

**THE 2021 ANNUAL UPDATE TO THE COMPREHENSIVE  
ECONOMIC DEVELOPMENT STRATEGY FOR THE CITY OF  
WEST WENDOVER, PART OF ELKO COUNTY, NEVADA, 2020  
THROUGH 2025**



**THE 2021 ANNUAL UPDATE TO THE COMPREHENSIVE  
ECONOMIC DEVELOPMENT STRATEGY FOR THE CITY OF  
WEST WENDOVER, PART OF ELKO COUNTY, NEVADA, 2020  
THROUGH 2025**

Frederick A. Steinmann

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

November 2021

This publication, *The 2021 Annual Update to the Comprehensive Economic Development Strategy for the City of West Wendover, part of Elko 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 City of West Wendover, Elko 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:

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



UCED  
University of Nevada, Reno  
University Center for Economic Development  
The College of Business

# TABLE OF CONTENTS

<b>Table of Contents</b>	<b>iv</b>
<b>List of Tables</b>	<b>vi</b>
<b>List of Figures</b>	<b>vii</b>
<b>City of West Wendover Comprehensive Economic Development Strategy 2020 through 2025</b>	<b>1</b>
<b>1.0 Introduction</b>	<b>3</b>
Overview	3
<b>2.0 Analysis: Existing Community and Regional Conditions</b>	<b>6</b>
2.1 Socio-Demographic and Economic Trends for the Northeastern Nevada Regional Development Authority Region	6
2.1.a Total Population	6
2.1.b Median Age	8
2.1.c Total Number of Households	9
2.1.d Average Household Size	11
2.1.e Median Household Income	12
2.1.f Median Family Income	14
2.1.g Per Capita (Mean) Income	15
2.1.h Percent of Total Population Living Below the Poverty Line	16
2.1.i Civilian Workforce (Individuals 16 Years or Older)	18
2.1.j Civilian Unemployment Rate (Individuals 16 Years or Older)	19
2.1.k Total Employment by Major Industry Sector	20
2.2 Evaluating Existing Conditions and Identifying New Conditions in the Socio-Demographic and Economic Data	23
2.2.a Evaluating the Current Conditions from the Existing Comprehensive Economic Development Strategy	23
2.2.b Identification of New Critical Conditions	24
2.3 An Updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis	26
2.3.a Strengths	26
2.3.b Weaknesses	28
2.3.c Opportunities	29
2.3.d Threats	31

<b>3.0 Evaluation of the Vision, Goals, and Objectives</b>	<b>33</b>
3.1 Evaluation of the Strategic Economic Development Vision	33
3.2 Evaluation of the Strategic Economic Development Goals	35
3.2.a Personal Hopes and Aspirations	35
3.2.b Evaluation of the Current Strategic Goals and Objectives	36
3.2.c Reprioritizing the Existing Strategic Economic Development Goals and Objectives for the Coming Year	39
3.3 Developing Economic Recovery and Resiliency Efforts as part of the Current Five-Year Comprehensive Economic Development Strategy	41
3.3.a Responsive Initiatives	41
3.3.b Steady-State Initiatives	43

## LIST OF TABLES

2.1	Total Population; Communities within the Northeastern Nevada Regional Development Authority	7
2.2	Median Age; Communities within the Northeastern Nevada Regional Development Authority	8
2.3	Total Number of Households; Communities within the Northeastern Nevada Regional Development Authority	10
2.4	Average Household Size; Communities within the Northeastern Nevada Regional Development Authority	11
2.5	Median Household Income (2019 Inflation-Adjusted Dollars); Communities within the Northeastern Nevada Regional Development Authority	13
2.6	Median Family Income (2019 Inflation-Adjusted Dollars); Communities within the Northeastern Nevada Regional Development Authority	14
2.7	Per Capita (Mean) Income, Individuals (2019 Inflation-Adjusted Dollars); Communities within the Northeastern Nevada Regional Development Authority	16
2.8	Percent of Total Population Living Below the Poverty Line; Communities within the Northeastern Nevada Regional Development Authority	17
2.9	Civilian Workforce (Individuals 16 Years or Older); Communities within the Northeastern Nevada Regional Development Authority	18
2.10	Civilian Unemployment Rate (Individuals 16 Years or Older); Communities within the Northeastern Nevada Regional Development Authority	20
2.11	Civilian Employment (Population 16 Years and Over); Communities within the Northeastern Nevada Regional Development Authority; 2019	21

# LIST OF FIGURES

2.1	Economic Development Strengths; City of West Wendover	27
2.2	Economic Development Weaknesses; City of West Wendover	28
2.3	Economic Development Opportunities; City of West Wendover	30
2.4	Economic Development Threats; City of West Wendover	31

---

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

## **Economic Development Vision**

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



---

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

## Reprioritized Strategic Economic Development Goals for 2021 through 2022

**Priority Goal No. 1:** Existing Goal No. 1, Within two years, recruit, open, and operate a 24 hour a day/7 day a week Urgent Care Facility with x-ray services, emergency services, family care services, OBGYN services, and dialysis services.

**Priority Goal No. 2:** Existing Goal No. 2, Within two years, provide access to natural gas to replace expensive propane and increase reliability to encourage business development and lower costs.

**Priority Goal No. 3:** Existing Goal No. 3, Within three years, develop and open a Rec Center with basketball courts, performance stage, indoor walking track, kitchen facility, weight room, exercise and yoga facilities, and a game room.

**Priority Goal No. 4:** Existing Goal No. 5, Within five years, recruit, open and keep open one new major (diversified) employer in the community.

**Priority Goal No. 5:** Existing Goal No. 4, Within five years, increase the community's total population by 5 percent (over five years between year one and year five) benchmarked relative to existing income and wage levels (to ensure current levels in incomes and wages benchmarked to 2019 levels).

---

# 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.

- 
- 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

- 
- 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 West Wendover, Nevada on May 5, 2021 as part of the annual update and evaluation of the five-year Comprehensive Economic Development Strategy for the City of West Wendover 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.

---

## 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. The community of West Wendover 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 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%
<b>West Wendover</b>	<b>4,442</b>	<b>4,285</b>	<b>-157</b>	<b>-3.5%</b>
<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. The community of West Wendover 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%
<b>West Wendover</b>	<b>26.1</b>	<b>32.0</b>	<b>5.9</b>	<b>22.6%</b>
<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.

---

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. The community of West Wendover 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%
<b>West Wendover</b>	<b>1,362</b>	<b>1,232</b>	<b>-130</b>	<b>-9.5%</b>
<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. The community of West Wendover 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%
<b>West Wendover</b>	<b>3.26</b>	<b>3.48</b>	<b>0.22</b>	<b>6.7%</b>
<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

---

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. The community of West Wendover 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%
<b>West Wendover</b>	<b>\$37,740</b>	<b>\$64,274</b>	<b>\$26,534</b>	<b>70.3%</b>
<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. The community of West Wendover 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%
<b>West Wendover</b>	<b>\$41,208</b>	<b>\$68,289</b>	<b>\$27,081</b>	<b>65.7%</b>
<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, 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. The community of West Wendover 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%
<b>West Wendover</b>	<b>\$14,982</b>	<b>\$25,640</b>	<b>\$10,658</b>	<b>71.1%</b>
<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. The community of West Wendover 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%
<b>West Wendover</b>	<b>24.8%</b>	<b>13.6%</b>	<b>-11.2%</b>	<b>-45.2%</b>
<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. The community of West Wendover is highlighted.

