

**THE 2022 ANNUAL UPDATE TO THE COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY FOR
ELKO COUNTY, NEVADA AND THE INDIVIDUAL
COMMUNITIES OF THE CITY OF ELKO, JACKPOT, AND
SPRING CREEK, 2020 THROUGH 2025**



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SPRING CREEK, 2020 THROUGH 2025**

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

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

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

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

Economic Development Vision for the Communities of Jackpot and Spring Creek

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

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

Reprioritized Strategic Economic Development Goals for Elko County and for the City of Elko for 2022 through 2023

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

Priority Goal No. 2: Increase access to reliable Internet (at least 15 BPS consistently) through the recruitment of an additional provider to serve the City of Elko. To bring fiber supported Internet to Elko by December 2020.

Priority Goal No. 3: Reduce the percentage of population living below the poverty line by 20.0 percent in the City of Elko by July 1, 2024.

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

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

Reprioritized Strategic Economic Development Goals for the Community of Jackpot for 2022 through 2023

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

Priority Goal No. 2: Increase affordable housing for middle to low income buyers by 5.0 percent through the use of assistance organization by 2024.

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

Completed: Increase access to capital for small business development by 3.0 percent by 2022.

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

Reprioritized Strategic Economic Development Goals for Elko County and for the City of Elko for 2022 through 2023

Priority Goal No. 1: Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months.

Priority Goal No. 2: Increase affordable housing for middle to low income buyers by 5.0 percent through the use of assistance organization by 2024.

Priority Goal No. 3: Grow technical educational programs for current and potential industries by 2024. Identify the technical needs and capacity required to create an educational program with three new industry sectors within one year of adoption of the strategic plan.

Completed: Identify, prioritize, develop and complete needed infrastructure to support selected community and economic development efforts and provide for the necessary financial resources in order to complete selected infrastructure projects.

Completed: Increase access to capital for small business development by 3.0 percent by 2022.

Completed: The Northeastern Nevada Regional Development Authority will provide population and demographic statistical information to potential healthcare provider to establish a business within four years in Spring Creek.

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 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 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. These individual community-level and countywide Comprehensive Economic Development Strategy documents, along with the Northeastern Nevada Regional Development Authority's regional five-year Comprehensive Economic Development Strategy were then successfully submitted to the U.S. Economic Development Administration's Seattle Regional Office in 2020 and the first set of annual assessments, evaluations, and updates to each existing Comprehensive Economic Development Strategy were completed in late 2021 and early 2022.

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, worked with representatives from the Northeastern Nevada Regional Development Authority to complete a second annual assessment, evaluation, and update for each of the individual community level and countywide Comprehensive Economic Development Strategies and for the Northeastern Nevada Regional Development Authority's regional five-year Comprehensive Economic Development Strategy. This second round of annual assessments, evaluations, and updates was completed for the countywide Comprehensive Economic Development Strategies for Eureka County, Lander County, and White Pine County, for the individual communities of the City of Carlin, the City of Wells, and the City of West Wendover, and for the remainder of Elko County which includes the City of Elko and the communities of Jackpot and Spring Creek.

The process used to complete this second round of annual assessments, evaluations, and updates to each individual community level and countywide Comprehensive Economic Development Strategy and to the Northeastern Nevada Regional Development Authority's regional Comprehensive Economic Development Strategy was modified from the first round completed in late 2021 and early 2022. Northeastern Nevada Regional Development Authority staff conducted a series of individual meetings with the designated Comprehensive Economic Development Strategy Committee for each individual community and county and with the Northeastern Nevada Regional Development Authority to complete an updated strengths, weaknesses, opportunities, and threats analysis, to evaluate the progress that had been made over the past year of implementation in achieving each individual economic development goal, and to identify priority areas and priority projects for the coming year of implementation. Northern Nevada Regional Development Authority staff then surveyed various public sector, private sector, and several community-based and non-profit agency, firm, and organization stakeholders at the community, county, and regional level to gather additional input for the annual assessment, evaluation, and update of each individual Comprehensive Economic Development Strategy.

