

**THE 2021 ANNUAL UPDATE TO THE COMPREHENSIVE  
ECONOMIC DEVELOPMENT STRATEGY FOR LANDER  
COUNTY, NEVADA, 2020 THROUGH 2025**



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November 2021

This publication, *The 2021 Annual Update to the Comprehensive Economic Development Strategy for Lander County, Nevada, 2020 through 2025*, was published by the University Center for Economic Development in the College of Business at the University of Nevada, Reno. This publication's statements, findings, conclusions, recommendations, and/or data represent solely the findings and views of the authors and do not necessarily represent the views of the Lander Economic Development Authority, Lander County, the Northeastern Nevada Regional Development Authority, the University of Nevada, Reno, or any reference sources used or quoted by this study. Reference to research projects, programs, books, magazines, or newspaper articles does not imply an endorsement or recommendation by the authors unless otherwise stated. Correspondence regarding this document should be sent to:

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# Lander County Comprehensive Economic Development Strategy 2020 through 2025

## Economic Development Vision

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

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



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# Lander County Comprehensive Economic Development Strategy 2020 through 2025

## Reprioritized Strategic Economic Development Goals for 2021 through 2022

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

**Priority Goal No. 2:** Existing Goal No. 4, Complete the needed infrastructure for the Battle Mountain industrial park by 2022 in order to increase the overall size and capacity of the Battle Mountain industrial park by 20 percent.

**Priority Goal No. 3:** Existing Goal No. 5, Create a multi-use vehicle testing facility in Lander County by 2024.

**Priority Goal No. 4:** Existing Goal No. 6, Attract alternative agriculture manufacturing that creates and provides greater than ten new jobs at \$500,000 within five years.

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

**Priority Goal No. 6:** Existing Goal No. 9, Increase tourism revenue by 20 percent in Lander County during a five-year period.

**Priority Goal No. 7:** Existing Goal No. 10, Increase availability and access to basic and expanded healthcare services across Lander County (changed from “Acquire four telemedicine units (two in Battle Mountain, one in Austin, one in Kingston)”) within three years.

**Priority Goal No. 8:** Existing Goal No. 11, Provide broad technical and financial support for new small business and entrepreneurial-based development (changed from “Establish entrepreneurial work spaces with five rentable units by 2020”).

**Priority Goal No. 9:** Existing Goal No. 8, Expand three-phase power to Battle Mountain Airport industrial area by December 2020.

**Priority Goal No. 10:** Goal No. 3, Create and complete a new sewer system near the Battle Mountain Airport by June 2023.

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

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

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

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

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)
- Lander County Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: April 28, 2021 in Battle Mountain, Nevada

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- 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 Battle Mountain, Nevada for Lander County on April 28, 2021 as part of the annual update and evaluation of the five-year Comprehensive Economic Development Strategy for Lander County covering the 2020 through 2025 period. 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. Lander County is 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%
Elko	18,888	20,304	1,416	7.5%
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. Lander County is 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%
Elko	30.3	32.6	2.3	7.6%
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 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.

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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. Lander County is 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</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>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. Lander County is 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%
Elko	2.78	2.74	-0.04	-1.4%
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 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

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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. Lander County is 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%
Elko	\$75,989	\$79,205	\$3,216	4.2%
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. Lander County is highlighted.

<b>Table 2.6 – Median Family 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>\$75,231</b>	<b>\$91,288</b>	<b>\$16,057</b>	<b>21.3%</b>
Carlin	\$75,046	\$82,679	\$7,633	10.2%
Elko	\$84,458	\$86,795	\$2,337	2.8%
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

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,

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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. Lander County is 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%
Elko	\$31,042	\$35,270	\$4,228	13.6%
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. Lander County is 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%
Elko	6.3%	14.4%	8.1%	128.6%
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. Lander County is 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%
Elko	9,972	11,027	1,055	10.6%
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

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

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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. Lander County is 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%
Elko	4.8%	5.0%	0.2%	4.2%
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

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.

<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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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.

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.

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

Workshop participants who participated in the April 28, 2021 annual Comprehensive Economic Development Strategy evaluation and update workshop for Lander County were asked to evaluate the six 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 Lander County for the 2020 through 2025 period, six specific conditions were initially identified as conditions that the Comprehensive Economic Development Strategy was developed to address. These six specific existing conditions include:

- ***Existing Condition No. 1:*** Increase exportable goods and services (focus on small business creation and development).
- ***Existing Condition No. 2:*** Increase the overall quality and quantity of a ‘homegrown’ workforce that lives and works in Lander County, thereby decreasing the number of workers that live in a neighboring county and work in Lander County.
- ***Existing Condition No. 3:*** Measurable decrease in poverty rates in Lander County.
- ***Existing Condition No. 4:*** Increase revenue for Lander County (tax revenue from other sources other than Net Proceeds) and for private businesses (increased business activity, revenues, and profitability).
- ***Existing Condition No. 5:*** Increase the industry portfolio and the types of businesses currently operating in Lander County beyond the existing mix of primary industry sectors, specifically mining and agriculture.
- ***Existing Condition No. 6:*** Increase the overall health, well-being, and care of the county’s existing and future residential population (including increased services, alternatives, recreation opportunities, etc. for the county’s senior population through additional housing development and more active senior living options).

After evaluating each of the six original conditions, workshop participants agreed that each one remain primary conditions for Lander County, the Lander Economic Development Authority, and for the Northeastern Nevada Regional Development Authority to focus on as each organization continues to implement the existing elements of the current five-year

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Comprehensive Economic Development Strategy. Workshop participants specifically noted that increasing exportable goods and services through continued small business creation and development has become increasingly important as statewide, national, and international supply chains have remained disrupted because of the ongoing COVID-19 global pandemic. Due to these disruptions in statewide, national, and international supply chains, workshop participants noted that there is a growing opportunity to produce goods and services in Lander County that can be exported to businesses operating throughout the northeastern Nevada region. By focusing on specific ‘gaps’ in existing supply and value chains within the region, new business creation and attraction efforts with a focus on filling these value and supply chain gaps could potentially lead to further diversification of the county’s existing economic base.