<b>Table 2.9 – Civilian Workforce (Individuals 16 Years or Older)</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>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%
<b>West Wendover</b>	<b>2,163</b>	<b>2,213</b>	<b>50</b>	<b>2.3%</b>
<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 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. The community of West Wendover 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%
<b>West Wendover</b>	<b>7.6%</b>	<b>1.3%</b>	<b>-6.3%</b>	<b>-82.9%</b>
<b>Eureka County</b>	<b>5.4%</b>	<b>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.

<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

For Elko County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2019, employing an estimated 6,673 total individuals. Arts,

---

Entertainment, Recreation, Accommodation and Food Services was the second largest major industry sector, employing an estimated 4,354 total individuals, Educational Services, and Health Care and Social Assistance was the third largest major industry sector, employing an estimated 3,817 total individuals, and Retail Trade was the fourth largest major industry sector for Elko County in 2019, employing an estimated 2,603 total individuals.

For Eureka County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2019, employing an estimated 406 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector in Eureka County in 2019, employing an estimated 113 total individuals, and Public Administration was the third largest major industry sector in Eureka County in 2019, employing an estimated 78 total individuals. Professional, Scientific, Management, Administrative Waste Management Services was the fourth largest major industry sector in Eureka County, employing an estimated 71 total individuals in 2019.

In 2019, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector for Lander County, employing an estimated 1,200 total individuals, and Educational Services, and Health Care and Social Assistance was the second largest major industry sector, employing an estimated 379 total individuals. Public Administration was the third largest major industry sector in Lander County in 2019, employing an estimated 180 total individuals, and Retail Trade was the fourth largest major industry sector, employing an estimated 168 total individuals.

For White Pine County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2019, employing an estimated 810 total individuals, and Arts, Entertainment, Recreation, Accommodation and Food Services was the second largest major industry sector, employing an estimated 621 total individuals in 2019. Public Administration was the third largest major industry sector in White Pine County in 2019, employing an estimated 569 total individuals, and Educational Services, and Health Care and Social Assistance was the fourth largest major industry sector, employing an estimated 549 total individuals in 2019.

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

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

---

estimated 17.92 million total individuals, and Retail Trade was the third largest major industry sector for the entire United States in 2019, employing an estimated 17.27 million total individuals. Manufacturing was the fourth largest major industry sector in 2019 for the entire United States, employing an estimated 15.65 million total individuals.

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

Workshop participants who participated in the May 5, 2021 annual Comprehensive Economic Development Strategy evaluation and update workshop for the City of West Wendover were asked to evaluate the three existing conditions initially developed as part of the current five-year Comprehensive Economic Development Strategy. Workshop participants were also asked to develop new conditions based upon the socio-demographic, economic, and industry and occupation sector data presented in the previous sub-section.

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

As part of the current five-year Comprehensive Economic Development Strategy for the City of West Wendover for the 2020 through 2025 period, three specific conditions were initially identified as conditions that the Comprehensive Economic Development Strategy was developed to address. These three specific existing conditions include:

- ***Existing Condition No. 1:*** Encourage growth in the community’s stagnated population growth.
- ***Existing Condition No. 2:*** Attract a younger population to move to West Wendover in response to overall aging of the community’s existing population.
- ***Existing Condition No. 3:*** Development of workforce development programs in order to address the shortage of trained and skilled workers that exists within the community.

Workshop participants who participated in the May 5, 2021 annual update and evaluation workshop for the current five-year Comprehensive Economic Development Strategy for the City of West Wendover generally agreed that each of these three existing conditions are still fairly relevant as part of the City of West Wendover’s and the Northeastern Nevada Regional Development Authority’s efforts to implement specific elements of the current five-year Comprehensive Economic Development Strategy. Encouraging sustainable population growth, attracting a younger demographic, and improving and growing the community’s civilian workforce remain important socio-demographic and economic conditions that will facilitate additional new business creation and attraction efforts and existing business retention and expansion efforts.

Between 2013 and 2019, the residential population of the City of West Wendover declined from an estimated 4,442 total individuals in 2013 to an estimated 4,285 total individuals in 2019, a net

---

decrease of 147 total individuals or by -3.5 percent. Over the same 2013 to 2019 period, the estimated median age of the City of West Wendover continued to increase, 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. Despite the increase in the community's estimated median age, the City of West Wendover had one of the youngest estimated median ages in 2019 throughout all of Elko County and throughout the entire northeastern Nevada region. Sustainably growing the community's total population with a younger demographic through sustainable new residential housing development remains a priority for the City of West Wendover and as part of the community's broader community and economic development efforts.

Between 2013 and 2019, the civilian workforce for the City of West Wendover increased slightly, increasing from an estimated 2,163 total individuals in 2013 to an estimated 2,213 total individuals in 2019, a net increase of 50 total individuals or by 2.3 percent. Despite this increase in the community's existing civilian workforce, the civilian unemployment rate for the City of West Wendover declined significantly between 2013 and 2019, decreasing from an estimated 7.6 percent in 2013 to an estimated 1.3 percent in 2019, a net decrease of 6.3 percent or by a percentage decrease of -82.9 percent. The sudden and sharp decline in the community's civilian unemployment rate, with the current civilian unemployment rate in 2019 being less than the natural rate of unemployment of approximately 5.0 percent, suggests that there is no surplus of available labor within the community to fill vacant and open positions among existing businesses or to fill new positions created by new businesses that are attracted to the community.

#### 2.2.b Identification of New Critical Conditions

Workshop participants who participated in the May 5, 2021 annual Comprehensive Economic Development Strategy evaluation and update workshop for the City of West Wendover collectively identified four new conditions that both the City of West Wendover and the Northeastern Nevada Regional Development Authority need to either address or potentially take advantage of as both continue to implement elements of the current five-year Comprehensive Economic Development Strategy, including:

- ***New Condition No. 1:*** Significant Increase in Median Household Income, Median Family Income, and Per Capita Income
- ***New Condition No. 2:*** Increase in Average Household Size
- ***New Condition No. 3:*** Continued Population Decline
- ***New Condition No. 4:*** Continued Decrease in Civilian Unemployment Rates

Between 2013 and 2019, median household income, median family income, and per capita income each increased significantly in the City of West Wendover. Median household income increased from an estimated \$37,740 in 2013 to an estimated \$64,274 in 2019, a net increase of \$26,534 or by 70.3 percent. Median family income increased from an estimated \$41,208 in 2013 to an estimated \$68,289 in 2019, a net increase of \$27,081 or by 65.7 percent. Per capita income

---

increased from an estimated \$14,982 in 2013 to an estimated \$25,640 in 2019, a net increase of \$10,658 or by 71.1 percent. The increase in median household income, median family income, and per capita income in the City of West Wendover significantly outpaced growth in each income category in Elko County, throughout the entire northeastern Nevada region, and even outpaced growth in each income category for both the state of Nevada and for the entire United States over the same 2013 and 2019 period. The sudden and significant increase in each measure of income suggests that the City of West Wendover is becoming increasingly attractive to new businesses and to existing businesses as income levels continue to rise. Increased household, family, and per capita income will continue to support further growth and expansion of the community's existing economic base through new business creation and attraction and even through the continued expansion of existing businesses.

