

**THE 2021 ANNUAL UPDATE TO THE COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY FOR THE
NORTHEASTERN NEVADA REGIONAL DEVELOPMENT
AUTHORITY, 2020 THROUGH 2025**



**THE 2021 ANNUAL UPDATE TO THE COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY FOR THE
NORTHEASTERN NEVADA REGIONAL DEVELOPMENT
AUTHORITY, 2020 THROUGH 2025**

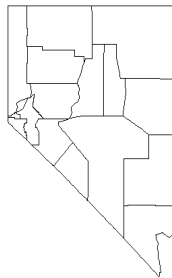
Frederick A. Steinmann

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

April 2022

This publication, *The 2021 Annual Update to the Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority, 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 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

Table of Contents	iv
List of Tables	v
Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy, 2020 through 2025	1
1.0 Introduction	8
Overview	8
2.0 Analysis: Existing Community and Regional Conditions	12
2.1 Socio-Demographic and Economic Trends for the Northeastern Nevada Regional Development Authority Region	12
2.1.a Total Population	12
2.1.b Median Age	14
2.1.c Total Number of Households	15
2.1.d Average Household Size	17
2.1.e Median Household Income	19
2.1.f Median Family Income	20
2.1.g Per Capita (Mean) Income	21
2.1.h Percent of Total Population Living Below the Poverty Line	22
2.1.i Civilian Workforce (Individuals 16 Years or Older)	24
2.1.j Civilian Unemployment Rate (Individuals 16 Years or Older)	25
2.1.k Total Employment by Major Industry Sector	27
3.0 Evaluation of the Vision, Goals, and Objectives	30
3.1 Evaluation of the Strategic Economic Development Vision	30
3.2 Evaluation of the Strategic Economic Development Goals	35
3.2.a Evaluation of the Priority Goals for the Six Targeted Industry Sectors	32
3.2.b Evaluation of the Priority Goals for the Five Selected Economic Development Capacity Building Areas	41

LIST OF TABLES

2.1	Total Population; Communities within the Northeastern Nevada Regional Development Authority	13
2.2	Median Age; Communities within the Northeastern Nevada Regional Development Authority	14
2.3	Total Number of Households; Communities within the Northeastern Nevada Regional Development Authority	16
2.4	Average Household Size; Communities within the Northeastern Nevada Regional Development Authority	17
2.5	Median Household Income (2019 Inflation-Adjusted Dollars); Communities within the Northeastern Nevada Regional Development Authority	19
2.6	Median Family Income (2019 Inflation-Adjusted Dollars); Communities within the Northeastern Nevada Regional Development Authority	20
2.7	Per Capita (Mean) Income, Individuals (2019 Inflation-Adjusted Dollars); Communities within the Northeastern Nevada Regional Development Authority	22
2.8	Percent of Total Population Living Below the Poverty Line; Communities within the Northeastern Nevada Regional Development Authority	23
2.9	Civilian Workforce (Individuals 16 Years or Older); Communities within the Northeastern Nevada Regional Development Authority	24
2.10	Civilian Unemployment Rate (Individuals 16 Years or Older); Communities within the Northeastern Nevada Regional Development Authority	26
2.11	Civilian Employment (Population 16 Years and Over); Communities within the Northeastern Nevada Regional Development Authority; 2019	28

Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

Economic Development Vision

In order to overcome the impacts of a 'boom and bust' economic cycle, the Northeastern Nevada Regional Development Authority will work to create sustainable economic growth through the promotion and support of the region's targeted industry sectors while building long-term capacity in select economic development capacity building areas.

While respecting and seeking to preserve each community's own values and culture and by working together, the Northeastern Nevada Regional Development Authority will provide increased support and pursue increased expansion of the region's existing workforce, business community, and residential population through capacity building, business recruitment, expansion and retention efforts, and improved sustainable development.

Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

Priority Goals – Targeted Industry Sectors

Targeted Industry Sector No. 1, *Agriculture*

- Goal No. 1:** Five new agricultural product processing facilities over four years by 2022.
- Goal No. 2:** Identify new added value diversified crops opportunities for farmers in the region by December 2021.
- Goal No. 3:** Increase sole proprietors growing or processing foods to retail customers from 100 percent to 200 percent in the Northeastern Nevada Regional Development Authority region by December 2022.
- Goal No. 4:** Increase accessibility to locally grown foods by 20 percent in the next five years.

Targeted Industry Sector No. 2, *Healthcare*

- Goal No. 1:** Partner with urban health care systems to bring specialized medicine to rural communities, women’s health, senior living, cancer treatment in the next five years.
- Goal No. 2:** To establish a medical health educational and behavioral facility fully staffed by 2021.
- Goal No. 3:** Increase availability and utilization of local healthcare services within the Northeastern Nevada Regional Development Authority region by 10 percent over five years (2 percent per year).
- Goal No. 4:** Work with healthcare providers to prepare a study of cost comparison in rural Nevada areas without larger medical facilities within two years.

Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

Priority Goals – Targeted Industry Sectors

Targeted Industry Sector No. 3, *Mining*

- Goal No. 1:** Increase mining related supply chain companies by 20 percent at open ‘bricks & mortar’ by 2022.
- Goal No. 2:** Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new mining-related business by 2022.
- Goal No. 3:** Increase local processing and utilization (i.e. making batteries, value-added) of mined materials by 15 percent by December 2024.
- Goal No. 4:** Develop and launch a broad spectrum mining campaign to educate the world on the importance of mining by 2021.
- Goal No. 5:** Regional approach with mining industries; partner with mining industry and schools to recruit a workforce; develop a recruiting process with mining industry partners to meet the workforce demand for the next five years.