Workshop participants further noted that the need to grow a ‘homegrown’ workforce that lives and works in Lander County continues to impede new business creation and attraction and existing business retention and expansion efforts. Between 2013 and 2019, the civilian workforce for all of Lander County decreased from an estimated 2,830 total workers in 2013 to an estimated 2,818 total workers in 2019, a net decrease of 12 total workers or by a percentage decrease of -0.4 percent. Despite this decline in Lander County’s countywide civilian workforce, the civilian workforce has grown considerably between 2013 and 2019 in the town of Battle Mountain, increasing from an estimated 1,534 total workers in 2013 to an estimated 1,806 total workers in 2019, a net increase of 272 total workers or by 17.7 percent. Despite this significant increase, a continued increase in the overall quality and quantity of a ‘homegrown’ workforce that lives and works in Lander County, thereby decreasing the number of workers that live in a neighboring county and work in Lander County, will be needed to support further economic diversification efforts and continued implementation of the current five-year Comprehensive Economic Development Strategy for Lander County.

### 2.2.b Identification of New Critical Conditions

Workshop participants who participated in the April 28, 2021 annual Comprehensive Economic Development Strategy evaluation and update workshop for Lander County identified only one additional condition:

- ***New Condition No. 1:*** Improve Overall Access to Transportation

Improving overall access to transportation, as identified by workshop participants, included a broad set of transportation-related issues including the development of new public transportation services and improving freight and passenger access to the existing railroad corridor that extends east to west through the town of Battle Mountain. The development of taxi services, ‘gig’ transportation services including Lyft and Uber, and even the development of inter-county van services are needed to provide lower income workers and older population groups with needed transportation to and from employment opportunities and to and from critical services.

Workshop participants further noted that improving freight and passenger access to the existing railroad corridor in the northern part of Lander County is needed to support the development of emerging industry and occupation sectors within the county. The development of a passenger rail station and improved freight access would facilitate the continued development of the county’s and region’s tourism and outdoor recreation industry sector and emerging warehousing,

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manufacturing, and logistics sectors. Workshop participants further noted that while improved freight and passenger access in Lander County and, specifically, in the town of Battle Mountain would be preferable, improved rail access anywhere within the northeastern Nevada region would be welcome.

## **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 Lander County were asked to complete an updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for Lander County and for the individual communities of Austin-Kingston and Battle Mountain. The results of this SWOT analysis are presented in this sub-section. Strengths are defined as characteristics of Lander County that gives the county and each individual community an economic development advantage over others and weaknesses are defined as characteristics of the county 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 Lander County could potentially take advantage of and threats are elements within the external environment that may derail the economic development efforts of the county over the next five years.

### 2.3.a Strengths

Figure 2.1 presents a word cloud of the various economic development strengths of Lander County as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Lander County held on April 28, 2021.

Workshop participants generally agreed that Lander County's business friendly environment, regulatory structure, and tax structure and the existing mix of businesses and employment opportunities throughout the county represent one of the county's greatest economic strengths. From a business friendly environment, regulatory structure, and tax structure perspective, workshop participants noted that Lander County's existing county government structure provides new and existing businesses with direct access to a variety of county services and technical support resources. Businesses and even individual citizens can easily access key county government personnel and receive assistance across a variety of development and planning areas. Workshop participants further noted that Lander County has developed a business friendly regulatory and tax structure that encourages new business creation and attraction formation and encourages existing businesses to stay in Lander County and expand their existing operations with little to no government intrusion.

Lander County's existing business mix, with a number of major regional employers in the mining and natural resource extraction industry and occupation sector having large operations within the county, provides Lander County residents with high paying employment opportunities and with meaningful opportunities for general upward mobility. Continued stability in the



county’s agricultural sector, combined with continued the growth of the Battle Mountain General Hospital, continued growth of the Lander County School District, and with the continued growth of critical services provided by the government of Lander County, have continued to create employment opportunities for Lander County residents that pay relatively high wages and incomes which, in-turn, creates opportunities for new and existing businesses in a variety of related commercial and retail sectors.