The average household size for the City of West Wendover increased from an estimated 3.26 people per household in 2013 to an estimated 3.48 per people per household in 2019, a net increase of 0.22 people per household or by 6.7 percent. The City of West Wendover was the only individual community throughout the entire northeastern Nevada region that experienced a net and percentage increase in average household size and the City of West Wendover had the largest average household size throughout all of Elko County and throughout the entire region in both 2013 and 2019. Despite growth in the community's estimated median age, the continued growth in the average household size for the City of West Wendover suggests that the community is generally attractive to younger demographic groups. This is a major positive as the City of West Wendover and the Northeastern Nevada Regional Development Authority has made sustainable growth in the community's and region's civilian workforce a top priority as part of the current five-year Comprehensive Economic Development Strategy. Additional yet sustainable new housing development coupled with program and service development that supports this trend should be considered as both the City and the Northeastern Nevada Regional Development Authority continue to implement elements of the current five-year Comprehensive Economic Development Strategy.

Despite evidence to suggest that the community continues to remain attractive to a younger working-age demographic, the total population of the City of West Wendover continues to decline, declining 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. Even though the community's civilian workforce has grown, growing from an estimated 2,163 total individuals in 2013 to an estimated 2,213 total individuals in 2019, the continued decline in the community's residential population combined with the sudden and significant decline in the community's civilian unemployment rate, suggests that there is no surplus of available and skilled workers needed to fill vacant and open positions of existing businesses or to fill new positions created by new businesses that may choose to establish an operation within the community. Sustainable yet substantial growth in the community's residential population and civilian workforce, without significantly increasing the community's existing civilian unemployment rate, is a priority focus for both the City of West Wendover and for the Northeastern Nevada Regional Development Authority. Without a sustainable and significant increase in the community's civilian workforce, efforts to create and attract new businesses may be derailed and existing businesses may find it difficult to either remain in the community or to expand their existing operations due to a lack of trained and available workers to fill vacant and open positions.



---

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

### 2.3.a Strengths

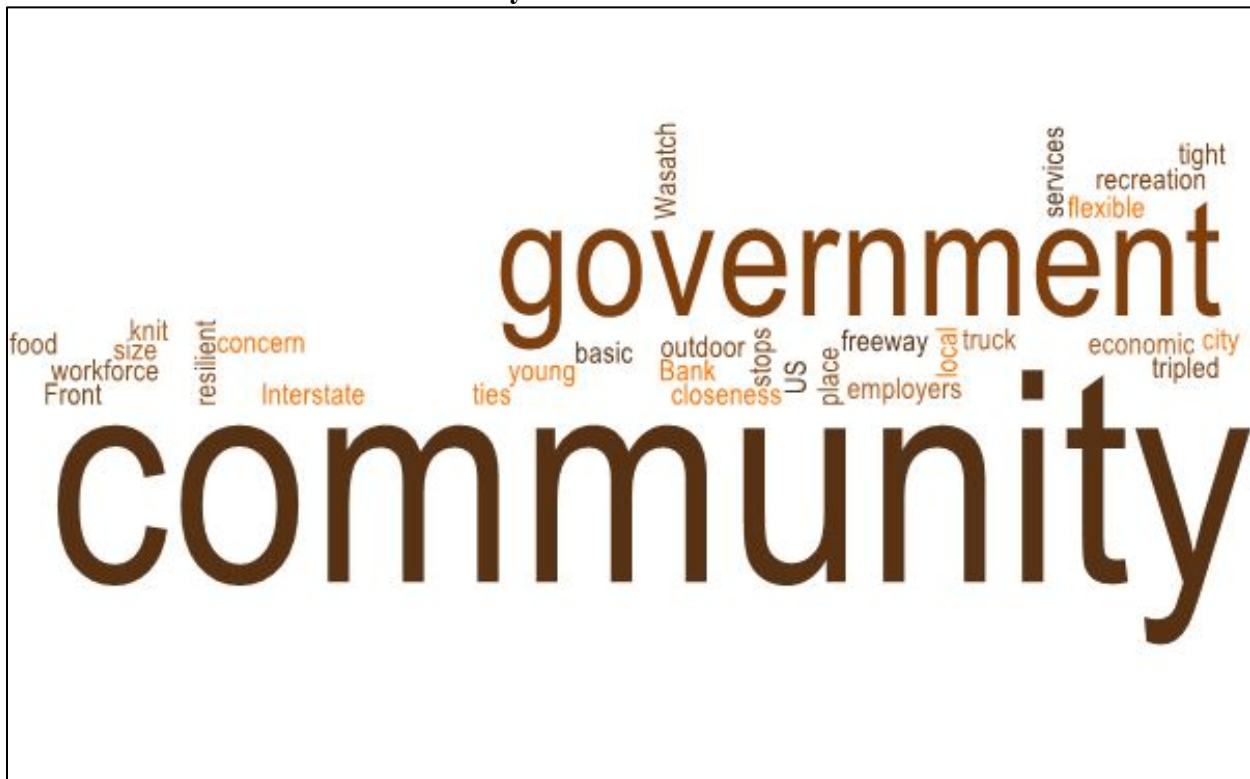
Figure 2.1 presents a word cloud of the various economic development strengths of the City of West Wendover as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of West Wendover held on May 5, 2021.

Top among the various economic development strengths for the City of West Wendover identified by workshop participants was the community's existing identity and culture as well as the responsiveness and accessibility of the City of West Wendover's municipal government. Workshop participants noted that the community of West Wendover is unique within the northeastern Nevada region given its geographic location along the border of Nevada and Utah and its close economic connection to the western front of the Wasatch Range. The geographic separation between the community of West Wendover and other parts of the northeastern Nevada region has led to a very 'tight knit' and interconnected community where individuals typically support each other, work together to address issues of community concern, and each contribute to maintaining and enhancing the community's relatively high quality of life. While workshop participants recognized the need to sustainably grow the community's existing residential population and civilian workforce, workshop participants noted that it is just as important to maintain and preserve these existing community qualities and characteristics.

Part of this existing community identity and culture is the relationship that the public has with the existing municipal government and the way in which the municipal government interacts with community members and existing businesses. Workshop participants noted that individual elected, appointed, and executive officials are generally accessible, approachable, and eager to work with individual community members and businesses in order to address issues and concerns that might arise. The highly accessible, approachable, and ease in working directly with municipal officials characteristics of the government of the City of West Wendover has

created an environment that is both resident and business friendly and supportive of new development that adds to the community’s existing quality of life. Continued community and economic development growth, including desirable residential population and civilian workforce growth, should be pursued in ways that maintains and enhances these desirable and appreciated characteristics of the municipal government of the City of West Wendover.

