional affordable housing within the community. The lack of local and regional public transportation options and a general unwillingness by developers to develop additional affordable housing are additional barriers that must be addressed at the county and regional level. Workshop participants

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concluded that the development of additional affordable housing for middle to low income individuals and buyers should be concentrated in larger population centers within the region that have better access to transportation and the infrastructure to support this type of housing development already exists.

- **Priority Goal No. 6:** Existing 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.

Like many communities throughout Elko County and throughout the entire northeastern Nevada region, the availability of trained and skills workers in key industry and occupation sectors remains a significant barrier to successfully creating and attracting new businesses and to retaining and expanding existing businesses. Over the next year and over the remainder of the existing five-year strategic planning horizon, the Spring Creek Association will work with key educational partners, including the Elko County School District and Great Basin College, to develop and promote additional Career and Technical Education (CTE) programs.

For the coming 2021 through 2022 year of continued implementation of the current five-year Comprehensive Economic Development Strategy specifically for the community of Spring Creek, identification, financing, and completion of critical infrastructure projects will be the primary focus of the Spring Creek Association. As the existing charter for the Spring Creek Association is set to expire in the coming years, the identification, financing, and completion of critical infrastructure projects will be pursued collaboratively with both the City of Elko and Elko County as a potential new governance structure for the community of Spring Creek might be needed. This effort should also include a collaborative effort to evaluate and update critical parts of the City of Elko's and Elko County's existing comprehensive land use and master plans.

### **3.3 Developing Economic Recovery and Resiliency Efforts as part of the Current Five-Year Comprehensive Economic Development Strategy**

Economic recovery and resiliency efforts can be divided into two general categories, including *responsive initiatives* and *steady-state initiatives*. A community's responsive initiatives typically include the establishment of capabilities for an economic development organization in order to be responsive to the community's or region's recovery needs following an incident or 'shock'. Steady-state initiatives, however, tend to be the longer-term efforts that an economic development organization or community will seek to implement in order to bolster the community's or region's ability to withstand or avoid future shocks. As part of the annual update and evaluation of the current five-year Comprehensive Economic Development Strategy for Elko County, for the City of Elko, and for the communities of Jackpot and Spring Creek, workshop participants who participated in the July 13, 2021, July 14, 2021 and July 15, 2021 workshops were asked to develop a series of responsive initiatives and steady-state initiatives

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that will be incorporated into the current five-year Comprehensive Economic Development Strategy.

### 3.3.a Responsive Initiatives

In developing a set of responsive initiatives in response to the ongoing COVID-19 global pandemic for the City of Elko specifically and for Elko County in general, workshop participants were asked to first identify the major and immediate impacts that the COVID-19 global pandemic has had on the community and on the county and on the community's and county's economic base and what the longer-term positive and negative impacts may also be to the community's overall community and economic development strategy. A growing loss of employment opportunities, a substantial decline in the community's consumer base, selective business closures, and significant declines in local and regional tourism activities have significantly and negatively impacted the economic base of the City of Elko and Elko County over the course of the ongoing COVID-19 global pandemic.

While the longer-term impacts of the ongoing COVID-19 global pandemic are generally still unknown and remain to be seen, certain longer-term impacts have begun to emerge. Continued disruptions to national and global supply chains continue to impede overall economic growth and diversification efforts as individual businesses and even the area's largest employers face critical goods and services supply uncertainties. Even prior to the pandemic, the availability of a trained and skilled workforce was a primary barrier to continued and further economic growth and diversification efforts throughout the community, the county, and throughout the northeastern Nevada region. The massive disruption that the pandemic has had on the availability of workers has only intensified this challenge and has made it even more difficult for new and existing businesses to successfully recruit and retain needed workers. The ongoing pandemic has also exposed additional weaknesses in the area's and region's existing stock of expanded basic and more advanced physical and mental healthcare services. Even prior to the pandemic, the lack of more expanded basic and more advanced physical and mental healthcare services remained a primary barrier to additional community and economic growth and development. Addressing these deficiencies in the availability of various physical and mental healthcare services remains a primary concern and weakness that must be addressed.