**Figure 2.1 – Economic Development Strengths  
Lander County**



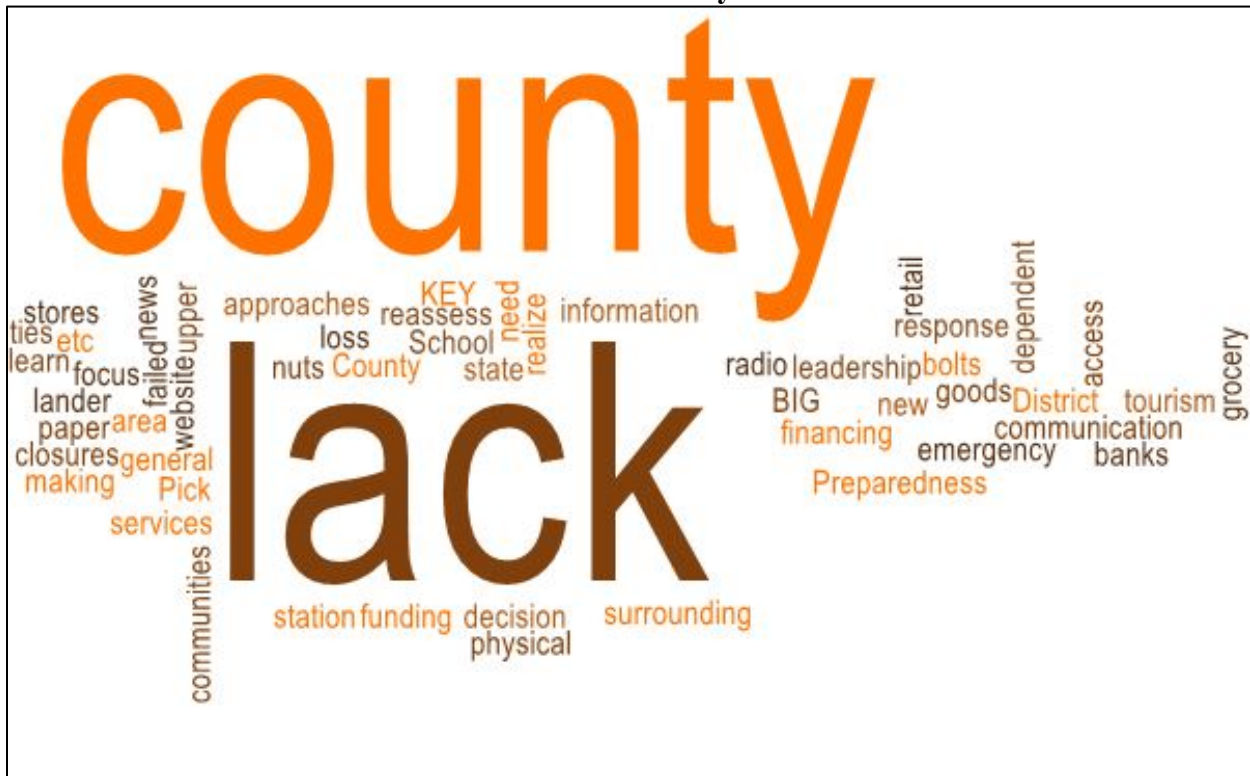
These existing economic strengths have contributed to the relative speed of Lander County’s overall economic recovery in the wake of the ongoing COVID-19 global pandemic and, to a degree, insulated Lander County from more severe and longer-lasting impacts seen in other parts of the northeastern Nevada region and throughout other parts of the state of Nevada. The mining and natural resource extraction industry sector and the agricultural sector, both of which form the foundation of Lander County’s economic base, have each remained relatively strong throughout the course of the COVID-19 global pandemic. Lander County’s tourism and outdoor recreation industry sector has also remained relatively resilient and, in some cases, has actually grown over the course of the global pandemic as individuals have sought to shift their tourism and recreation consumption away from more populated urban centers to less populated and more rural communities. Workshop participants noted that continued growth of the county’s tourism and outdoor recreation sector should be pursued as the threat of a resurgent COVID-19 global pandemic remains and as consumers nationally and internationally continue to seek out alternative tourism and leisure activities that do not require travel to larger more populated urban centers. The development of additional lodging and hotel facilities and additional supportive

retail will be necessary in order to capitalize on this surge in demand for tourism and outdoor recreation activities.

### 2.3.b Weaknesses

Figure 2.2 presents a word cloud of the various economic development weaknesses of Lander County as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Lander County held on April 28, 2021.

**Figure 2.2 – Economic Development Weaknesses  
Lander County**



Key economic development weaknesses for Lander County as identified by workshop participants generally focused on a ‘lack of’ various services, resources, and capabilities needed to support continued economic growth and diversification of the county’s existing economic base. Workshop participants noted that more definitive decision and policy making by Lander County about community and economic development policy, including the planning and completion of critically needed infrastructure projects, is needed to support the sustainable growth and diversification of the county’s economic base. A ‘lack of’ diverse commercial retail services, banks and financial services, emergency preparedness and response, and general communication from key public officials continue to impede the further implementation of the key elements and goals and objectives of the current five-year Comprehensive Economic Development Strategy for Lander County.

Workshop participants further noted that the community and its key institutions were, like many other communities, generally unprepared for the impacts that a global pandemic would have on the community and its existing economic base. State mandated closures of nonessential businesses and stay-at-home orders exposed key deficiencies in Lander County’s broadband and telecommunication infrastructure. Key institutions were unprepared and unable to shift to alternative service delivery methods and improvements to the physical ‘nuts and bolts’ of emergency preparedness and response will be necessary in order to avoid the potential impacts of future unforeseen events and shocks. Learning from the initial impacts of the COVID-19 global pandemic by assessing and adopting ‘new approaches’ to policy development and service delivery is essential in overcoming and mitigating the county’s existing economic weaknesses.

### 2.3.c Opportunities

Figure 2.3 presents a word cloud of the various economic development opportunities for Lander County as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Lander County held on April 28, 2021.

**Figure 2.3 – Economic Development Opportunities  
Lander County**



A major economic opportunity for Lander County, as identified by workshop participants, relates to the county’s recent effort to update and rewrite Lander County’s existing comprehensive masterplan and set of development and land use codes. The update and rewrite of Lander County’s existing comprehensive masterplan provides a unique opportunity to rethink how

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existing land is used to support continued community and economic development through the development of new housing and commercial development and new industrial development in targeted industry and occupation sectors. The development and enforcement of new and existing codes and development standards, while providing for the flexibility needed to maintain Lander County's strong rural traditions and cultural identity, could potentially aide in the mitigation of existing blighting conditions while also facilitating the development of critical basic services that are not currently available within the county.

Workshop participants further noted that improved and increased tourism and outdoor recreation assets within the county, and especially in the southern part of Lander County, could help further diversify the existing economic base. As potential tourism and outdoor recreation enthusiasts and customers seek to avoid larger more urban population centers, Lander County could become a national and even international destination for outdoor recreation. Local and regional trails, campsites, and historic sites throughout the county provide outdoor recreation enthusiasts with a wide range of alternatives and choices. Improving related infrastructure and support services, including access roads, additional motel and hotel room capacity, and additional commercial retail and dining options, is an essential first step in growing and diversifying Lander County's existing tourism and outdoor recreation sector. Improved marketing of Lander County's tourism and outdoor recreation assets, either independently or in partnership with key organizations such as the Northeastern Nevada Regional Development Authority and the Nevada Department of Tourism and Cultural Affairs, will also be needed in order to expand and grow tourism and outdoor recreation opportunities throughout the county.

### 2.3.d Threats

Figure 2.4 presents a word cloud of the various economic development threats for Lander County as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Lander County held on April 28, 2021.