**Figure 2.1 – Economic Development Strengths  
City of West Wendover**



More broadly, workshop participants highlighted a number of natural and geographic strengths that continue to support ongoing community and economic development efforts pursued by the City of West Wendover and by the Northeastern Nevada Regional Development Authority. The community’s strategic geographic location at the intersection of U.S. Interstate 80 and U.S. Highway 93 Alternate provides existing residents and new and existing businesses with direct access to major and more urban metropolitan population centers in Utah and along the western front of the Wasatch Range. In-turn, these major transportation assets, combined with regular flights into and out of the Wendover Airport, provides visitors from neighboring population centers direct access to the community’s major gaming and hotel properties and to major outdoor recreation assets located throughout Elko County and throughout the northeastern Nevada region.

Workshop participants also noted that the City of West Wendover is also adjacent to a major railroad corridor that could potentially support both passenger service into and out of West Wendover and future commercial and industrial development in targeted industry and occupation sectors. While this is more of a future opportunity as additional infrastructure will be needed to

support increased passenger and commercial and industrial usage of this major railroad transportation asset, workshop participants noted that the City of West Wendover does have a significant amount of available land that could be used to support future commercial and industrial usage. Continued implementation of the City of West Wendover’s Mainstreet program and plan, in partnership with the Nevada Governor’s Office of Economic Development, and improved usage of various incentives associated with the community’s existing Opportunity Zone could support additional commercial and industrial development tied to the community’s strategic geographic location and to the community’s many significant existing transportation infrastructure assets.

### 2.3.b Weaknesses

Figure 2.2 presents a word cloud of the various economic development weaknesses of the City of West Wendover as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of West Wendover held on May 5, 2021.

**Figure 2.2 – Economic Development Weaknesses  
City of West Wendover**



A general lack of access to a wider array of basic and more advanced healthcare services was identified as a primary weakness by workshop participants and may be directly contributing to the community’s continued decline in population. For most basic and more advanced healthcare services, existing community residents must travel to either Elko, Nevada, located approximately 100 miles to the west of West Wendover along U.S. Interstate 80, or to Salt Lake City, Utah,

---

located approximately 125 miles to the east along U.S. Interstate 80. Expanding the community's existing stock of basic healthcare services and even expanding the community's collection of more advanced healthcare services, including both physical and mental healthcare services, is a primary objective that workshop participants would like to see the City of West Wendover accomplish over the coming year and over the remainder of the current five-year strategic planning horizon.

A lack of housing, additional commercial retail services, and other entertainment and recreational opportunities were a few of the other economic development weaknesses that may be inhibiting the City of West Wendover's and the Northeastern Nevada Regional Development Authority's efforts to grow and diversify the existing economic base through new business creation and attraction efforts and by encouraging and supporting existing business retention and expansion. Combined, these 'lack of' various services have contributed to a relatively high overall cost of living as individual residents must often travel to larger population centers both within the northeastern Nevada region or outside the state in order to find more affordable housing and to fulfill various commercial retail and entertainment shopping and consumption needs. As commercial retail and entertainment development typically follows residential growth, growing and diversifying the community's housing stock was identified as a primary area of focus for the City of West Wendover to pursue over the next year and over the remainder of the current five-year strategic planning horizon in order to encourage sustainable and reasonable growth of the community's existing population. Future population growth, especially among a younger demographic group, will support future commercial retail and entertainment development and begin to lower the community's relatively high cost of living by providing necessary commercial retail and entertainment services within the community.

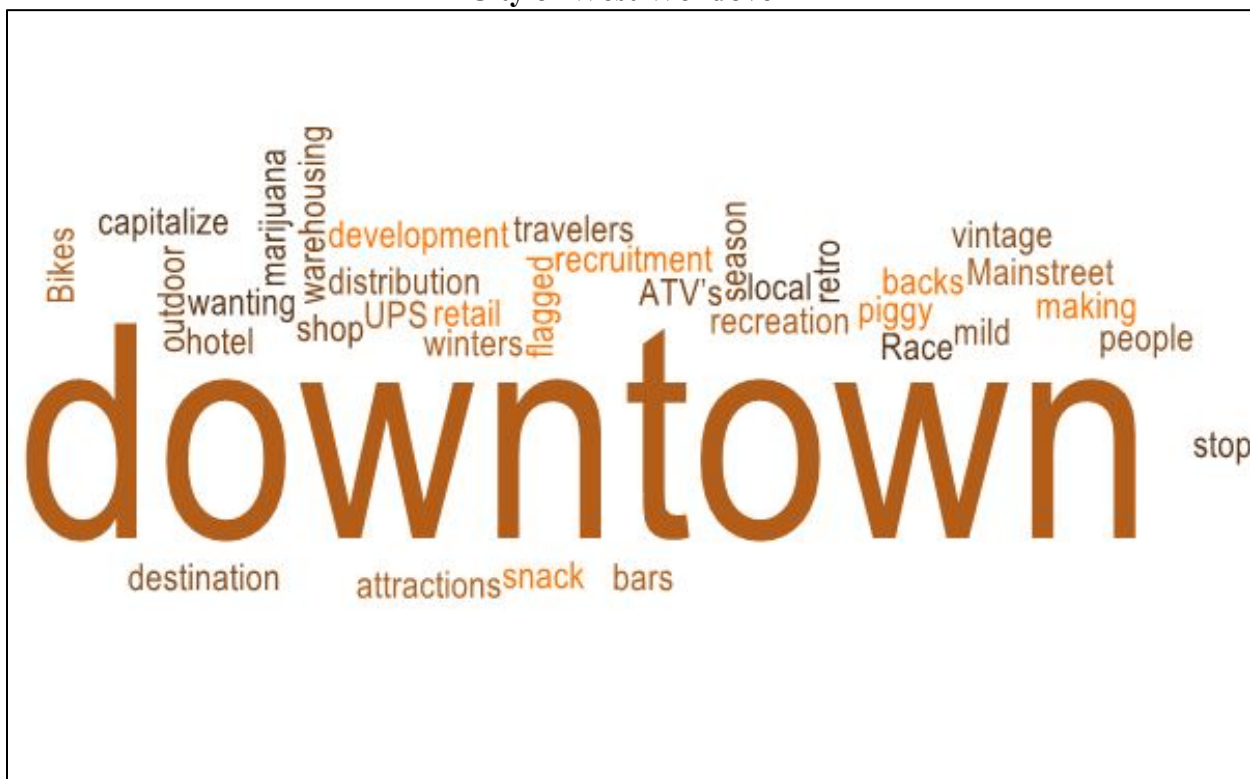
### 2.3.c Opportunities

Figure 2.3 presents a word cloud of the various economic development opportunities for the City of West Wendover as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of West Wendover held on May 5, 2021.

The single greatest community and economic development opportunity for the City of West Wendover, according to workshop participants, is the continued development of the community's established downtown through further implementation and completion of the existing Mainstreet plan. As has been previously alluded to, there is a significant surplus of demand for expanded commercial retail and entertainment services among the community's existing residential population and the relatively large number of annual visitors and tourists to the community could support new commercial retail and entertainment services developed as part of the continued implementation of the existing Mainstreet plan. Workshop participants also noted that further development of the identified downtown core, part of the existing Mainstreet plan, could also create a vibrant and central community civic center that could lead to increased sustainable population growth over time. Capitalizing on the community's authentic 'western' heritage and cultural identity through targeted infill development could also significantly improve the community's overall attractiveness to additional visitors and tourists.