Workshop participants who participated in the annual update and evaluation of the current five-year Comprehensive Economic Development Strategy workshop held on July 13, 2021 for the City of Elko and for Elko County were asked to develop a set of specific responsive initiatives designed to address the major short-term and longer-term lingering impacts of the COVID-19 global pandemic. Workshop participants developed three general responsive initiative areas, including:

- ***Responsive Initiative Area No. 1:*** Expand Community Efforts to Promote Mental and Behavior Health and Continue to Expand Basic and More Advanced Physical Healthcare Services

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While improving access to more basic and more advanced physical and mental healthcare services was a primary goal initially developed as part of the current five-year Comprehensive Economic Development Strategy for Elko County and for the City of Elko specifically prior to the pandemic, the immediate and longer-term impacts of the pandemic has further exposed known weaknesses and deficiencies in the area's and region's stock of physical, mental, and behavioral healthcare services. Over the next year and over the remainder of the existing five-year strategic planning horizon, Elko County, the City of Elko, and its various public sector, private sector, and non-profit sector partners across a variety of industry and occupation sectors will work to further quantify these deficiencies and work to improve overall access to additional basic and more advanced physical, mental, and behavioral healthcare services.

- ***Responsive Initiative Area No. 2:*** Further Support Workforce Development, Job Training, and Job Placement Initiatives

Addressing the area's and region's growing lack of workers is a primary responsive initiative that was developed by workshop participants. While this effort will also include working with various state and federal government representatives to gradually end existing personal and individual COVID-19 financial relief programs, workshop participants also supported further expansion of area and regional workforce development and job training efforts. Improving the area's and region's existing housing stock and strategically investing in key community development projects will also be a part of the area's and region's efforts to sustainably grow local and regional populations and the existing civilian workforce.

- ***Responsive Initiative Area No. 3:*** Develop and Implement a Comprehensive Buy-Local Campaign among Area Residents and Area Businesses

Significant economic commercial 'leakage' that existed locally and throughout the region prior to the pandemic has only intensified since the start of the COVID-19 global pandemic during the spring of 2020. In order to reverse this trend, workshop participants would like to see Elko County, the City of Elko, the Northeastern Nevada Regional Development Authority and various other community and economic development partners develop and implement a comprehensive 'buy-local campaign' in order to capture additional dollars earned by local area workers and households and to support increased business-to-business transactions within the region.

For the City of Elko specifically and for Elko County in general, improving access to additional basic and more advanced physical, mental, and behavioral healthcare services, improving the quality and size of the area's civilian workforce, and attempting to capture additional locally earned income dollars are the three primary responsive initiatives that will be incorporated into the existing five-year Comprehensive Economic Development Strategy. Each of these responsive initiatives address specific pre-pandemic community and economic development challenges that have been intensified as a result of the ongoing pandemic and will likely remain

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significant challenges in further diversifying and growing the community's and county's existing economic base.

For the community of Jackpot, ongoing employment and workforce development challenges, increased mental and behavioral healthcare issues, disruptions to the operations of existing businesses in key industry and occupation sectors, and growing supply chain challenges have each emerged as the main economic impacts that the community of Jackpot now faces because of the ongoing global pandemic. Each of these main economic impacts also have emerged as longer-term lingering economic impacts that began to take hold even prior to the beginning of the pandemic in the spring of 2020. Improving access to expanded basic and more advanced physical, mental, and behavioral healthcare services, as already outlined in the prioritized goals for the community of Jackpot, will also serve as a primary responsive initiative as the community of Jackpot continues to recover from the ongoing impacts of the COVID-19 global pandemic. While the community's largest employers, mainly in the hospitality and casino gaming sector, have largely resumed normal operations, the temporary closures to these properties within the community further highlighted the community's over economic dependence on them. Increased financial and technical support and assistance for new small business and entrepreneurial-based start-ups is the community of Jackpot's primary responsive initiative to this main and lingering economic impact. Further improvement and diversification of the area's existing housing stock, continued development and completion of major infrastructure improvements, and targeted new investment and improvement in the community's existing public education infrastructure will remain Jackpot's additional primary responsive initiatives in addressing the ongoing decline in the community's residential population and to the need to sustainably grow a locally based competitive workforce.