A major economic development threat facing Lander County, as identified by workshop participants, is the possibility of a resurgent COVID-19 global pandemic and the accompanying community and economic impacts that a resurgent pandemic may have on Lander County and on the county's broader community and economic development efforts. While tourism and outdoor recreation has generally thrived during the pandemic throughout the northeastern Nevada region, the inability of individuals from outside Nevada to travel, either from other parts of the United States or from foreign markets, may eventually inhibit continued growth and diversification of Lander County's tourism and outdoor recreation industry sector. In order to combat this potential threat, workshop participants suggested that short-term tourism marketing efforts be refocused on parts of the western and intermountain western United States where potential tourists, visitors, and outdoor recreational enthusiasts are less dependent on air travel as their primary mode of transportation. Longer-term, improved passenger access to rail travel into the northeastern Nevada region could also help mitigate the impacts of a resurgent pandemic on tourism and visitor travel.

Continued disruptions to national and global supply chains, because of the ongoing COVID-19 global pandemic, may also inhibit growth of the area’s mining and natural resource extraction industry sector and the area’s agricultural sector. The inability to secure necessary inputs of production could prove highly disruptive to current mining and agricultural activities operating within and throughout Lander County. Growing concerns over a rapidly shrinking labor market may prove as disruptive to mining and agricultural activities throughout the county and throughout the region. Continued efforts to grow a ‘homegrown’ workforce is an essential part of Lander County’s effort to combat these growing challenges and possible future economic development threats.

**Figure 2.4 – Economic Development Threats  
Lander County**



Workshop participants further noted that Lander County is particularly vulnerable to possible legislative action that the Nevada State Legislature could take in regard to the regulation and taxation of the state’s mining and natural resource extraction industry sector. Increased regulations and a restructuring of how the net proceeds tax is levied on mining and natural resource extraction activities may discourage future mining activities in and around Lander County and may significantly reduce the amount of collected net proceeds revenue that Lander County and the Lander County School District currently depend upon in order to fund critical services. As both Lander County and the Lander County School District are highly dependent on net proceeds revenue, a reduction in net proceeds revenue could result in the cancellation of needed infrastructure modernization and improvement efforts and even the reduction and possible elimination of critical public services that support needed community and economic development efforts.

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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 Lander County completed by workshop participants who participated in the April 28, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop. This section also presents a general overall of the reprioritized goals and objectives for Lander County for the coming year of implementation and a general outline of Lander County’s 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 Lander County, developed as part of Lander County’s current five-year Comprehensive Economic Development Strategy for 2020 through 2025, is:

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

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

As part of the evaluation of this current five-year Comprehensive Economic Development Strategy, workshop participants who participated in the April 28, 2021 annual update and evaluation workshop were asked to evaluate the current strategic economic development vision by answering four questions, including: (1) does the strategic 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 agreed that the current strategic economic development vision still represents the absolute ‘mountain top’ of Lander County’s, the Lander Economic Development Authority’s, and the Northeastern Nevada Regional Development Authority’s broader community and economic development goals. Specifically, workshop participants noted that the vision’s focus on improving and enhancing the quality of life for all of Lander County and for the county’s various communities through the diversification of the county’s local economy has helped guide specific community and economic development initiatives pursued throughout Lander County over the past year.

Workshop participants were generally mixed in their assessment as to whether or not Lander County, the Lander Economic Development Authority, and the Northeastern Nevada Regional Development Authority have each made progress in achieving the stated vision over the past

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year. Several workshop participants noted that the disruptions to local community and economic development efforts because of the ongoing COVID-19 global pandemic have impeded the efforts of the Lander Economic Development Authority to achieve certain elements of the stated vision. Most notably, resulting labor market difficulties and value and supply chain challenges have delayed several new business creation opportunities that the Lander Economic Development Authority and the Northeastern Nevada Regional Development Authority were pursuing prior to the start of the global pandemic in the spring of 2020.

Progress in achieving the vision has also been uneven between different parts of Lander County. In the northern part of Lander County in the town of Battle Mountain, a number of notable community and economic development projects have been completed despite the ongoing global pandemic. Community beautification efforts, especially along the existing rail corridor that runs parallel to W Front Street on the northern edge of the community has significantly improved this area and recently completed expansions to several existing businesses have created new employment opportunities for community residents. Progress in growing a ‘homegrown’ workforce in Lander County has been most pronounced in Battle Mountain as the community’s residential population has increased by an estimated 457 total individuals or by 14.1 percent between 2013 and 2019 and the community’s civilian workforce has increased by an estimated 272 total individuals or by 17.7 percent between 2013 and 2019. In the southern part of Lander County, however, progress in achieving elements of the stated economic development vision have been far more mixed. While several existing businesses in the Austin-Kingston area have completed major remodels and expansions, two hotels have recently closed. Despite these closures, workshop participants noted that the town of Austin experienced a nearly 30 percent increase in transient hotel room tax revenue over the past year. Continued population decline in the town of Austin, however, continues to be of concern as Austin’s total population declined 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 -80.5 percent.

Workshop participants generally agreed that the current strategic economic development vision has not significantly changed over the past year. Protecting and enhancing Lander County’s overall quality of life while remaining respectful of each individual community’s unique cultural identity has remained the primary guiding principle behind new business creation and attraction and existing business retention and expansion strategies and behind the county’s broader community and economic development efforts. Over the past year, however, workshop participants noted that certain specific issues have become increasingly important. The continued need to grow a qualified ‘homegrown’ workforce and the need to revitalize, diversify, and grow Lander County’s existing housing stock have each become increasingly important areas that have impacted achievement of the broader strategic economic development vision. Existing businesses with current operations within Lander County, largely because of the ongoing COVID-19 global pandemic, have found it increasingly difficult to find quality and appropriately trained workers to fill open positions.

In a broader sense, workshop participants further noted the growing need for additional leadership from key community members and the county’s primary public sector organizations. A clear and consistent message from public sector officials regarding the importance of the stated economic development vision and, perhaps more importantly, *how* the vision will be

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achieved was a stated desire expressed by several workshop participants. Workshop participants noted that over the next year, a clear and definitive expression as to how Lander County will support the sustainable growth of the county's population and workforce, how existing blighting conditions throughout the county will be mitigated and addressed, how workforce development and housing development will be pursued, and how the county will pursue new business creation and attraction efforts while supporting the retention and expansion of existing businesses will be needed in order to guide specific community and economic development programs and policies developed and pursued.