As part of the effort to increase annual visitor and tourist counts and in order to diversify the types of visitors and tourists who choose to visit West Wendover, workshop participants suggested that the City of West Wendover take additional advantage of the many outdoor recreation assets that exist within the community, within the community’s immediate vicinity, and that exist throughout northeastern Nevada and are accessible through West Wendover. Because of the ongoing COVID-19 global pandemic, visitors and tourists have shifted their travel and recreation plans to focus more on outdoor recreation based activities, a trend that workshop participants noted will likely continue for the near future. West Wendover is geographically positioned to take advantage of this trend and its large existing stock of hotel rooms could easily support this effort to broaden the community’s appeal to outdoor recreation enthusiasts and visitors.

**Figure 2.3 – Economic Development Opportunities  
City of West Wendover**



West Wendover’s geographic location, situated along major surface roadway transportation assets and a major railroad corridor, also makes the community an ideal location for major industrial and manufacturing firms interested in starting a new operation in Nevada and within the northeastern Nevada region. The City of West Wendover also has the necessary land and other necessary infrastructure to support expanded industrial and manufacturing operations. Workshop participants noted that the City of West Wendover and the Northeastern Nevada Regional Development Authority should aggressively recruit existing businesses located in and around the Salt Lake City, Utah metropolitan statistical area in selected and targeted industry and occupation sectors that require access to larger more urban population centers but would benefit from the favorable regulatory and tax structures found in Nevada and in Elko County. Logistics,

warehousing, wholesale retail, and mid-sized advanced manufacturing were a few of the specific industry and occupation sectors that workshop participants identified as major economic development opportunities for the City of West Wendover.

### 2.3.d Threats

Figure 2.4 presents a word cloud of the various economic development threats for the City of West Wendover as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of West Wendover held on May 5, 2021.

**Figure 2.4 – Economic Development Threats  
City of West Wendover**



Among the various economic development threats identified by workshop participants, the two most important and immediate threats that could potentially derail existing community and economic development efforts were proposed and possible legislation at the state government level and continued economic uncertainty as a result of the ongoing COVID-19 global pandemic. From a legislative standpoint, workshop participants noted that the Nevada State Legislative continues to pursue new regulatory and tax policy that could adversely impact the City of West Wendover and the ability of the community to successfully implement elements of the current five-year Comprehensive Economic Development Strategy. Continued development of natural gas infrastructure was and remains a critical strategic economic development goal for the City of West Wendover and the state of Nevada’s recently completed State Climate Action Plan calls for the elimination of natural gas in both commercial industrial uses and residential uses. If

---

successful, this new regulatory policy could derail the community's efforts to support new residential and new commercial industrial development, which are vital parts of the community's existing community and economic development strategy.

The initial outbreak of the COVID-19 global pandemic in the spring of 2020 and subsequent state mandated closures of businesses, including the temporary closure of gaming and hotel properties, was particularly devastating to the economic base of the City of West Wendover. As a gaming and tourism destination community, the City of West Wendover and its various private sector partners have invested considerable capital and resources in the development of several large hotel casino resort properties. Continued regional, national, and international concern regarding travel and the possibility of future state mandated closures or restrictions on domestic and international travel could further impact the community's existing gaming and resort tourism market leading to sudden and severe increases in unemployment and reductions in personal and household income levels. While the City of West Wendover and its various private sector partners continue to employ approaches designed to protect visitors and community members alike while keeping the existing hotel casino resort properties and other businesses open, a resurgent pandemic at the regional, state, national, or even international level could cause significant economic disruption to the community's existing economic base.

---

## 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 the City of West Wendover completed by workshop participants who participated in the May 5, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop. This section also presents a general overview of the reprioritized goals and objectives for the City of West Wendover for the coming year of implementation and a general outline for the City of West Wendover'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 the City of West Wendover, developed as part of West Wendover's current five-year Comprehensive Economic Development Strategy for 2020 through 2025, is:

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

As part of the evaluation of this current five-year Comprehensive Economic Development Strategy, workshop participants who participated in the May 5, 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 statement has helped build the community's existing community and economic development capacity and has helped both the City of West Wendover and the Northeastern Nevada Regional Development Authority focus its existing community and economic development resources on completing targeted community and economic development initiatives.

Workshop participants generally agreed that the current strategic economic development vision for the City of West Wendover is still very relevant and still represents the absolute 'mountain top' of what the community wishes to achieve over the next year and over the remainder of the current five-year strategic economic development planning horizon. Becoming a more self-supporting community for existing residents and for new and existing businesses through targeted development and expansion of needed resources and services is still the primary



---

focus of the entire existing five-year Comprehensive Economic Development Strategy for the City of West Wendover and continues to guide specific community and economic development program and project strategies. Workshop participants further noted that the City of West Wendover, the Northeastern Nevada Regional Development Authority, and various other key stakeholders and strategic partners continue to pursue specific community and economic development programs and projects in ways that will preserve and promote the community's existing rural identity and culture. Improving the community's visibility and attractiveness to new residents, new businesses, and new visitors will also be pursued in ways that are consistent with the existing rural identity and culture of the community.

Despite some significant disruption in achieving the desired economic development vision for the City of West Wendover as a result of the ongoing COVID-19 global pandemic, workshop participants generally agreed that the City of West Wendover, the Northeastern Nevada Regional Development Authority, and several other key stakeholders and strategic partners have made considerable progress in achieving several elements of the current economic development vision for the community. Continued development of 'alternative' tourism opportunities and assets and various public services including the expansion of the community's Food Bank were a few of the specific ways in which the City of West Wendover has made significant progress in achieving specific elements of the current economic development vision over the last year despite the impacts of the ongoing COVID-19 global pandemic. Workshop participants did note, however, that community residents and even existing businesses still remain largely dependent on the services provided by other communities that are located in other parts of the northeastern Nevada region or outside the region and in other neighboring states. Becoming a truly self-sustaining community for community residents and businesses by providing basic and expanded needed resources and services remains largely unachieved.

Workshop participants agreed that the existing strategic economic development vision for the City of West Wendover has not changed over the past year and that the existing vision will remain part of the guiding principles that will continue to shape the community's array of specific community and economic development programs, policies, and projects over the next year. The impacts of the ongoing COVID-19 global pandemic, especially during the initial outbreak of the pandemic in the United States during the spring of 2020, have continued to demonstrate the importance of diversifying the community's existing economic base by further diversifying the existing tourism and hospitality sector and by pursuing development opportunities in other industry and occupation sectors. Community residents and existing businesses also remain largely dependent on the resources and services of other largely more urban and metropolitan population centers within the northeastern Nevada region and outside the region in neighboring states. Continued diversification of the existing economic base through new business creation and attraction efforts and continued existing business retention and expansion is an essential part of West Wendover becoming a truly self-supporting and sustainable community.