Workshop participants representing the community of Spring Creek and the Spring Creek Association who participated in the Comprehensive Economic Development Strategy annual update and evaluation workshop held on July 14, 2021 generally agreed that the community of Spring Creek has been less directly impacted by the ongoing COVID-19 global pandemic than other communities in Elko County and within the northeastern Nevada region. While the community of Spring Creek has been less impacted by the pandemic, workshop participants noted that many of the underlying community and economic development concerns that existed prior to the pandemic remain and have become increasingly relevant during the pandemic and will remain relevant post-pandemic. Identifying, developing and completing major infrastructure projects that are needed to support ongoing community and economic development efforts, supporting workforce development efforts, pursuing new business creation and attraction opportunities, and implementing business retention and expansion strategies for existing businesses remain critical parts of Spring Creek's broader community and economic development strategy as the area and the region continue to recover from the shorter-term and longer-term impacts of the ongoing COVID-19 global pandemic.

### 3.3.b Steady-State Initiatives

As part of the steady-state recovery and resiliency initiatives workshop participants developed for the City of Elko specifically and for Elko County in general as part of the current five-year

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Comprehensive Economic Development Strategy, workshop participants were asked to identify specific community and economic weaknesses the ongoing COVID-19 global pandemic has exposed in the local and regional economic base. Workshop participants were further asked to develop specific actionable items that the City of Elko, Elko County and the Northeastern Nevada Regional Development Authority could develop and implement in order to address these specific community and economic development weaknesses. Workshop participants who participated in the July 13, 2021 annual update and evaluation workshop developed four specific community and economic development weaknesses and accompanying actionable items.

- ***Steady-State Initiative Area No. 1:*** Long-Term Focus on Further Diversification of the Community's Existing Economic Base

Workshop participants generally agreed that the area's and region's existing primary industry and occupation sectors have remained relatively strong and robust over the course of the pandemic. While the area's and region's mining and natural resource extraction sector, agricultural production sector, and outdoor tourism and recreation sector have each continued to grow over the course of the ongoing COVID-19 global pandemic, the pandemic has further exposed the area's and region's lack of economic diversification in other industry and occupation sectors. Had the pandemic significantly disrupted existing mining and natural resource extraction, agricultural production, and outdoor tourism and recreation operations and activities, the impacts of these possible disruptions could have been severe and would have likely been crippling as evident in the decline and disruption in the major industry and occupation sectors found in larger more urban metropolitan population centers within the state. Continued focus on further diversification of the area's and region's existing economic base is a primary longer-term steady-state initiative identified by workshop participants that has been incorporated into the existing five-year Comprehensive Economic Development Strategy.

- ***Steady-State Initiative Area No. 2:*** Address Ongoing Supply Chain Disruptions

While workshop participants agreed that the area's existing major industry and occupation sectors have remained relatively strong over the course of the ongoing pandemic, workshop participants did note that existing firms operating within the mining and natural resource extraction sector, the agricultural production sector, and the outdoor tourism and recreation sector have begun to experience a number of growing issues pertaining to the disruption of national and global supply chains. Although fully insulating these industry and occupation sectors from these national and global supply chain disruptions is highly improbable, closing key gaps in existing area and regional supply chains through expanded new business creation and attraction efforts and more targeted existing business retention and expansion strategies will be pursued as part of this specific steady-state initiative.

- ***Steady-State Initiative No. 3:*** Continued Development and Completion of Major Infrastructure Projects Related to Improved Internet and Broadband Telecommunication Services

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Since the beginning of the ongoing COVID-19 global pandemic, there has been a considerable shift to the use of virtual and online telecommunication technologies in public education, in daily work, and in how businesses in a variety of industry and occupation sectors conduct business. As a non-metropolitan more rural population center, the City of Elko, much of Elko County, and much of the northeastern Nevada region is at a competitive disadvantage to other larger metropolitan more urban population centers in-terms of overall access to and general reliability of Internet and broadband telecommunication services. If virtual and online instruction in public education and if the virtual and online conducting of business becomes a more permanent feature of how education, work, and business is conducted, the area and the region must continue to develop and complete additional Internet and broadband telecommunication infrastructure projects in order to close the gap in availability to and reliability of virtual and online services between communities like the City of Elko and Elko County and larger more urban population centers.