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

In evaluating the current strategic economic development goals, workshop participants who participated in the April 28, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop for Lander County were asked to evaluate their own personal hopes and aspirations for the 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 Lander County's current strategic economic development goals and objectives.

### 3.2.a Personal Hopes and Aspirations

Workshop participants who participated in the April 28, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop for Lander County were initially 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?

In regard to evaluating how and where people live and work in Lander County and throughout the northeastern Nevada region and how these conditions have changed over the past year, workshop participants generally agreed that there has been little change as mining and natural resource extraction, agriculture, and tourism and outdoor recreation remain the three largest industry and occupation sectors in Lander County. More importantly, despite population growth and civilian workforce growth in the northern part of Lander County, existing businesses with operations within Lander County still largely import workers into the county from communities located in other parts of northeastern Nevada including neighboring Elko County and Humboldt County. Because of this dependency, a significant portion of income earned by workers who work in Lander County is exported out of Lander County. The lack of appreciable growth in Lander County's commercial retail sector over the past year has only helped to solidify this income exportation trend. The lack of diversity and growth in Lander County's overall housing stock has remained a significant barrier to more robust residential population and civilian workforce growth. While maintaining Lander County's existing cultural identity and heritage



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remains a primary focus of the county’s broader community and economic development efforts, sustainably growing the county’s existing housing stock remains a major community and economic development need.

For the next year of implementation of the current five-year Comprehensive Economic Development Strategy for Lander County, workshop participants expressed their support for shifting existing community and economic development efforts to less emphasis on new business creation and attraction efforts to more emphasis on existing business retention and expansion efforts. ‘Taking care of our own and who is here now’ was a common hope and aspiration expressed by workshop participants for the next year of implementation. Aggressively pursuing the development of new public transportation options for at-risk and at-need population groups within the county, focusing on job placement efforts for those that have lost their job since the start of the COVID-19 global pandemic, and focusing on blight mitigation efforts were a few of the specific efforts that workshop participants expressed their support for as Lander County, the Lander Economic Development Authority, and the Northeastern Nevada Regional Development Authority continue to implement elements of the current five-year Comprehensive Economic Development Strategy. As part of this one-year focus, workshop participants also expressed their desire to see increased public support from top Lander County and Lander County School District officials and increased partnership and engagement from the Northeastern Nevada Regional Development Authority when it comes to addressing public transportation, job placement, and blight mitigation efforts.

Longer-term, and for the remainder of the current five-year strategic planning horizon between now and 2025, workshop participants remained optimistic regarding achievement of each of the 11 strategic economic development goals outlined in the current five-year Comprehensive Economic Development Strategy for Lander County. Resuming a pre-pandemic focus on each of the 11 strategic economic development goals, including the completion of ‘big ticket’ projects, will enable Lander County to achieve the broader goal of building a self-sustaining, growing, and diversified economic base with the necessary population and civilian workforce levels to support future community and economic growth. Workshop participants further noted that they would like to see increased and targeted supported for the underserved populations already living within Lander County.

Beyond economic development and job creation efforts, workshop participants expressed their personal hopes and aspirations for increased employment training programs, increased job placement services, increased physical and mental healthcare services, and a broader array of activities and services for the county’s youngest and oldest population groups. More broadly, several workshop participants also expressed their personal hope and aspiration that Lander County, as part of its ongoing community and economic development efforts, will increase support for the cultural components of the community including additional activities, special events, growth of the developing arts and music scene, and more entrepreneurial and educational activities that embrace the philosophy of Science, Technology, Engineering, *Arts*, and Math (STEAM). Increased leadership in these areas from the area’s largest employers, from Lander County, from the Lander County School District, major community-based organizations and non-profit organizations, and increased financial and non-financial support from key state and

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federal government agencies is essential in developing the necessary services and resources needed to achieve these broader community-based hopes and aspirations.

### 3.2.b Evaluation of the Current Strategic Goals and Objectives

As part of the current five-year Comprehensive Economic Development Strategy for Lander County for the 2020 through 2025 period, 11 separate strategic economic development goals were initially developed, including:

- **Goal No. 1:** Establish broadband connectivity throughout the county by July 2021 in partnership with the Northeastern Nevada Regional Development Authority and other communities throughout northeastern Nevada and the state of Nevada.
- **Goal No. 2:** Expand the existing water line to the airport in Battle Mountain by July 2020.
- **Goal No. 3:** Create and complete a new sewer system near the Battle Mountain Airport by June 2023.
- **Goal No. 4:** Complete the needed infrastructure for the Battle Mountain industrial park by 2022 in order to increase the overall size and capacity of the Battle Mountain industrial park by 20 percent.
- **Goal No. 5:** Create a multi-use vehicle testing facility in Lander County by 2024.
- **Goal No. 6:** Attract alternative agriculture manufacturing that creates and provides greater than ten new jobs at \$500,000 within five years.
- **Goal No. 7:** Establish a new workforce development program that exposes trade skills to 6 through 12 grades with graduation program that creates +5 graduates annually by 2022/2023 in partnership with the Northeastern Nevada Regional Development Authority, neighboring counties and communities in northeastern Nevada, and key educational institutions.
- **Goal No. 8:** Expand three-phase power to Battle Mountain Airport industrial area by December 2020.
- **Goal No. 9:** Increase tourism revenue by 20 percent in Lander County during a five-year period.
- **Goal No. 10:** Acquire four telemedicine units (two in Battle Mountain, one in Austin, one in Kingston) within three years.
- **Goal No. 11:** Establish entrepreneurial work spaces with five rentable units by 2020.

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As part of the annual Comprehensive Economic Development Strategy update and evaluation workshop held on April 28, 2021, 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 used to reprioritize the 11 existing strategic economic development goals for the coming year and to develop new economic recovery and resiliency efforts as Lander County, the Lander Economic Development Authority, and the Northeastern Nevada Regional Development Authority each continue to address the short-term and long-term impacts of the ongoing COVID-19 global pandemic.