This focus on continued diversification and development of a truly self-supporting and sustainable community will remain the primary focus of both the City of West Wendover and the Northeastern Nevada Regional Development Authority as both continue to implement key elements of the current five-year Comprehensive Economic Development Strategy over the next

---

year. Accelerated implementation of the current Mainstreet plan for the community's identified downtown urban core will be a part of this focus as continued diversification of the community's economic base through new commercial retail and even industrial and manufacturing development remain essential elements of how the City of West Wendover and the Northeastern Nevada Regional Development Authority will pursue the development of a truly self-supporting and sustainable community. Pursuing increased access to major local and regional outdoor recreation assets, the continued planning and completion of new major infrastructure projects, and additional support for new housing development will each be additional parts of this focus on developing a self-supporting and sustainable community for existing and future residents and businesses.

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

In evaluating the current strategic economic development goals, workshop participants who participated in the May 5, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop for the City of West Wendover were asked to first 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 the City of West Wendover's current strategic economic development goals and objectives.

### 3.2.a Personal Hopes and Aspirations

Workshop participants who participated in the May 5, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop for the City of West Wendover 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 evaluating the way in which community residents live and work and how these patterns may have changed over the last year, workshop participants agreed that there has been little change in the live-work patterns that have historically defined the economic characteristics of the City of West Wendover. The gaming and hospitality industry sector remains the community's largest employment sector despite the significant disruptions to 'normal' operations of the community's existing hotel casino resort properties because of the ongoing COVID-19 global pandemic. Continued reduction in overall tourism and visitor counts because of the pandemic and continued restrictions on capacity and on domestic and international transportation have resulted in the semi-permanent loss of some positions which have likely contributed to some of the community's net residential population loss and a continued 'tightening' of the community's civilian workforce. However, workshop participants generally agreed that the majority of people who work in West Wendover do continue to live in West Wendover while a sizable number of

---

community residents also commute to employment opportunities located outside the community within the northeastern Nevada region or to parts of Utah.

Short-term and for the next year, workshop participants identified a number of personal hopes and aspirations as part of the City of West Wendover's and the Northeastern Nevada Regional Development Authority's continued implementation of the current five-year Comprehensive Economic Development Strategy. Chief among these short-term hopes and aspirations was for a stabilization of local and larger regional economic conditions and a return to more 'normal' operations and activities as the area and the region continue to recover from and adjust to the impacts of the ongoing COVID-19 global pandemic. The successful creation or recruitment of at least one new mid-sized business in a diversified industry and occupation sector, improved access to locally provided healthcare services, increased workforce development, job training, and job placement services, and the start of new housing development were specific hopes and aspirations expressed by workshop participants for the coming year.

Longer-term, and for the remainder of the existing five-year strategic economic development planning horizon and for possibly beyond and into the next five-year strategic planning horizon, workshop participants expressed a common hope and aspiration that the City of West Wendover will become a truly self-supporting community for area residents and businesses by successfully providing the basic and expanded resources and services currently demanded by area residents and businesses. Successful diversification of the community's existing housing stock through new housing development, a completed new downtown core and civic center, a new community recreation and entertainment center, and the creation of several new small business and entrepreneurial start-ups in a variety of industry and occupation sectors were a few of the specific longer-term hopes and aspirations expressed by workshop participants.

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

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

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

---

and wage levels (to ensure current levels in incomes and wages benchmarked to 2019 levels).

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

As part of the annual Comprehensive Economic Development Strategy update and evaluation workshop held on May 5, 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 then used to reprioritize the five existing strategic economic development goals for the coming year and to develop new economic recovery and resiliency efforts as the City of West Wendover and the Northeastern Nevada Regional Development Authority continue to address the short-term and long-term impacts of the ongoing COVID-19 global pandemic.

In regard to **Goal No. 1:** *Within two years, recruit, open, and operate a 24 hour a day/7 day a week Urgent Care Facility with x-ray services, emergency services, family care services, OBGYN services, and dialysis services,* workshop participants agreed that some significant progress has been made in achieving this specific goal over the past year. Most notably, the City of West Wendover and several key strategic community partners have already selected a set of preferred providers to provide new basic and expanded healthcare services specifically including new x-ray services, some emergency services, and some expanded family care services. In order to become a truly self-sustaining community, workshop participants agreed that this specific goal is still very relevant and that the City of West Wendover should continue to aggressively act to achieve it over the next year of implementation. The next primary steps in achieving this goal are to identify and secure the necessary funding and to finalize design and land use plans for a community health center that can house and provide the needed expanded basic and advanced healthcare services outlined in this specific goal.

For **Goal No. 2:** *Within two years, provide access to natural gas to replace expensive propane and increase reliability to encourage business development and lower costs,* workshop participants noted that the City of West Wendover, the Northeastern Nevada Regional Development Authority, and other key public sector and private sector strategic partners have and continue to make significant progress in achieving this specific goal. Workshop participants highlighted the completion of a related feasibility study and the ongoing engagement with selected natural gas providers as major accomplishments related to the achievement of this second strategic goal. The goal of providing access to natural gas in order to replace expensive propane is a very relevant goal and is a critical first step in achieving several of the other strategic goals outlined in the current five-year Comprehensive Economic Development Strategy including the successful recruitment and opening of new businesses in targeted industry and occupation sectors and the successful sustainable development of new residential housing. Finishing and employing the results of the feasibility study, continued direct engagement with key strategic stakeholders and partners, and identifying and securing the necessary funding to support the required infrastructure are specific activities that the City of West Wendover and the

---

Northeastern Nevada Regional Development Authority will implement over the coming year as both continue to work on completing this second existing strategic goal.

As part of **Goal No. 3:** *Within three years, develop and open a Rec Center with basketball courts, performance stage, indoor walking track, kitchen facility, weight room, exercise and yoga facilities, and a game room,* workshop participants identified a number of specific ways in which the City of West Wendover has made active progress in achieving this specific goal. Most notably, and despite fiscal pressures placed upon the City of West Wendover over the past year as a result of the ongoing COVID-19 global pandemic, the City of West Wendover has successfully developed and signed a Memorandum of Understanding between the municipal government and a prospective developer and provider of a new recreation and entertainment community center. This specific goal remains very relevant to the community's larger strategic economic development vision of becoming a self-sustaining community and providing needed resources and services. The City of West Wendover is now working with key stakeholders and community leaders as well as several state and federal government partners to identify and secure the necessary funding to support construction and the eventual operation of a new recreation and entertainment community center.

Workshop participants generally agreed that the City of West Wendover has not made measurable progress in achieving **Goal No. 4:** *Within five years, increase the community's total population by 5 percent (over five years between year one and year five) benchmarked relative to existing income and wage levels (to ensure current levels in incomes and wages benchmarked to 2019 levels) over the past year.* As has been previously alluded to, the residential population of the City of West Wendover declined between 2013 and 2019, declining 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. Workshop participants agreed that the City of West Wendover's residential population likely continued to decline between 2019 and 2020 as a result of the ongoing COVID-19 global pandemic and because of the semi-permanent loss of employment opportunities in the existing gaming and tourism industry sector. Stabilizing and eventually growing the community's residential population base remains a highly relevant goal for the City of West Wendover as part of the existing five-year Comprehensive Economic Development Strategy. Workshop participants agreed that achievement of the other four existing strategic economic development goals will enable the City of West Wendover to eventually achieve this specific strategic economic development goal.