Targeted Industry Sector No. 4, *Outdoor-Oriented Tourism and Recreation*

- Goal No. 1:** Create three experiential recreation opportunities that draw people from outside the region by December 2024.
- Goal No. 2:** Identify additional regional tourism oriented, create guide for opportunities.
- Goal No. 3:** Increase in tourism room tax revenue by 25 percent in our region by 2022.

Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

Priority Goals – Targeted Industry Sectors

Targeted Industry Sector No. 5, *Vocational Trades and Construction*

Goal No. 1: Work with local educators (high school, junior colleges, etc.) to implement and enhance vocational skills training programs to grow local talent pools by 5 percent over the next five years (2024).

Goal No. 2: Establish thriving special trades programs in every city by increasing students and adults to increase graduation and job placement by 50 percent by 2021.

Goal No. 3: Develop vocational and construction training programs to support a 20 percent increase in the workforce by 2022.

Goal No. 4: Identify workforce need and partner with education facilities to train future workforce for the next five years.

Targeted Industry Sector No. 6, *Wholesale Trade*

Goal No. 1: Identify added value diversified crops opportunities for framers in the region by December 2021 (tied to *Goal No. 2 for Agriculture*).

Goal No. 2: Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new business across other targeted industry sectors by 2022.

Goal No. 3: Increase wholesale trade for mining upline and downline by 25 percent by December 2024.

Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

Priority Goals – Selected Economic Development Capacity Building Areas

Selected Economic Development Capacity Building Area No. 1, *Education and Training*

Goal No. 1: Combine all existing programs and fragmented programs in community into a solid and robust training program which is comprehensive covering school age through adults.

Goal No. 2: Develop vocational and construction training programs to support a 20 percent increase by 2022.

Goal No. 3: Identify highest demands for training needs for secondary tier industry (to support local needs) by 20 percent in two years.

Goal No. 4: Create mentoring, apprentices, accredited certificate programs for trades through Great Basin College, the University of Nevada, Reno with local satellites by 2021.

Selected Economic Development Capacity Building Area No. 2, *Housing Development*

Goal No. 1: Conduct a regional study on housing shortages and housing development opportunities within 18 months.

Goal No. 2: Identify and develop incentives for builders of all income brackets up to \$50,000 by December 2020; develop regional assessment for housing needs to use as a marketing tool for developers in two years.

Goal No. 3: Development of multi-family housing for 300 families (units) by 2024.

Goal No. 4: Increase new home starts determined by identified need in each community; percentage to vary based on individual community.

Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

Priority Goals – Selected Economic Development Capacity Building Areas

Selected Economic Development Capacity Building Area No. 3, *Marketing and Attraction*

Goal No. 1: Create an online marketing campaign highlighting economic opportunities of the region that will increase Northeastern Nevada Regional Development Authority website visits by 30 percent over the next two years.

Goal No. 2: Create additional guide for tourism and recreation working with the six county’s visitor centers by December 2020; partner with national and international brands to promote rural Nevada “when rural thrives, America thrives”.

Goal No. 3: Collaborate throughout the region to share resources, ideas, efforts, successes to coordinate activities and ‘draw’ in an effort to promote regional economic development by December 2020.

Goal No. 4: Create marketing campaign that highlights the region’s cultural and recreational opportunities and events by 2021.

Selected Economic Development Capacity Building Area No. 4, *Technology Development*

Goal No. 1: Partner with Amazon and Google for broadband Internet connectivity to support and encourage Williams Telecommunication to provide access to rural communities by 2021.

Goal No. 3: To improve infrastructure of broadband availability throughout community which will essentially increase Internet speed and access by 20 percent annually over the next five years.

Goal No. 4: Develop two options to address broadband shortages in the next 12 months.

Northeastern Nevada Regional Development Authority Comprehensive Economic Development Strategy 2020 through 2025

Priority Goals – Selected Economic Development Capacity Building Areas

Selected Economic Development Capacity Building Area No. 5, *Small Business, Entrepreneurship, Innovation*

Goal No. 1: To offer a tax incentive program/break to small businesses employing more than 30 employees, including the number of small businesses in our region by 30 percent by 2022.

Goal No. 2: Develop a competitive think tank regionally for small businesses by 2022.

Goal No. 3: Educate small business community on closing the economic gap to stop the goods and services leakage by 2021.

Goal No. 4: Educate residents to support local businesses, create a ‘shop small business Saturday’ event; partner with StartUpNV to grow rural entrepreneurship ecosystems by holding a rural pitch conference in May 2021.

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)

-
- Eureka County Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: December 16, 2021 (held virtually)
 - 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.

On January 13, 2022, faculty from the University Center for Economic Development facilitated one final annual update and evaluation strategic economic development planning workshop for the Northeastern Nevada Regional Development Authority and for the five-year Comprehensive Economic Development Strategy developed for the entire northeastern Nevada region. Participants in this regional annual update and evaluation strategic economic development planning workshop consisted primarily of staff and board members of the Northeastern Nevada Regional Development Authority. Workshop participants were asked to evaluate the existing strategic economic development vision for the Northeastern Nevada Regional Development Authority and to evaluate the existing regional economic development goals.

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 virtually on Thursday, January 13, 2022 as part of the annual update and evaluation of the five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority 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.

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.

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

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.

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

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.

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.

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

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.

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

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.

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.

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

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.

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

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.

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.

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

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.

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.

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

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.

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

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.

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.

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

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

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

2.1.k Total Employment by Major Industry Sector

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

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

Table 2.11 – Civilian Employment (Population 16 Years and Over) Communities within the Northeastern Nevada Regional Development Authority 2019						
Industry Sector	Elko County	Eureka County	Lander County	White Pine County	State of Nevada	United States
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
Total	26,168	930	2,586	3,633	1,406,568	154,842,185

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

For the entire state of Nevada, 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. Combined, the four largest industry sectors, including Arts, Entertainment, Recreation, Accommodation and Food Services, Educational Services, and Health Care and Social Assistance, Retail Trade, and Professional, Scientific, Management, Administrative Waste Management Services, employed an estimated 886,809 total individuals in 2019, accounting for an estimated 63.1 percent of total employment statewide.