For **Goal No. 1:** *Establish broadband connectivity throughout the county by July 2021 in partnership with the Northeastern Nevada Regional Development Authority and other communities throughout northeastern Nevada and the state of Nevada*, workshop participants generally agreed that some progress has been made in achieving this goal over the past year. Workshop participants did note, however, that complete achievement of this goal was derailed due to the loss of a key partner and champion within the Nevada Governor’s Office of Science, Innovation & Technology. As this goal remains very relevant to achieving other parts of the current five-year Comprehensive Economic Development Strategy, workshop participants noted that reengaging with the Nevada Governor’s Office of Science, Innovation & Technology over the next year will be an essential first step in resuming progress toward achieving this goal. Engagement with the area’s largest employers and key public sector leaders, including representatives from both Lander County and the Lander County School District, will also be essential steps in achieving this goal.

Workshop participants noted that **Goal No. 2:** *Expand the existing water line to the airport in Battle Mountain by July 2020*, has been fully achieved and that no additional effort is needed. However, workshop participants did note that no progress on the related goal, **Goal No. 3:** *Create and complete a new sewer system near the Battle Mountain Airport by June 2023*, has been made over the past year and, due to shifting priorities and a rethinking of how the Battle Mountain Airport should be used to support broader community and economic development efforts, this third goal should be temporarily dropped and reduced in overall priority. These shifting priorities and rethinking of how the Battle Mountain Airport should be used to support broader community and economic development efforts has also affected achievement of **Goal No. 4:** *Complete the needed infrastructure for the Battle Mountain industrial park by 2022 in order to increase the overall size and capacity of the Battle Mountain industrial park by 20 percent*. For this fourth goal, workshop participants noted that about 50 percent of the infrastructure needed for the Battle Mountain Airport, notably extension and expansion of the existing water line, has been completed but that the new sewer system remains in a planning phase. As part of the current efforts to update and revise Lander County’s current comprehensive masterplan, Lander County is currently rethinking the exact siting of a new industrial park and, because of this rethinking, additional progress in achieving this goal has been temporarily delayed.

For **Goal No. 5:** *Create a multi-use vehicle testing facility in Lander County by 2024*, workshop participants noted that a significant amount of progress has been made in achieving this goal. In

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May 2021, a federal lands bill was introduced in the U.S. Congress that would provide the necessary land to support development of the new multi-use vehicle testing facility in Lander County. Lander County and Lander Economic Development Authority officials and representatives continue to work with key private sector and public sector stakeholders at the local, state and federal level to ensure continued progress in achieving this still very relevant strategic economic development goal. As progress on passage of this federal lands bill is made, the Lander Economic Development Authority and other key stakeholders continue to engage the other partners locally, statewide, nationally, and even internationally who will eventually utilize the completed multi-use vehicle testing facility.

As agriculture remains a primary industry and occupation sector for Lander County, workshop participants noted that **Goal No. 6:** *Attract alternative agriculture manufacturing that creates and provides greater than ten new jobs at \$500,000 within five years* remains very relevant to Lander County's general community and economic development strategy but that little progress has been made in achieving the specifics of this sixth goal over the past year. While there has been some interest by prospective alternative agriculture producers, including the possible development of a feedlot, new hemp production, and even a possible shrimp farm, no definitive forward progress has been made over the past year. Both the Lander Economic Development Authority and the Northeastern Nevada Regional Development Authority continue to explore possible new alternative agriculture production opportunities through either new business creation or attraction efforts or by working with existing producers already operating within Lander County to diversify existing production activities.

The Lander County School District, despite the disruptions to normal operations as a result of the COVID-19 global pandemic over the past year, has made significant progress in achieving **Goal No. 7:** *Establish a new workforce development program that exposes trade skills to 6 through 12 grades with graduation program that creates +5 graduates annually by 2022/2023 in partnership with the Northeastern Nevada Regional Development Authority, neighboring counties and communities in northeastern Nevada, and key educational institutions.* Little progress, however, has been made in developing a meaningful partnership with the Northeastern Nevada Regional Development Authority as it pertains to developing and implementing a new comprehensive workforce development program for Lander County and for the northeastern Nevada region. As this goal remains a top priority for both Lander County and for the entire northeastern Nevada region, workshop participants expressed their strong support for the Northeastern Nevada Regional Development Authority to aggressively pursue the development of a new region-wide workforce development program in partnership with the various communities, school districts, and major employers operating throughout the region.

For **Goal No. 8:** *Expand three-phase power to Battle Mountain Airport industrial area by December 2020,* workshop participants noted that no progress has been made in achieving this goal, again, largely due to shifting priorities and a rethinking of the development of the eventual industrial area and other land surrounding the existing Battle Mountain Airport. Workshop participants further noted this eighth goal is less relevant moving forward and will need to be rethought once Lander County completes its comprehensive update and rewriting of the existing masterplan. Several workshop participants did suggest that this goal be reworked to consider

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potential future industrial development along the existing railroad corridor that parallels W Front Street in Battle Mountain.

Significant progress has been made in achieving **Goal No. 9: Increase tourism revenue by 20 percent in Lander County during a five-year period**, largely because of an increase in demand for outdoor recreation and tourism related activities and Lander County's unique existing mix of outdoor recreation assets. Several workshop participants pointed out that a number of the existing motel and hotel properties in both the Austin-Kingston and Battle Mountain communities have either completed or are in the process of completing major improvement and renovation projects which, in-turn, has improved the county's efforts to increase overall tourism counts and associated revenues. Because the tourism and hospitality sector accounts for a significant portion of Lander County's existing economic base, this goal remains a top priority for Lander County, for the Lander Economic Development Authority, and for the Northeastern Nevada Regional Development Authority. Continued improvements including increased access to Lander County's collection of outdoor recreation and tourism related assets, continued support of ongoing motel and hotel rehabilitation and improvement projects, and support of new motel and hotel property development should be pursued in conjunction with the development of new special events and the promotion and expansion of existing special events over the next year.