Workshop participants were unanimous in their assessment of **Goal No. 5:** *Within five years, recruit, open and keep open one new major (diversified) employer in the community,* agreeing that both the City of West Wendover and the Northeastern Nevada Regional Development Authority have been very successful in making significant progress in achieving this goal. While the specific recruiting and opening of one new major diversified employer in the community has not necessarily been achieved, workshop participants highlighted the successful opening of several smaller new businesses and even the expansion of several existing businesses despite the impacts of the ongoing COVID-19 global pandemic. Furthermore, workshop participants noted that not one of the community's largest employers, namely any of the existing larger hotel casino resort properties, permanently closed and that each one of them have successfully reopened since the start of the COVID-19 global pandemic in early 2020 and since the lifting of state mandated

---

closures of hotel and casino resort properties. Because this goal is still very relevant, workshop participants agreed that the City of West Wendover and the Northeastern Nevada Regional Development Authority should each continue to pursue achievement of this specific goal over the next year by continuing to implement the existing Mainstreet plan for West Wendover's downtown core, by continuing to complete major infrastructure projects, and to continue to engage and actively meet with prospective new large businesses interested in opening a new operation in West Wendover.

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

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

- **Priority Goal No. 1:** Existing Goal No. 1, Within two years, recruit, open, and operate a 24 hour a day/7 day a week Urgent Care Facility with x-ray services, emergency services, family care services, OBGYN services, and dialysis services.

The ongoing COVID-19 global pandemic has reinforced the need for the City of West Wendover and its key strategic community partners to comprehensively expand community physical and mental healthcare services. The successful expansion and diversification of basic and more advanced healthcare services is also a critical component of the community's efforts to reverse the continued decline in the existing residential population and to reduce the relatively high cost of living that community residents already face. The City of West Wendover will continue to engage and work collaboratively with key strategic community partners and various local, state, and even federal partners to further implement actionable items as part of the City's efforts to achieve this goal over the next year.

- **Priority Goal No. 2:** Existing Goal No. 2, Within two years, provide access to natural gas to replace expensive propane and increase reliability to encourage business development and lower costs.

The successful development of natural gas and related infrastructure is a vital first step in the City of West Wendover's and the Northeastern Nevada Regional Development Authority's efforts to support new sustainable residential housing development and to successfully recruit new businesses in targeted industry and occupation sectors. Despite the uncertainty of ongoing and future regulatory efforts of the Nevada State Legislature and state government administration regarding the development and use of natural gas, the City of West Wendover and the Northeastern Nevada Regional Development Authority will continue to work with key strategic partners and potential providers to successfully develop the needed infrastructure to provide natural gas to area residents and businesses.

- 
- **Priority Goal No. 3:** Existing Goal No. 3, Within three years, develop and open a Rec Center with basketball courts, performance stage, indoor walking track, kitchen facility, weight room, exercise and yoga facilities, and a game room.

The potential of new state and federal funding as part of the federal government's ongoing COVID-19 pandemic relief and recovery efforts, combined with the increased demand by community residents for a new recreation and entertainment community center, makes the achievement of this specific goal increasingly likely. The City of West Wendover will continue to engage key partners and potential developers and operators in order to achieve this goal within the next two years. The successful development, opening, and operation of a new recreation and entertainment community center is a critical part of the City of West Wendover's efforts to improve the overall attractiveness of the community to new prospective residents while providing the recreation and entertainment services that existing community residents already need.

- **Priority Goal No. 4:** Existing Goal No. 5, Within five years, recruit, open and keep open one new major (diversified) employer in the community.

Both the City of West Wendover and the Northeastern Nevada Regional Development Authority continue to actively meet with and attempt to recruit new major employers in targeted industry and occupation sectors. Over the next year, both the City of West Wendover and the Northeastern Nevada Regional Development Authority will continue to identify and complete infrastructure projects needed to support the successful development and opening of at least one new major employer, will continue to implement key elements of the existing Mainstreet plan, and will continue to meet with prospective new businesses in industry and occupation sectors that can benefit from West Wendover's existing strategic geographic location and from the community's existing stock of major infrastructure assets.

- **Priority Goal No. 5:** Existing Goal No. 4, Within five years, increase the community's total population by 5 percent (over five years between year one and year five) benchmarked relative to existing income and wage levels (to ensure current levels in incomes and wages benchmarked to 2019 levels).

Reversing years of population decline remains a critical and highly relevant strategic economic development goal. However, workshop participants generally agreed that the achievement of the other four strategic economic development goals is the only way in which this final strategic goal can be achieved. Providing expanded basic and more advanced healthcare services, providing needed natural gas services, completing major community development projects such as a new recreation and entertainment community center, and successfully recruiting and opening at least one new major employer in a diversified industry and occupation sector are essential first steps in creating a truly self-sustaining community and in sustainably growing the community's residential population.

---

For the coming 2021 through 2022 year of continued implementation of the current five-year Comprehensive Economic Development Strategy for the City of West Wendover, workshop participants generally agreed to, for the most part, keep the existing priority order for the existing five strategic economic development goals. The only change in the priority ranking of the existing strategic economic development goals for the next year of implementation is the de-prioritizing of the goal focused on increasing the community's total population by five percent. Workshop participants agreed that eventual population growth will occur once the other four strategic economic development goals have been accomplished. Over the next year, the City of West Wendover, the Northeastern Nevada Regional Development Authority, and other key strategic community and economic development partners will continue to focus on improving existing healthcare services, completing major infrastructure projects, developing new community development assets and resources, and will continue to focus on aggressively marketing the community to new prospective companies in selected industry and occupation sectors.

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

Economic recovery and resiliency efforts can be divided into two general categories, including *responsive initiatives* and *steady-state initiatives*. A community's responsive initiatives typically include the establishment of capabilities for an economic development organization in order to be responsive to the community's or region's recovery needs following an incident or 'shock'. Steady-state initiatives, however, tend to be the longer-term efforts that an economic development organization or community will seek to implement in order to bolster the community's or region's ability to withstand or avoid future shocks. As part of the annual update and evaluation of the current five-year Comprehensive Economic Development Strategy for the City of West Wendover, workshop participants who participated in the May 5, 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 developing a set of responsive initiatives for the City of West Wendover in response to the ongoing COVID-19 global pandemic, workshop participants were asked to first identify the major and immediate impacts that the COVID-19 global pandemic has had on the community and on the community's economic base and what the longer-term positive and negative impacts may also be to the community's overall community and economic development strategy. In the short-term, workshop participants noted that the loss of employment opportunities in the existing gaming and hospitality sector, because of reduced tourism counts and restrictive state government mandates, has been and remains the single largest major impact of the ongoing global pandemic on the community's existing economic base. While the City of West Wendover and the Northeastern Nevada Regional Development Authority continue to pursue a number of new business creation and attraction strategies and existing business retention and expansion efforts designed to diversify the community's existing economic base, West Wendover remains significantly dependent on the gaming and hospitality sector and on annual visitors and tourists



---

from, primarily, the western front of the Wasatch Range. The disproportionate impact that the COVID-19 global pandemic has had locally, regionally, nationally, and even internationally on tourism generally and on gaming and hospitality specifically has had a disproportionate impact on the City of West Wendover and on employment opportunities within the community.