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.

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 Northeastern Nevada Regional Development Authority completed by workshop participants who participated in the January 13, 2022 Comprehensive Economic Development Strategy annual update and evaluation workshop.

3.1 Evaluation of the Strategic Economic Development Vision

The current strategic economic development vision for the Northeastern Nevada Regional Development Authority, developed as part of the Northeastern Nevada Regional Development Authority's current five-year Comprehensive Economic Development Strategy for 2020 through 2025, is:

In order to overcome the impacts of a 'boom and bust' economic cycle, the Northeastern Nevada Regional Development Authority will work to create sustainable economic growth through the promotion and support of the region's targeted industry sectors while building long-term capacity in select economic development capacity building areas.

While respecting and seeking to preserve each community's own values and culture and by working together, the Northeastern Nevada Regional Development Authority will provide increased support and pursue increased expansion of the region's existing workforce, business community, and residential population through capacity building, business recruitment, expansion and retention efforts, and improved sustainable development.

As part of the evaluation of this current five-year Comprehensive Economic Development Strategy, workshop participants who participated in the January 13, 2022 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 existing strategic economic development vision statement still represents the absolute 'mountain top' of the region's economic development efforts. Further diversification of the region's existing economic base, through targeted industry sector development of existing primary industry sectors and new and emerging industry sectors, is vital to the region's long-term economic growth and resiliency. While much of the northeastern Nevada region remained relatively insulated from the impacts of the COVID-19 global pandemic, workshop participants did note that the region's key industry sectors, including the region's mining and natural resource extraction sector and agricultural sector, did and continue to experience measurable disruption due to disruptions in global supply chains. As part of the region's general economic recovery

and resiliency strategy, new business creation and attraction efforts and existing business retention and expansion efforts will be focused on closing key ‘gaps’ in the value networks and supply chains of these critical sectors.

Expanding and improving the region’s long-term capacity in select economic development capacity areas through continued improvement in key infrastructure areas has been and will continue to remain a primary focus of both the Northeastern Nevada Regional Development Authority and its strategic community and economic development partners. While progress has generally been made in achieving the existing strategic economic development vision over the past year, workshop participants agreed that the key capacity building areas of infrastructure development, workforce development, and housing development remain capacity building areas that have not yet been sufficiently addressed. The need for additional power, natural gas, and railway infrastructure, combined with growing workforce and housing supply challenges, remain key capacity building barriers to fully releasing the broader regional goal of overcoming ‘boom and bust’ economic cycle impacts. While these capacity building areas remain critical barriers to further economic growth and diversification, the Northeastern Nevada Regional Development Authority has seen significant positive results in its promotion and marketing efforts. In-terms of direct business investment, the recently developed “I-80 Fund”, a region-wide relief and recovery fund created by several of the region’s largest employers and administered by the Rural Nevada Development Corporation, has successfully let approximately \$3.9 million over the last year which has led to the creation of more than 60 new jobs and the retention of 150 existing jobs. The Rural Nevada Development Corporation continues to expand promotion of the “I-80 Fund” and continues to attract additional investment from other major regional employers.

Over the past year and for the next year of implementation, workshop participants who participated in the January 13, 2022 annual update and evaluation strategic planning workshop agreed that the Northeastern Nevada Regional Development Authority and its various strategic partners should refocus efforts on overall community and economic development capacity building areas including targeted investments in needed infrastructure, additional workforce development, and broader housing development efforts. Opportunities to secure state and federal funding oriented toward economic recovery and resiliency efforts should be capitalized on in ways that begin to address these critical community and economic development capacity areas. The Northeastern Nevada Regional Development Authority should also continue to provide a coordinated strategy for addressing ongoing community and economic development capacity barriers at the local community level and translating local community level success into regional economic development and diversification gains. Further diversification of the region’s economy through targeted new business creation and attraction efforts that close critical ‘gaps’ in existing regional industry value networks and supply chains is only possible if the needed infrastructure improvements are completed at the local community level and if housing and workforce supply issues are resolved. Helping to address critical power, natural gas, and railroad and other transportation infrastructure concerns, helping to sustainably grow the supply of housing, and helping to sustainably grow the supply of trained workers at the local community level are critical first steps in achieving larger regional economic development and diversification goals.

Since the beginning of the COVID-19 global pandemic in the spring of 2020, workshop participants noted local communities, including the region’s existing municipalities and counties, have had to work closer together to address emerging healthcare concerns. As the region continues to recover and as the immediate threat of the COVID-19 virus continues to subside throughout the region, the Northeastern Nevada Regional Development Authority should build upon the renewed sense of cooperation between local cities and counties within the region in order to address local and regional infrastructure, housing, and workforce development concerns. As local communities throughout the region generally share similar economic interests, especially in the long-term sustainability and growth of the region’s mining and natural resource extraction sector and agricultural production sector, improved coordination of new business creation and attraction efforts and existing business retention and expansion strategies at the local community level will translated into improved economic sustainability at the regional level.

3.2 Evaluation of the Strategic Economic Development Goals

In evaluating the current strategic economic development goals, workshop participants who participated in the January 13, 2022 Comprehensive Economic Development Strategy annual update and evaluation workshop for the Northeastern Nevada Regional Development Authority were asked to 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. Workshop participants were also asked to determine whether or not each individual strategic economic development goal is still relevant, whether or not the Northeastern Nevada Regional Development Authority should prioritize the individual strategic economic development as a ‘top priority’ for the next year of implementation, and identify possible actions the Northeastern Nevada Regional Development Authority and its various strategic partners could implement in order to further achieve the individual strategic economic development goal. This sub-section presents a general overview of the evaluation of the Northeastern Nevada Regional Development Authority’s current strategic economic development goals and objectives.