The ongoing COVID-19 global pandemic has made access to healthcare services, and subsequently the achievement of **Goal No. 10: Acquire four telemedicine units (two in Battle Mountain, one in Austin, one in Kingston) within three years**, an increasingly important and relevant goal for Lander County. As access to basic and expanded healthcare services remains very relevant, workshop participants suggested modifying this goal to focus more broadly on improved access to more basic and expanded healthcare services. Developing mobile healthcare services, in addition to increased telemedicine services, should be considered as part of the larger effort to improve access to more basic and expanded physical and mental healthcare services. Workshop participants suggested that the Battle Mountain General Hospital, in partnership with relevant state and federal partners, should take the primary lead on achieving this reworked goal. Workshop participants also suggested that Lander County, the Lander Economic Development Authority, and the Northeastern Nevada Regional Development Authority could serve a support role and even actively work to identify and secure needed funding through various non-profit organizations and appropriate state and federal agencies.

For **Goal No. 11: Establish entrepreneurial work spaces with five rentable units by 2020**, workshop participants noted that some progress has been made in achieving this specific goal over the past year. A number of new small business and entrepreneurial-based development spaces have recently been completed and opened in Battle Mountain and active small businesses and entrepreneurs currently occupy these spaces. Both the Lander Economic Development Authority and the Northeastern Nevada Regional Development Authority continue to work with prospective partners, including major employers with existing operations within Lander County and with new prospective companies, to further develop Lander County's small business and entrepreneurial-based community. Workshop participants also noted that increased support for small business development and entrepreneurship remains a top priority for Lander County and for the Lander Economic Development Authority and, for the coming year of continued implementation of the current five-year Comprehensive Economic Development Strategy, the

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focus of this specific goal should be broadened away from the specifics of establishing entrepreneurial work spaces to more general technical and financial support of small business and entrepreneurial-based development across Lander County.

### 3.2.c Reprioritizing the Existing Strategic Economic Development Goals for the Coming Year

Workshop participants were asked to reprioritize each of the 11 existing strategic economic development goals for the coming year as Lander County, the Lander Economic Development Authority, and the Northeastern Nevada Regional Development Authority each 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:** Existing Goal No. 1, Establish broadband connectivity throughout the county by July 2021 in partnership with the Northeastern Nevada Regional Development Authority and other communities throughout northeastern Nevada and the state of Nevada.

Further development and improvement of Lander County’s broadband and telecommunication infrastructure remains a top priority for Lander County, for the Lander Economic Development Authority, and for the Northeastern Nevada Regional Development Authority. Reengagement with the Nevada Governor’s Office of Science, Innovation & Technology and major existing employers with operations in and around Lander County will be a key actionable item over the next year.

- **Priority Goal No. 2:** Existing Goal No. 4, Complete the needed infrastructure for the Battle Mountain industrial park by 2022 in order to increase the overall size and capacity of the Battle Mountain industrial park by 20 percent.

Although Lander County is currently engaged in a comprehensive update and rewrite of the county’s existing masterplan which may ultimately relocate the targeted location for a completed Battle Mountain industrial park, the development of needed physical infrastructure to support additional industrial development is a critical economic development goal for Lander County, for the Lander Economic Development Authority, and for the Northeastern Nevada Regional Development Authority. Settling on a relocated site for the future Battle Mountain industrial park and completing the necessary infrastructure improvements will be a primary actionable item once the update and rewrite of the current masterplan is completed.

- **Priority Goal No. 3:** Existing Goal No. 5, Create a multi-use vehicle testing facility in Lander County by 2024.

Completion of the new multi-use vehicle testing facility is a top priority for the Lander Economic Development Authority and for the Northeastern Nevada Regional Development Authority. Not only will the facility significantly expand and grow Lander County’s existing tourism and hospitality sector and support existing businesses already operating throughout the county, the facility could potentially lead to the development of

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a brand new industry and occupation sector for Lander County and for all of northeastern Nevada. The Lander Economic Development Authority will continue to work with key local, state, and federal government partners to complete the existing lands bill currently before the U.S. Congress in order to secure the necessary land and then begin the necessary planning to support construction and opening activities over the next year and for the remainder of the current five-year strategic planning horizon.

- **Priority Goal No. 4:** Existing Goal No. 6, Attract alternative agriculture manufacturing that creates and provides greater than ten new jobs at \$500,000 within five years.

Because the agricultural sector accounts for a significant portion of Lander County’s existing economic base, both the Lander Economic Development Authority and the Northeastern Nevada Regional Development Authority will continue to focus on diversifying and growing the county’s agricultural sector through alternative agriculture manufacturing and production. Both the Lander Economic Development Authority and the Northeastern Nevada Regional Development Authority will continue to engage in direct new business creation and attraction efforts in this area as well as work with existing agricultural producers to explore adding alternative agricultural manufacturing and production activities to their existing operations over the next year.

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

While workforce development remains a critical part of Lander County’s current five-year Comprehensive Economic Development Strategy, priority for achievement of this goal will be shifted to the Lander County School District. Regional collaboration and development of a comprehensive regional workforce development program will be achieved through the increased leadership of the Northeastern Nevada Regional Development Authority.

- **Priority Goal No. 6:** Existing Goal No. 9, Increase tourism revenue by 20 percent in Lander County during a five-year period.

The Lander Economic Development Authority, in partnership with key private sector partners throughout Lander County, will continue to pursue the rehabilitation and expansion of existing motel and hotel properties. The Lander Economic Development Authority will also continue to support and pursue the development of new motel and hotel properties in order to expand existing tourism and related capacity, and will work collaboratively with key partners and stakeholders to create new and expand existing special events.

- **Priority Goal No. 7:** Existing Goal No. 10, Increase availability and access to basic and expanded healthcare services across Lander County (changed from “Acquire four

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telemedicine units (two in Battle Mountain, one in Austin, one in Kingston)”) within three years.

The focus of this existing tenth goal will be changed from the development of new telemedicine services to increasing the overall availability and access to additional basic and expanded healthcare services. While the Battle Mountain General Hospital will be primarily responsible for achieving this goal, the Lander Economic Development Authority will work with key partners to identify specific healthcare needs and identify potential partners and funding sources over the next year.

- **Priority Goal No. 8:** Existing Goal No. 11, Provide broad technical and financial support for new small business and entrepreneurial-based development (changed from “Establish entrepreneurial work spaces with five rentable units by 2020”).