For the Comprehensive Economic Development Strategy for the City of Wells, faculty from the University Center for Economic Development facilitated a half-day workshop in Wells, Nevada with representatives from the City of Wells, from various private sector firms, and with representatives of several community-based non-profit organizations on September 29, 2022. This workshop included a series of facilitated small group exercises including the development of a revised strengths, weaknesses, opportunities, and threats analysis, an evaluation of the existing strategic economic development goals, and the development of a series of priority areas and priority projects that the City of Wells will pursue in partnership with the Northeastern Nevada Regional Development Authority over the coming year of implementation of the existing five-year Comprehensive Economic Development Strategy for the City of Wells. For the Comprehensive Economic Development Strategy for the remainder of Elko County, including the City of Elko and the communities of Jackpot and Spring Creek, Northeastern Nevada Regional Development Authority staff completed similar meetings with community and countywide stakeholders followed by a follow-up survey designed to gather additional information and insight regarding the existing five-year Comprehensive Economic Development Strategy. For the community of Spring Creek specifically, faculty from the University Center for Economic Development have been working with the Spring Creek Association to develop a new five-year community and organizational strategic plan for the community of Spring Creek and for the Spring Creek Association. The results of this Spring Creek Association specific strategic planning effort have been incorporated into the annual assessment, evaluation, and update of the five-year Comprehensive Economic Development Strategy for the remainder of Elko County and for the City of Elko and the communities of Jackpot and Spring Creek.

This University Center for Economic Development technical report presents the completed annual assessment, evaluation, and update to the existing five-year Comprehensive Economic Development Strategy for the City of Carlin 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. 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 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 analysis of the level of economic distress for the northeastern Nevada region and 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 the various public sector, private sector, and community-based non-profit sector representatives who participated in this second annual assessment, evaluation, and update of the various community level and countywide Comprehensive Economic Development Strategies and of the Northeastern Nevada Regional Development Authority's current five-year regional Comprehensive Economic Development Strategy.

2.1 Analysis of the Level of Economic Distress for Elko County, the City of Elko, and the communities of Jackpot and Spring Creek

Estimates for the civilian unemployment rate and per capita income were evaluated for each of the individual communities within the northeastern Nevada region to identify the level of 'economic distress' for each community using applicable U.S. Economic Development Administration guidelines. Determination of the level and type of economic distress is used to evaluate specific community needs and will be incorporated into future comprehensive economic development strategy updates for this region.

The U.S. Economic Development Administration's guidelines for 'economic distress' are defined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C and are as follows:

- An unemployment rate that is, for the most recent twenty-four (24) month period for which data is available, at least one (1) percentage point greater than the national average unemployment rate;
- Per capita income that is, for the most recent period for which data are available, eighty (80) percent or less of the national average per capita income; or
- A Special Need, as determined by the U.S. Economic Development Administration.

Table 2.1 presents a comparison of the most recent twenty-four (24) month period for which unemployment data is available for Elko County, the City of Elko, the communities of Jackpot

and Spring Creek, and for the United States, as well as per capita income for Elko County, the City of Elko, the communities of Jackpot and Spring Creek, and for the United States for 2020 and 2021. In order to estimate the twenty-four (24) month unemployment rate, the unemployment rates for Elko County, the City of Elko, the communities of Jackpot and Spring Creek, and for the United States for both 2020 and 2021 were averaged and compared.

Table 2.1 – Comparison of Unemployment and Per Capita Income Elko County, the City of Elko, and the Communities of Jackpot and Spring Creek and United States 2020 and 2021			
	2020	2021	2020 and 2021 Average
Civilian Unemployment Rate			
Elko County	4.3%	4.6%	4.5%
City of Elko	4.6%	5.0%	4.8%
Jackpot	6.3%	9.7%	8.0%
Spring Creek	4.0%	4.7%	4.4%
Difference between Elko County, the City of Elko, and the Communities of Jackpot and Spring Creek and National Estimates			
Elko County	-1.1%	-0.9%	-0.9%
Elko	-0.8%	-0.5%	-0.6%
Jackpot	0.9%	4.2%	2.6%
Spring Creek	-1.4%	-0.8%	-1.0%
United States National	5.4%	5.5%	5.4%
Per Capita Income			
Elko County	\$34,601	\$36,273	\$35,437
City of Elko	\$35,806	\$38,307	\$37,057
Jackpot	\$24,297	\$25,128	\$24,713
Spring Creek	\$38,865	\$39,364	\$39,115
Percentage of U.S. National Estimate			
Elko County	97.8%	96.4%	97.1%
Elko	101.2%	101.8%	101.5%
Jackpot	86.7%	66.8%	67.7%
Spring Creek	109.9%	104.6%	107.1%
United States National	\$35,384	\$37,638	\$36,511