3.2.a Evaluation of the Priority Goals for the Six Targeted Industry Sectors

As part of the current five-year Comprehensive Economic Development Strategy, a series of individual strategic economic development goals for developed for six targeted industry sectors, including:

- Agriculture (Four Goals)
- Healthcare (Four Goals)
- Mining (Five Goals)
- Outdoor-Oriented Tourism and Recreation (Three Goals)

-
- Vocational Trades and Construction (Four Goals)
 - Wholesale Trade (Three Goals)

Four separate goals were developed for the *Agriculture* targeted industry sector, including:

- **Goal No. 1:** Five new agricultural product processing facilities over four years by 2022.
- **Goal No. 2:** Identify new added value diversified crops opportunities for farmers in the region by December 2021.
- **Goal No. 3:** Increase sole proprietors growing or processing foods to retail customers from 100 percent to 200 percent in the Northeastern Nevada Regional Development Authority region by December 2022.
- **Goal No. 4:** Increase accessibility to locally grown foods by 20 percent in the next five years.

In evaluating *Goal No. 1: Five new agricultural product processing facilities over four years by 2022*, workshop participants generally agreed that only minimal progress has been made in achieving this goal over the past few years. However, workshop participants did highlight a \$5 million expansion that Silver Lion Farms in White Pine County had recently completed as measurable progress that the region has made in achieving this goal. Workshop participants also noted that the Northeastern Nevada Regional Development Authority continues to explore the possibility of creating new beef processing and value-added production capacity in the region through targeted new business attraction efforts and that the community of Spring Creek had recently received funds from the recently established I-80 Fund to support locally grown produce. Over the next year, workshop participants agreed that further identification of new agricultural product processing opportunities is needed.

For *Goal No. 2: Identify new added value diversified crops opportunities for farmers in the region by December 2021*, workshop participants agreed that additional value-added production capacity for additional hemp and cannabis production is needed in order to close key ‘gaps’ in the emerging value network and supply chain of this emerging parts of the region’s agricultural production sector. Other alternative agricultural opportunities that the Northeastern Nevada Regional Development and its various community and economic development partners will pursue over the next year include indoor seafood production, expanded dairy production, the production of locally sourced vegetables, and additional value-added beef processing development. For *Goal No. 3: Increase sole proprietors growing or processing foods to retail customers from 100 percent to 200 percent in the Northeastern Nevada Regional Development Authority region by December 2022*, workshop participants agreed that the Northeastern Nevada Development Authority should continue to work with regional retailers and restaurants to source locally produced meat, dairy and produce. Workshop participants agreed that this will likely require the development of locally based food processing facilities including cooking,

processing, and packaging facilities that can serve local and regional retailers and restaurants located throughout the northeastern Nevada region.

Workshop participants generally agreed that significant progress has been made on achieving elements of *Goal No. 4: Increase accessibility to locally grown foods by 20 percent in the next five years* over the past year. Funds provided by the I-80 fund to the community of Spring Creek, the development of additional hoop houses, and efforts of the City of Wells to create a shared entrepreneurial start-up space with commercial-grade kitchen and packaging facilities has already contributed to the general expansion of the northeastern Nevada's locally grown food market. Connecting local meat, dairy, and produce producers in the region to local and regional retailers and restaurants remains a critical 'gap' in the region's locally sourced food production value network that workshop participants agreed should be addressed over the next year of implementation of the Northeastern Nevada Regional Development Authority's existing five-year Comprehensive Economic Development Strategy.

For the ***Agriculture*** targeted industry sector in general, workshop participants agreed that this targeted industry sector remains a critically important part of the region's existing economic base and should remain a priority part of the Northeastern Nevada Regional Development Authority's existing five-year Comprehensive Economic Development Strategy. Focusing on additional value-added meat processing capacity development and the continued development and additional value-added production of locally produced hemp and cannabis will serve as the primary areas of focus for this targeted industry sector over the next year. Workshop participants did note, however, that resolving certain public policy barriers, including the need for legislative action at the state level, will be needed to make additional progress in achieving each of the four goals outlined as part of the ***Agriculture*** targeted industry sector.

Four separate goals were developed for the ***Healthcare*** targeted industry sector, including:

- ***Goal No. 1:*** Partner with urban health care systems to bring specialized medicine to rural communities, women's health, senior living, cancer treatment in the next five years.
- ***Goal No. 2:*** To establish a medical health educational and behavioral facility fully staffed by 2021.
- ***Goal No. 3:*** Increase availability and utilization of local healthcare services within the Northeastern Nevada Regional Development Authority region by 10 percent over five years (2 percent per year).
- ***Goal No. 4:*** Work with healthcare providers to prepare a study of cost comparison in rural Nevada areas without larger medical facilities within two years.

For *Goal No. 1: Partner with urban health care systems to bring specialized medicine to rural communities, women's health, senior living, cancer treatment in the next five years*, workshop participants agreed that little to no progress has been made in achieving this goal over the last year. While there has been some initial planning for the development of a new community

health center in the City of Elko, Nevada, the region still has not developed the necessary partnerships with larger urban healthcare systems in southern Idaho, northcentral Utah, and in southern and northwestern Nevada that are needed to expand additional women's health, senior living, cancer treatment, and additional advanced and specialty care services to the region. A significant amount of progress has been in achieving elements of *Goal No. 2: To establish a medical health educational and behavioral facility fully staffed by 2021*. Communities such as the town of Jackpot and the City of West Wendover, especially, have begun to develop the partnerships needed to establish a medical health educational and behavioral facility in their community. While this goal was not achieved by the 2021 deadline, largely due to the impacts of the ongoing COVID-19 global pandemic, both communities have restarted their respective efforts. Workshop participants agreed that achievement of this goal has also been hampered by the lack of a 'regional message' and further agreed that the Northeastern Nevada Regional Development Authority should provide the leadership and direction to establish medical health educational and behavioral facilities in the region over the next year and for the remainder of the current five-year strategic planning horizon. In addition to behavioral and mental health services, workshop participants also agreed that the region should explore opportunities to expand drug and alcohol treatment services.