- ***Steady-State Initiative No. 4:*** Continued Focus on Further Development of the Area’s and Region’s Existing Civilian Workforce

In addition to efforts to sustainably grow a local area workforce in order to support new business creation and attraction efforts and to support the retention and expansion of existing businesses, workshop participants noted that the nature of work has changed significantly over the course of the pandemic. While many of the specific characteristics of how work has changed since the beginning of the ongoing COVID-19 global pandemic in the spring of 2020 are still not yet fully understood, workshop participants agreed that existing workforce development and job training programs will have to be revised and altered to reflect these changes and new workforce development and job training programs will likely have to be developed. A significant shift in the nature of work that is already understood is the rise of work-from-home opportunities across a variety of industry and occupation sectors. Increased use of virtual and online communication technologies, remote work software platforms, and even increased emphasize on entrepreneurial and home-based business creation are additional characteristics of how the nature of work has changed since the beginning of the pandemic. These and other yet-to-be fully identified characteristics will need to be incorporated into existing and new workforce development, job training, and even job placement strategies and programs.

Consistent with the existing five-year Comprehensive Economic Development Strategy for the City of Elko and for Elko County, workshop participants emphasized the importance of continued and further diversification of the area’s and region’s existing economic base, taking advantage of existing value and supply chain gaps in targeted industry and occupation sectors, further developing and completing major local and regional infrastructure projects, and further development of the area’s and region’s existing civilian workforce. Each of these specific steady-state initiatives have been incorporated into the specific actions that the City of Elko, Elko County, the Northeastern Nevada Regional Development Authority, and various other

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strategic community and economic development partners will pursue and complete over the next year and over the remainder of the existing five-year strategic planning horizon.

For the community of Jackpot, workshop participants who participated in the annual update and evaluation of the existing five-year Comprehensive Economic Development Strategy held on July 15, 2021 agreed that renewed focus on implementing specific actions tied to each of the four priority goals developed by workshop participants will serve as the community's steady-state initiatives. Identifying, prioritizing, developing and completing needed infrastructure projects will serve as the community's primary steady-state initiative as the community's existing stock of available infrastructure assets are simply insufficient to support other community and economic development strategies. Diversification of the community's existing economic base through targeted small business and entrepreneurial-based development, supporting the development of new housing and the revitalization of existing housing throughout the community, and improving overall access to expanded basic and more advanced physical and mental healthcare services will each serve as the community's broader and longer-term steady-state initiative responses in order to address underlying community and economic development weaknesses.

Similar to the evaluation and development of specific responsive initiatives developed by workshop participants representing Spring Creek and the Spring Creek Association during the July 14, 2021 annual evaluation and update workshop, workshop participants agreed that the ongoing COVID-19 global pandemic has had less of a direct negative impact on the community of Spring Creek when compared to the impacts incurred by other communities located throughout Elko County and throughout the northeastern Nevada region. Instead of developing specific steady-state initiatives, workshop participants agreed to continue to focus on implementing specific strategic community and economic development activities related to the achievement of the specific economic development goals outlined in the existing five-year Comprehensive Economic Development Strategy for the community of Spring Creek. Of these specific goals, identifying, prioritizing, developing, and completing needed infrastructure projects remains the community's top priority for the coming year and for the remainder of the existing five-year strategic planning horizon. Increasing access to financial capital and technical assistance for existing and new small businesses and entrepreneurial-based starts-up, continuing to explore opportunities to expand basic and provide more advanced physical and mental healthcare services, and promoting a healthy lifestyle through increased outdoor recreation and tourism based development will remain the primary focus of Spring Creek's broader community and economic development strategy.