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2020 and 2021

Over the 2020 and 2021 period, the estimated average civilian unemployment rate for Elko County was an estimated 4.5 percent. Nationally, the estimated average civilian unemployment

rate for the entire United States was an estimated 5.4 percent. Over the past twenty-four (24) months of available data, the estimated civilian unemployment rate for Elko County was an estimated **0.9 percent less than the national estimated average**. Based upon this estimate, Elko County **does not qualify** as an economically distressed community under the unemployment rate definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C. Over the 2020 and 2021 period, the estimated average civilian unemployment rate for the City of Elko was an estimated 4.8 percent. Nationally, the estimated average civilian unemployment rate for the entire United States was an estimated 5.4 percent. Over the past twenty-four (24) months of available data, the estimated civilian unemployment rate for the City of Elko was an estimated **0.6 percent less than the national estimated average**. Based upon this estimate, the City of Elko **does not qualify** as an economically distressed community under the unemployment rate definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C.

Over the 2020 and 2021 period, the estimated average civilian unemployment rate for the community of Jackpot was an estimated 8.0 percent. Nationally, the estimated average civilian unemployment rate for the entire United States was an estimated 5.4 percent. Over the past twenty-four (24) months of available data, the estimated civilian unemployment rate for the community of Jackpot was an estimated **2.6 percent more than the national estimated average**. Based upon this estimate, the community of Jackpot **qualifies** as an economically distressed community under the unemployment rate definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C. Over the 2020 and 2021 period, the estimated average civilian unemployment rate for the community of Spring Creek was an estimated 4.4 percent. Nationally, the estimated average civilian unemployment rate for the entire United States was an estimated 5.4 percent. Over the past twenty-four (24) months of available data, the estimated civilian unemployment rate for the community of Spring Creek was an estimated **1.0 percent less than the national estimated average**. Based upon this estimate, the community of Spring Creek **does not qualify** as an economically distressed community under the unemployment rate definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C.

Over the two-year 2020 and 2021 period, the estimated average per capita income for Elko County was an estimated \$35,437. Nationally, the estimated average per capita income for the entire United States was an estimated \$36,511. Over the past twenty-four (24) months of available data, the estimated per capita income for Elko County was an estimated **97.1 percent of the national average**. Based upon this estimate, Elko County **does not qualify** as an economically distressed community under the per capita income definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C. Over the two-year 2020 and 2021 period, the estimated average per capita income for the City of Elko was an estimated \$37,057. Nationally, the estimated average per capita income for the entire United States was an estimated \$36,511. Over the past twenty-four (24) months of available data, the estimated per capita income for the City of Elko was an estimated **101.5 percent of the national average**. Based upon this estimate, the City of Elko **does not qualify** as an economically distressed community under the per capita income definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C.

Over the two-year 2020 and 2021 period, the estimated average per capita income for the community of Jackpot was an estimated \$24,713. Nationally, the estimated average per capita income for the entire United States was an estimated \$36,511. Over the past twenty-four (24) months of available data, the estimated per capita income for the community of Jackpot was an estimated **67.7 percent of the national average**. Based upon this estimate, the community of Jackpot **qualifies** as an economically distressed community under the per capita income definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C. Over the two-year 2020 and 2021 period, the estimated average per capita income for the community of Spring Creek was an estimated \$39,115. Nationally, the estimated average per capita income for the entire United States was an estimated \$36,511. Over the past twenty-four (24) months of available data, the estimated per capita income for the community of Spring Creek was an estimated **107.1 percent of the national average**. Based upon this estimate, the community of Spring Creek **does not qualify** as an economically distressed community under the per capita income definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C.

In addition to these unemployment rate and per capita income estimates, representatives from Elko County, the City of Elko, the communities of Jackpot and Spring Creek, several individual communities from across the county, various private sector and industry representatives, and representatives from the Northeastern Nevada Regional Development Authority, during a series of facilitated strategic economic development planning workshops held between October 2022 and December 2022, identified a number of additional special needs. These additional special needs include an increasing median age in some areas, an increase in the proportion of individuals living below the poverty line in some areas, and the need to better diversify the county's underlying economic base. These and other special needs are detailed throughout this University Center for Economic Development technical report.

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

As part of the 2022 annual assessment, evaluation, and update of this current five-year Comprehensive Economic Development Strategy, eleven separate socio-demographic, economic, and industry and occupation sector data categories were examined in order to evaluate and identify potential special needs as part of the 'economic distress' definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C. 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 2021 period.