In evaluating *Goal No. 3: Increase availability and utilization of local healthcare services within the Northeastern Nevada Regional Development Authority region by 10 percent over five years (2 percent per year)*, workshop participants noted that, while overall availability and utilization of local healthcare services remains a primary concern, workshop participants did note that there has been a significant increase in the number of regional healthcare service providers that are now accepting Medicaid and Medicare. For *Goal No. 4: Work with healthcare providers to prepare a study of cost comparison in rural Nevada areas without larger medical facilities within two years*, workshop participants noted that the ongoing COVID-19 global pandemic has encouraged considerably more discussion and collaboration among regional healthcare providers and that regional healthcare providers are beginning to informally discuss associated cost and accessibility concerns. While these informal discussions have occurred, no formal study of the cost comparison between the northeastern Nevada region and other rural and non-metropolitan areas has been completed. Workshop participants agreed that the development and completion of such a cost comparison study, including recommendations as to how healthcare providers in the northeastern Nevada region can reduce costs and improve accessibility, should be completed over the next year of implementation of this five-year Comprehensive Economic Development Strategy.

While regional healthcare providers were able to cooperate and leverage existing physical and mental healthcare services successfully in response to the COVID-19 global pandemic, workshop participants agreed that the sudden increase in demand for physical and mental healthcare services over the past two years has exposed significant deficiencies in the region's healthcare system and industry. The need for additional behavioral and mental healthcare services, including drug and alcohol treatment services, more advanced and specialized physical healthcare services, additional senior living and care services, remain unacceptably insufficient to meet growing regional demand. From a workforce development perspective, the lack of sufficient physical and mental healthcare services continues to impair workforce growth and

individuals continue to relocate to larger urban metropolitan communities that have better quantity and quality levels of basic and expanded healthcare services. Addressing the deficiencies in the region’s available physical and mental healthcare service network and industry will remain a priority goal for the Northeastern Nevada Regional Development Authority and for its various community and economic development partners for the coming year and for the remainder of the existing five-year strategic planning horizon.

Five separate goals were developed for the *Mining* targeted industry sector, including:

- **Goal No. 1:** Increase mining related supply chain companies by 20 percent at open ‘bricks & mortar’ by 2022.
- **Goal No. 2:** Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new mining-related business by 2022.
- **Goal No. 3:** Increase local processing and utilization (i.e. making batteries, value-added) of mined materials by 15 percent by December 2024.
- **Goal No. 4:** Develop and launch a broad spectrum mining campaign to educate the world on the importance of mining by 2021.
- **Goal No. 5:** Regional approach with mining industries; partner with mining industry and schools to recruit a workforce; develop a recruiting process with mining industry partners to meet the workforce demand for the next five years.

In evaluating *Goal No. 1: Increase mining related supply chain companies by 20 percent at open ‘bricks & mortar’ by 2022*, workshop participants agreed that the Northeastern Nevada Regional Development Authority has made significant progress on achieving this goal over the past year. A new ‘Mining Connect Incubator’ is currently in the process of being developed despite ongoing COVID-19 related delay impacts. While there has recently been increased activity in the interest of prospective new mining supply chain companies to relocate operations to the northeastern Nevada region, global supply chain disruptions due to the ongoing COVID-19 pandemic has led to many firms adopting a ‘wait and see’ attitude in-terms of the relocation and new operation development decisions.

For *Goal No. 2: Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new mining-related business by 2022*, workshop participants agreed that measurable progress has been made in achieving this goal over the past year. Lander County continues to develop a local rail park west of the town of Battle Mountain, White Pine County recently took ownership of nearly 200 acres of land to expand their existing industrial park, and the City of Carlin, the City of Wells, and the City of West Wendover (each in Elko County) continue to make needed improvements to their existing industrial properties.

While *Goal No. 3: Increase local processing and utilization (i.e. making batteries, value-added) of mined materials by 15 percent by December 2024* remains a top priority for the Northeastern Nevada Regional Development Authority, very little measurable progress has been made in increasing overall local processing and utilization of the precious metals, industrial minerals, and rare earth metals that are currently mined within the northeastern Nevada region. While there has been significant growth in the number of opportunities to capture additional value-added production, the ongoing COVID-19 global pandemic and increased environmental regulatory policies at the national level have thwarted meaningful attempts to expand downstream value-added production of the metals and minerals mined in northeastern Nevada.

For *Goal No. 4: Develop and launch a broad spectrum mining campaign to educate the world on the importance of mining by 2021*, workshop participants that there have been several ‘unofficial’ and independent efforts to develop and launch a global mining campaign but no organized effort has been implemented or developed. Key regional mining companies, including Nevada Gold Mines, have partnered with the Nevada Discovery Education Experience, part of the Nevada Department of Education, to launch the Nevada Gold Mine Channel that focuses on employment opportunities in the mining and natural resource extraction industry sector and the Northeastern Nevada Regional Development Authority led efforts on educating state legislatures on the possible impacts that proposed changes to the state’s net proceeds tax on minerals would have on the region. Workshop participants agreed that a consolidated and coordinated ‘ecosystem’ approach is needed to better market and communicate the importance of mining to a broader national and international audience.

Similar to Goal No. 4, workshop participants agreed that some measurable progress has been made in achieving specific elements of *Goal No. 5: Regional approach with mining industries; partner with mining industry and schools to recruit a workforce; develop a recruiting process with mining industry partners to meet the workforce demand for the next five years*. While there has been measurable progress in achieving elements of Goal No. 5, these efforts are largely independent and lack regional coordination. However, the Northeastern Nevada Regional Development Authority is working with the Nevada Mining Association and the University of Nevada, Reno’s Mackay School of Mines and Great Basin College to develop educational town halls focused on recruiting and training additional workers that can support the continued growth of the region’s mining and natural resource extraction industry sector.