Workshop participants noted that the continued growth of the gaming and hospitality sector is still and should remain a critical part of the community's broader community and economic development strategy given the tremendous amount of private sector investment that has been made in growing and improving West Wendover's gaming and hospitality sector. However, the state mandated temporary closure of gaming and hotel resort properties across the state of Nevada in the spring of 2020 because of the pandemic and the subsequent restrictions on capacity and on national and international travel have resulted in considerable job loss in the community's largest and most important employment sector. In addition to the immediate impacts on individual and household income levels, these impacts have left many individual community members and the community as a whole 'on edge and uneasy' regarding the immediate future of the community and about the immediate future and prosperity of individual residents and even of other businesses in related and unrelated industry and occupation sectors. These longer-term and lingering fears and feelings of uneasiness are likely to continue as individuals and individual businesses continue to address the impacts of the ongoing COVID-19 global pandemic and prepare for future possible disruptions to general community levels of economic activity as a result of future disruptive events and shocks.

Workshop participants who participated in the annual update and evaluation of the current five-year Comprehensive Economic Development Strategy for the City of West Wendover workshop held on May 5, 2021 were asked to develop a set of specific responsive initiatives designed to address the major short-term and longer-term lingering impacts of the COVID-19 global pandemic. Workshop participants developed two general responsive initiative areas, including:

- ***Responsive Initiative Area No. 1:*** Continue to Aggressively Diversify the Community's Existing Economic Base

Workshop participants were clear in that diversification does not mean 'replacement' of an existing employment sector. The community's existing gaming and hospitality sector is a vital source of employment of community residents and the existing casino and hotel resort properties have and continue to invest in the continued improvement of their properties, the community's gaming and hospitality sector in general, and in the community as a whole. Continued diversification of the community's existing economic base through targeted new business creation and attraction strategies and through the continued efforts to retain and expand existing businesses will be done 'in addition to' continued improvement and investment in the area's gaming and hospitality sector. The City of West Wendover and the Northeastern Nevada Regional Development Authority will pursue these strategies and efforts in ways that are mutually beneficial to the existing gaming and hospitality sector and to the efforts of both the City and the Northeastern Nevada Regional Development Authority to create new employment opportunities in targeted and emerging industry and occupation sectors.

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

Expanding the existing scope of various workforce development, job training, and job placement initiatives was a specific responsive initiative developed by workshop participants as a way of encouraging individuals to re-enter the workforce. Workshop participants noted that, despite a relatively limited supply of available and trained workers and a surplus of available employment opportunities, those that have remained unemployed have done so for a variety of reasons including the realization that existing government relief funding and resources may be encouraging people to stay unemployed. By working with local employers to raise wages and by working with individuals who are still unemployed by providing workforce development, job training, and job placement services, workshop participants believe that this effort can encourage the already limited number of individuals who are currently unemployed to re-enter the workforce and fill existing vacant and open positions that exist within the community.

The existing local labor market for the City of West Wendover and for much of the northeastern Nevada region has been significantly disrupted since the start of the COVID-19 global pandemic in the spring of 2020 and has remained a primary obstacle to the efforts of communities and existing businesses throughout the region to return to pre-pandemic economic conditions. As part of their responsive initiatives for the City of West Wendover, workshop participants have developed a two-prong approach to addressing this ongoing major impact. The first effort is to continue to work on diversifying the community's existing economic base and the second is to encourage individuals to re-enter the workforce. Both efforts are designed to guard against potential future disruptive events and shocks and to continue to build and diversify the community's existing labor and civilian workforce assets.

### 3.3.b Steady-State Initiatives

As part of the steady-state recovery and resiliency initiatives workshop participants developed for the City of West Wendover as part of its current five-year Comprehensive Economic Development Strategy, workshop participants were asked to identify specific community and economic weaknesses the ongoing COVID-19 global pandemic has exposed in the local and regional economic base. Workshop participants were further asked to develop specific actionable items that the City of West Wendover and the Northeastern Nevada Regional Development Authority could develop and implement in order to address these specific community and economic development weaknesses. Workshop participants who participated in the May 5, 2021 annual update and evaluation workshop developed two specific community and economic development weaknesses and accompanying actionable items.

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

Similar to the responsive initiatives developed and outlined by workshop participants, workshop participants concluded that the City of West Wendover, the Northeastern Nevada Regional Development Authority, and various other key strategic community and

---

economic development partners need to think much broader about the longer-term effort to diversify West Wendover’s economic base. As previously mentioned, diversification does not mean replacement of an existing primary industry or occupation sector. Diversification simply means ‘adding to’ the economic base through focused growth of new and existing businesses in targeted related and even unrelated industry and occupation sectors. Assuming that future similar disruptive events and shocks like another global pandemic will likely occur, workshop participants suggested that, as part of this first steady-state initiative, the City of West Wendover, the Northeastern Nevada Regional Development Authority, and other key strategic community and economic development partners begin to identify industry and occupation sectors that are less susceptible to the impacts of a global pandemic or other natural disaster but can still be successfully developed based on the community’s existing economic development strengths and assets. Workshop participants further noted that continued economic diversification efforts should also complement the existing gaming and hospitality sector. Improving access to major local and regional outdoor recreation assets and attractions, completing major transportation infrastructure access improvements, and improved marketing of the community can simultaneously benefit new businesses in new and emerging industry and occupation sectors and existing casino and hotel properties in the community’s existing gaming and hospitality sector.

- ***Steady-State Initiative Area No. 2:*** Developing Increased Resiliency of Local Government Resources

While workshop participants agreed that the municipal government of the City of West Wendover and other local public entities have done an excellent job in mitigating the impacts that the ongoing COVID-19 global pandemic has had on locally generated and collected public resources and revenues, workshop participants also agreed that the COVID-19 global pandemic has exposed the budgets of individual public agencies and organizations like the municipal government of the City of West Wendover to the dangers of being dependent on revenues generated from a few major employers in one major employment sector. In-turn, and even though the City of West Wendover and other public agencies in the community continue to provide critical public services, the ability of these public agencies to provide critical services has been threatened. Pushing for greater fiscal independence from the state government, developing a comprehensive rainy-day fund, and growing new public revenues from diversified industry and occupation sectors were a few of the specific efforts designed to protect municipal and public sector budgets from future disruptive events and shocks that workshop participants identified.

Consistent with the existing five-year Comprehensive Economic Development Strategy for the City of West Wendover, workshop participants noted that continued diversification of the community’s existing economic base through targeted investment, active new business creation and attraction strategies, and even existing business retention and expansion efforts should drive the City of West Wendover’s and the Northeastern Nevada Regional Development Authority’s steady-state initiatives. Achievement of several of the existing specific strategic economic development goals, including the completion of critical infrastructure projects and the

---

recruitment of major new employers, are part of implementing these steady-state initiatives. Completing major community and economic development projects, including the development of expanded basic and more advanced healthcare services, the opening of a new recreation and entertainment community center, and the continued implementation of the exiting Mainstreet plan, are also key parts of the City of West Wendover’s efforts to mitigate existing community weaknesses and prepare for unforeseen future disruptive events and shocks like another global pandemic or other natural disaster.