The Lander Economic Development Authority and the Northeastern Nevada Regional Development Authority will work collaboratively with key local and regional partners to identify specific small business and entrepreneurial-based technical and financial needs and to provide the necessary technical and financial support in order to grow Lander County’s small business and entrepreneurial community.

- **Priority Goal No. 9:** Existing Goal No. 8, Expand three-phase power to Battle Mountain Airport industrial area by December 2020.

Further effort in achieving this goal will be temporarily suspended until Lander County completes its comprehensive update and rewrite of the county’s existing masterplan and the creation and adoption of subsequent ordinances and development codes.

- **Priority Goal No. 10:** Goal No. 3, Create and complete a new sewer system near the Battle Mountain Airport by June 2023.

Further effort in achieving this goal will be temporarily suspended until Lander County completes its comprehensive update and rewrite of the county’s existing masterplan and the creation and adoption of subsequent ordinances and development codes.

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

This goal has been completed and no further action is required.

For the coming 2021 through 2022 year of continued implementation of the current five-year Comprehensive Economic Development Strategy for Lander County, workshop participants have decided to focus on identifying and completing needed critical infrastructure projects relating to the successful development of a new industrial park and commercial center in Battle Mountain. However, identification and completion of this needed critical infrastructure will be driven by the results of a new comprehensive masterplan that Lander County is currently developing. The exact location of a new industrial park and commercial center may also shift and the Lander



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Economic Development Authority may choose to focus on new industrial and commercial development opportunities along the existing railroad corridor that runs parallel to W Front Street in Battle Mountain. Improved broadband and telecommunication infrastructure, the completion of major tourism, visitor, and outdoor recreation assets, and the development of a comprehensive local and regional workforce development program also remain top priorities for the Lander Economic Development Authority and for the Northeastern Nevada Regional Development Authority.

### **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 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 Lander County, workshop participants who participated in the April 28, 2021 workshop were asked to develop a series of responsive initiatives and steady-state initiatives that will be incorporated into the current five-year Comprehensive Economic Development Strategy.

#### 3.3.a Responsive Initiatives

In evaluating the main economic impacts of the COVID-19 global pandemic and the lingering impacts that the pandemic has had on Lander County, workshop participants generally agreed that the reprioritized strategic economic development goals outlined in the previous sub-section accurately represent Lander County's and the Lander Economic Development Authority's responsive initiatives. The temporary closure of service oriented businesses throughout Lander County, including motels and hotels, restaurants, and gaming properties, as a result of state ordered mandates at the beginning of the pandemic in the spring of 2020 and resulting restrictions have severely impacted overall economic activity in Lander County. However, as individual businesses have been able to reopen and resume operations, overall levels of economic activity have slowly recovered. Continued focus on developing the county's workforce remains a top responsive initiative and a key part of Lander County's existing Comprehensive Economic Development Strategy as individual businesses are still struggling to find trained and qualified workers needed to fill vacant positions.

Longer-term, Lander County residents and businesses are facing continued increases in the costs of basic goods and services. Lander County residents and businesses had, even pre-pandemic, been forced to pay higher costs for needed goods and services largely because needed goods and services had to be purchased from retailers, wholesalers, and suppliers located outside the county. The lingering value and supply chain disruptions at the local, state, national, and global levels have only increased the prices on already expensive goods and services and individual

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residents and businesses are having to allocate additional per capita and household income dollars to consumption. Continued diversification of the Lander County economic base, by attracting and opening new retailers, wholesalers, and suppliers is a longer-term approach that Lander County, the Lander Economic Development Authority, and the Northeastern Nevada Regional Development Authority will attempt to achieve in order to combat this lingering longer-term impact.

Central to the exiting five-year Comprehensive Economic Development Strategy for Lander County is the desire to increase and improve Lander County's overall economic independence from the rest of the northeastern Nevada region and from larger more populated metropolitan areas in western Nevada, southern Idaho, and central Utah. Improved and increased housing will gradually and sustainably grow Lander County's residential population and civilian workforce and new and expanded commercial retail options and services, improved basic and expanded healthcare services, and a continued focus on overall workforce development efforts will ensure that a larger percentage of per capita and household income dollars earned in Lander County stay in Lander County. Overall economic vitality and independence is a critical element of the current five-year Comprehensive Economic Development Strategy and achievement of this independence and self-sufficiency is Lander County's and the Lander Economic Development Authority's primary responsive initiative in addressing the major and lingering affects of the ongoing COVID-19 global pandemic.

### 3.3.b Steady-State Initiatives

Similar to the responsive initiatives developed by workshop participants who participated in the annual update and evaluation workshop held on April 28, 2021, workshop participants agreed that successful achievement of each of the reprioritized strategic economic development goals in the current five-year Comprehensive Economic Development Strategy should serve as the primary steady-state initiatives for Lander County. Avoidance and mitigation of potential impacts from future events and shocks like a global pandemic is only possible if Lander County successfully develops a measurable degree of economic self-sufficiency and independence from other communities within the northeastern Nevada region. Again, improved and increased housing will gradually and sustainably grow Lander County's residential population and civilian workforce and new and expanded commercial retail options and services, improved basic and expanded healthcare services, and a continued focus on overall workforce development efforts will ensure that a larger percentage of per capita and household income dollars earned in Lander County stay in Lander County.

The successful development of a self-sustaining and independent economic base has and remains a central focus of the Lander Economic Development Authority's and the Northeastern Nevada Regional Development Authority's economic development vision for Lander County. Balancing the need for improved and increased housing development, new infrastructure development, and new commercial retail development with the need to diversify within and outside existing primary industry and occupation sectors will be done by focusing future community and economic development efforts over the remainder of the current five-year strategic planning horizon on preserving and enhancing Lander County's existing quality of life and the unique cultural identity and heritage of each individual community within the county. Closing key

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‘gaps’ in the value and supply chains of the existing mining and natural resource extraction industry sector, the agricultural industry sector, and the tourism and outdoor recreation industry sector through new business creation and attraction efforts will also be a part of the Lander Economic Development Authority’s and the Northeastern Nevada Regional Development’s broader steady-state initiatives.