The continued lack of a *growing* skilled workforce that can support the continued growth, expansion, and diversification of the region’s mining and natural resource extraction industry sector has become the primary concern in achieving the various goals outlined for the ***Mining*** targeted industry sector. Recruitment, training, and retention of a skilled workforce is critically needed and should be the top priority for the Northeastern Nevada Regional Development Authority and its various strategic partners for the next year as it pertains to this targeted industry sector.

Three separate goals were developed for the ***Outdoor-Oriented Tourism and Recreation*** targeted industry sector, including:

-
- **Goal No. 1:** Create three experiential recreation opportunities that draw people from outside the region by December 2024.
 - **Goal No. 2:** Identify additional regional tourism oriented, create guide for opportunities.
 - **Goal No. 3:** Increase in tourism room tax revenue by 25 percent in our region by 2022.

For *Goal No. 1: Create three experiential recreation opportunities that draw people from outside the region by December 2024*, workshop participants agreed that this goal has already been completed but, despite this achievement, will continue to be an important goal that various communities and counties throughout the northeastern Nevada region will continue to work toward. As demand for outdoor-oriented tourism and recreation surged over the past two years as a result of the ongoing COVID-19 global pandemic, White Pine County in particular has completed several major experiential recreation opportunities that has translated into a significant increase in outdoor recreation enthusiasts and tourists visiting White Pine County and the City of Ely over the past two years. The town of Jackpot in Elko County continues to develop star gazing recreation and tourism opportunities and the City of Wells has completed several major off-highway vehicle, mountain biking, and hiking trail access improvement projects. The City of Elko, the community of Spring Creek, and Elko County are also working to support the efforts of the Rotary Club of Elko to further expand the existing Lamoille Canyon Gravel Ride.

Most of the progress in completing elements of *Goal No. 2: Identify additional regional tourism oriented, create guide for opportunities* have been completed at a local level. However, the Northeastern Nevada Regional Development Authority, in partnership with several local tourism and visitor authorities, is currently exploring aviation driven tourism opportunities. A regional aviation event, highlighting United States Airforce and United States Navy aircraft and service members, is currently being discussed as an event that would be held jointly between Elko County and White Pine County and could lead up to the Reno Air Show (an event held annually in September in Reno, Nevada). For *Goal No. 3: Increase in tourism room tax revenue by 25 percent in our region by 2022*, workshop participants agreed that the region's tourism and visitor industry sector has remained fairly strong despite the local and regional impacts that the COVID-19 global pandemic has had on national and international travel. While hotel room occupancies and subsequently collected transient lodging tax revenues had declined significantly at the start of the pandemic in the spring of 2020, the region's overall occupancy rates and transient lodging tax revenues have almost fully recovered to pre-pandemic levels. Achievement of this goal by the end of 2022 is very likely as national and international travel levels continue to improve and as the region becomes an increasingly popular national and international outdoor recreation and tourism destination.

Continued growth and diversification of and targeted investment in the region's ***Outdoor-Oriented Tourism and Recreation*** targeted industry sector will remain a primary part of the Northeastern Nevada Regional Development Authority's overall economic development strategy for the northeastern Nevada region for the coming year. Continued increased growth in the demand for outdoor-oriented tourism and recreation opportunities nationally and internationally

remains a major economic development opportunity for the region and for each of the region's various local communities and counties. Developing a coordinated regional approach to the marketing of outdoor recreation and tourism assets located throughout northeastern Nevada and addressing a chronic shortage of workers to support existing and expanded outdoor tourism and recreation activities are the specific priority targets for the region for the coming year. In addition to developing and executing a regional outdoor tourism and recreation marketing and attraction strategy, the recruiting, training, and retention of workers to fill existing open positions among hotel and motel properties, restaurants, retail shops, and convention, visitor, and recreation facilities will be addressed through the development of a targeted workforce attraction strategy and by addressing ongoing barriers to workforce development including ongoing efforts to support expanded housing development, improvements in local public education systems, and improvements in the region's existing healthcare system.

Four separate goals were developed for the *Vocational Trades and Construction* targeted industry sector, including:

- **Goal No. 1:** Work with local educators (high school, junior colleges, etc.) to implement and enhance vocational skills training programs to grow local talent pools by 5 percent over the next five years (2024).
- **Goal No. 2:** Establish thriving special trades programs in every city by increasing students and adults to increase graduation and job placement by 50 percent by 2021.
- **Goal No. 3:** Develop vocational and construction training programs to support a 20 percent increase in the workforce by 2022.
- **Goal No. 4:** Identify workforce need and partner with education facilities to train future workforce for the next five years.

In evaluating each of these four goals together, workshop participants agreed that little to no progress has been made in achieving any one of them. Disruptions to local workforce development efforts and local education systems due to the ongoing COVID-19 global pandemic has limited the ability of regional educational and workforce development partners to develop and implement new workforce development programs. Despite these disruptions and lack of overall achievement of the four goals in the *Vocational Trades and Construction* targeted industry sector, there have been individual accomplishments in developing and implementing new workforce development and workforce recruitment, training, and retention programs in specific industry sectors, notably within the region's mining and natural resource extraction industry sector.

As each of the four goals in the *Vocational Trades and Construction* targeted industry remain very relevant to the region's overall economic development strategy, workshop participants agreed that these goals should receive additional priority focus over the coming year. Specifically, workshop participants agreed that *Goal No. 1: Work with local educators (high school, junior colleges, etc.) to implement and enhance vocational skills training programs to*

grow local talent pools by 5 percent over the next five years (2024) and Goal No. 3: Develop vocational and construction training programs to support a 20 percent increase in the workforce by 2022 should be reprioritized as the top goals for the Northeastern Nevada Regional Development Authority and its various community and economic development partners to focus on over the next year of implementation of this five-year Comprehensive Economic Development Strategy.

Three separate goals were developed for the **Wholesale Trade** targeted industry sector, including:

- **Goal No. 1:** Identify added value diversified crops opportunities for framers in the region by December 2021 (tied to *Goal No. 2 for Agriculture*).
- **Goal No. 2:** Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new business across other targeted industry sectors by 2022.
- **Goal No. 3:** Increase wholesale trade for mining upline and downline by 25 percent by December 2024.

Workshop participants agreed that each of the three goals outlined for the **Wholesale Trade** targeted industry sector should be better integrated into the other five targeted industry sectors developed as part of the Northeastern Nevada Regional Development Authority's existing five-year Comprehensive Economic Development Strategy. Workshop participants agreed that each of the three goals for the **Wholesale Trade** targeted industry sector could be better integrated into the **Agriculture** targeted industry sector (specifically, *Goal No. 1: Create three experiential recreation opportunities that draw people from outside the region by December 2024*) and the into the **Mining** targeted industry sector (specifically, *Goal No. 2: Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new business across other targeted industry sectors by 2022 and Goal No. 3: Increase wholesale trade for mining upline and downline by 25 percent by December 2024*).

Independent of the **Agriculture** targeted industry sector and the **Mining** targeted industry sector, workshop participants agreed that northeastern Nevada region should take better advantage of its strategic location, being nearly equidistance between the Twin Falls, Idaho metropolitan statistical area in southern Idaho, the Salt Lake City metropolitan statistical area in neighboring Utah, the Las Vegas metropolitan statistical area in southern Nevada, and the Reno-Sparks and Carson City metropolitan statistical areas in northwestern Nevada. Workshop participants also agreed that relocating manufacturing and production operations in the aerospace and defense sectors from other parts of the United States to the northeastern Nevada region is an emerging opportunity in the **Wholesale Trade** targeted industry sector that the Northeastern Nevada Regional Development Authority could take advantage of as part of the ongoing efforts to implement elements of this existing five-year Comprehensive Economic Development Strategy.

3.2.b Evaluation of the Priority Goals for the Five Selected Economic Development Capacity Building Areas

As part of the current five-year Comprehensive Economic Development Strategy, a series of individual strategic economic development goals for developed for five selected economic development capacity building areas, including:

- Education and Training (Four Goals)
- Housing Development (Four Goals)
- Marketing and Attraction (Four Goals)
- Technology Development (Four Goals)
- Small Business, Entrepreneurship, Innovation (Four Goals)

Four separate goals were developed for the *Education and Training* selected economic development capacity building area, including:

- **Goal No. 1:** Combine all existing programs and fragmented programs in community into a solid and robust training program which is comprehensive covering school age through adults.
- **Goal No. 2:** Develop vocational and construction training programs to support a 20 percent increase by 2022.
- **Goal No. 3:** Identify highest demands for training needs for secondary tier industry (to support local needs) by 20 percent in two years.
- **Goal No. 4:** Create mentoring, apprentices, accredited certificate programs for trades through Great Basin College, the University of Nevada, Reno with local satellites by 2021.

For all four goals in the *Education and Training* selected economic development capacity area, workshop participants agreed that significant progress has been made in an ‘unofficial’ and independent way but a larger and more coordinated regional approach is still needed to recruit, train, and retain the necessary workforce needed to support broader economic development and diversification efforts. Much of the progress that has been made in achieving elements related to each of the four goals in the *Education and Training* selected economic development capacity area have already been discussed and outlined above as part of the *Mining* targeted industry sector. Moving forward and for the next year of implementation of this existing five-year Comprehensive Economic Development Strategy, workshop participants agreed that additional education, training, and workforce development efforts need to be focused on recruiting, training, and retaining the workforces of the region’s healthcare industry sector, retail industry

sector, and hospitality industry sector. Key partners, including local public school districts and Nevada System of Higher Education institutions operating within northeastern Nevada, including Great Basin College and University of Nevada Cooperative Extension, should also be engaged in order to develop broader regional approaches to the development and expansion of the region's workforce.

Four separate goals were developed for the **Housing** selected economic development capacity building area, including:

- **Goal No. 1:** Conduct a regional study on housing shortages and housing development opportunities within 18 months.
- **Goal No. 2:** Identify and develop incentives for builders of all income brackets up to \$50,000 by December 2020; develop regional assessment for housing needs to use as a marketing tool for developers in two years.
- **Goal No. 3:** Development of multi-family housing for 300 families (units) by 2024.
- **Goal No. 4:** Increase new home starts determined by identified need in each community; percentage to vary based on individual community.

Housing development remains a critical need for the northeastern Nevada region and the lack of available housing, across a variety of types and price points, remains a critical community development barrier to broader local and regional economic development efforts. While there has been some new housing development in the region's major population centers, including the City of Elko and the community of Spring Creek, the growing need for additional housing in other parts of Elko County, Eureka County, Lander County, and White Pine County has not sufficiently met by subsequent increases in housing supply. Workshop participants agreed that all four goals identified as part of the **Housing** selected economic development capacity building area, like the **Healthcare** targeted industry sector and the **Education and Training** selected economic development capacity building area, should be the primary focus of the Northeastern Nevada Regional Development Authority and its various community and economic development partners. Workshop participants further agreed that a coordinated regional approach, that addresses the region's lack of licensed builders and contractors and addresses state regulatory and licensing impediments to bringing in the needed builders and contractors from other states, is needed to address the region's growing housing crisis.

Four separate goals were developed for the **Marketing and Attraction** selected economic development capacity building area, including:

- **Goal No. 1:** Create an online marketing campaign highlighting economic opportunities of the region that will increase Northeastern Nevada Regional Development Authority website visits by 30 percent over the next two years.

-
- **Goal No. 2:** Create additional guide for tourism and recreation working with the six county’s visitor centers by December 2020; partner with national and international brands to promote rural Nevada “when rural thrives, America thrives”.
 - **Goal No. 3:** Collaborate throughout the region to share resources, ideas, efforts, successes to coordinate activities and ‘draw’ in an effort to promote regional economic development by December 2020.
 - **Goal No. 4:** Create marketing campaign that highlights the region’s cultural and recreational opportunities and events by 2021.

As has already been outlined in this annual update and evaluation of the Northeastern Nevada Regional Development Authority’s existing five-year Comprehensive Economic Development Strategy, the Northeastern Nevada Regional Development Authority, existing individual tourism and visitor authorities operating throughout the region, and the region’s existing local communities and counties have made significant progress in achieving several elements of these four goals. Much of the progress in achieving each of these four goals in the **Marketing and Attraction** selected economic development capacity building area have been achieved through the progress in achieving the specific goals outlined in the **Outdoor-Tourism and Recreation** targeted industry sector. Growing national and international demand for outdoor tourism and recreation opportunities due to the ongoing impacts of the ongoing COVID-19 global pandemic has resulted in significant increased usage of the region’s various outdoor tourism and recreation assets. While new online marketing campaigns, tourism and recreation guides, and broader cultural and recreational marketing campaigns have been developed and implemented mostly at the local community or county level, the Northeastern Nevada Regional Development Authority continues to share resources, ideas, efforts, and successes across the region and has actively revamped a number of its own nationally and internationally oriented economic development promotional efforts. Workshop participants generally agreed that this selected economic development capacity building area should be deemphasized and deprioritized over the coming year in favor of additional attention and focus being given to the area’s growing infrastructure, housing, and workforce development needs.

Four separate goals were developed for the **Technology Development** selected economic development capacity building area, including:

- **Goal No. 1:** Partner with Amazon and Google for broadband Internet connectivity to support and encourage Williams Telecommunication to provide access to rural communities by 2021.
- **Goal No. 2:** Partners with Google Loon to improve Internet and connectivity and use as a model for national rural communities within five years.
- **Goal No. 3:** To improve infrastructure of broadband availability throughout community which will essentially increase Internet speed and access by 20 percent annually over the next five years.

-
- **Goal No. 4:** Develop two options to address broadband shortages in the next 12 months.

In evaluating the four goals for the **Technology Development** selected economic development capacity building area, workshop participants agreed to eliminate *Goal No. 2: Partners with Google Loon to improve Internet and connectivity and use as a model for national rural communities within five years*. For the remaining three goals, workshop participants generally agreed that significant progress has made in expanding the region's broadband Internet and telecommunication infrastructure capacity and overall availability. While much of this progress has been made in the City of Elko, other communities throughout the northeastern Nevada region are currently working with state partners, including the Governor's Office of Science, Innovation & Technology and the Governor's Office of Economic Development to target funds received by the state of Nevada as part of the 2021 American Rescue Plan Act. Moving forward, additional development of broadband services, access, and capacity will be needed to improve the region's overall competitiveness with other larger and more urban metropolitan areas in the western United States. Workshop participants further noted that targeted natural gas infrastructure, roads and transportation infrastructure including multi-modal transportation infrastructure and services, and water delivery infrastructure will be needed to support additional community and economic development and diversification efforts over the next year and over the remainder of the existing five-year strategic planning horizon.

For the final selected economic development capacity area, Four separate goals were developed for the **Small Business, Entrepreneurship, Innovation** selected economic development capacity building area, including:

- **Goal No. 1:** To offer a tax incentive program/break to small businesses employing more than 30 employees, including the number of small businesses in our region by 30 percent by 2022.
- **Goal No. 2:** Develop a competitive think tank regionally for small businesses by 2022.
- **Goal No. 3:** Educate small business community on closing the economic gap to stop the goods and services leakage by 2021.
- **Goal No. 4:** Educate residents to support local businesses, create a 'shop small business Saturday' event; partner with StartUpNV to grow rural entrepreneurship ecosystems by holding a rural pitch conference in May 2021.

Continued development and promotion of the recently created I-80 fund, a small business relief and recovery loan fund created by Nevada Gold Mines and administered by the Rural Nevada Development Corporation for the purposes of supporting small businesses in rural northern Nevada that have been impacted by the COVID-19 global pandemic, the successful launch of Rural Pitch Day, the development of several new business start-up courses at Great Basin College, and new Native American small business development efforts being launched by Nevada Gold Mines have each contributed to the successful implementation and achievement of

several elements related to each of the four goals outlined in the *Small Business, Entrepreneurship, Innovation* selected economic development capacity building area. Workshop participants agreed that the Northeastern Nevada Regional Development Authority should continue to work with its local, county, regional, and state small business and entrepreneurship development partners to expand these efforts in order to further support new small business creation and entrepreneurial start-ups.

Workshop participants did note, however, that no progress has been made in achieving *Goal No. 2: Develop a competitive think tank regionally for small businesses by 2022* over the past year. While significant progress has been made in supporting the creation, retention, and expansion of new and existing small businesses and entrepreneurial start-ups across the region, workshop participants agreed that the creation of a ‘competitive think tank’ for small businesses should be pursued and completed by the end of 2022. The purpose of this regional competitive think tank would be to identify specific barriers to new business creation and existing business retention and expansion efforts, to identify additional services and areas of support that could support new small business and entrepreneurial start-up activity, and the further retention and expansion of existing small businesses and entrepreneurial start-ups. A regional competitive think tank could also support the efforts of individual communities, such as the City of Wells in Elko County, to develop shared small business and entrepreneurial start-up incubator space in each of the targeted industry sectors already outlined in this existing five-year Comprehensive Economic Development Strategy.