2.2.a Total Population

Table 2.2 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 2021. Elko County and the City of Elko are highlighted.

Table 2.2 – Total Population				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2021	2013-2021 Actual Change	2013-2021 Percent Change
Elko County	50,023	53,420	3,397	6.8%
Carlin	2,701	2,279	-422	-15.6%
Elko	37,670	42,179	4,509	12.0%
Wells	1,986	1,917	-69	-3.5%
West Wendover	4,442	4,517	75	1.7%
Eureka County	1,804	1,603	-201	-11.1%
Eureka	1,340	1,040	-300	-22.4%
Lander County	5,844	5,729	-115	-2.0%
Austin	580	258	-322	-55.5%
Battle Mountain	5,264	5,471	207	3.9%
White Pine County	10,023	9,192	-831	-8.3%
Ely	5,718	5,574	-144	-2.5%
State of Nevada	2,730,066	3,059,238	329,172	12.1%
United States	311,536,594	329,725,481	18,188,887	5.8%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2021

Between 2013 and 2021, the total population for all of Elko County increased from an estimated 50,023 total individuals in 2013 to an estimated 53,420 total individuals in 2021, a net increase of 3,397 total individuals or by 6.8 percent. For the City of Carlin, total population decreased between 2013 and 2021, decreasing from an estimated 2,701 total individuals in 2013 to an estimated 2,279 total individuals in 2021, a net decrease of 422 total individuals or by -15.6 percent. Total population for the City of Elko increased from an estimated 37,670 total individuals in 2013 to an estimated 42,179 total individuals in 2021, a net increase of 4,509 total individuals or by 12.0 percent while total population for the City of Wells decreased from an estimated 1,986 total individuals in 2013 to an estimated 1,917 total individuals in 2021, a net decrease of 69 total individuals or by -3.5 percent. The total population for the City of West Wendover increased from an estimated 4,442 total individuals in 2013 to an estimated 4,517 total individuals in 2021, a net increase of 75 total individuals or by 1.7 percent.

For all of Eureka County, the total population countywide decreased from an estimated 1,804 total individuals in 2013 to an estimated 1,603 total individuals in 2021, a net decrease of 201 total individuals or by -11.1 percent and the total population for just the town of Eureka decreased from an estimated 1,340 total individuals in 2013 to an estimated 1,040 total

individuals in 2021, a net decrease of 300 total individuals or by -22.4 percent. The total population for all of Lander County decreased from an estimated 5,844 total individuals in 2013 to an estimated 5,729 total individuals in 2021, a net decrease of 115 total individuals or by a percentage decrease of -2.0 percent. For the town of Austin, located in southern Lander County, the total population decreased from an estimated 580 total individuals in 2013 to an estimated 258 total individuals in 2021, a net decrease of 322 total individuals or by a percentage decrease of -55.5 percent while the total population for the town of Battle Mountain, located in northern Lander County, increased from an estimated 5,264 total individuals in 2013 to an estimated 5,471 total individuals in 2021, a net increase of 207 total individuals or by 3.9 percent.

For White Pine County, the countywide population decreased from an estimated 10,023 total individuals in 2013 to an estimated 9,192 total individuals in 2021, a net decrease of 831 total individuals or by a percentage decrease of -8.3 percent. The total population of the City of Ely, located in White Pine County, decreased between 2013 and 2021, decreasing from an estimated 5,718 total individuals in 2013 to an estimated 5,574 total individuals in 2021, a net decrease of 144 total individuals or by a percentage decrease of 2.5 percent. Comparatively, the total population for the entire state of Nevada increased between 2013 and 2021, increasing from an estimated 2.73 million total individuals in 2013 to an estimated 3.06 million total individuals in 2021, a net increase of 329,172 total individuals or by 12.1 percent. Nationwide, the total population for the entire United States increased from an estimated 311.54 million total individuals in 2013 to an estimated 329.73 million total individuals in 2021, a net increase of approximately 18.19 million total individuals or by 5.8 percent.

2.2.b Median Age

Table 2.3 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 2021. Elko County and the City of Elko are highlighted.

The estimated median age for all of Elko County increased between 2013 and 2021, increasing from an estimated median age of 33.3 years of age in 2013 to an estimated 34.9 years of age in 2021, a net increase of 1.6 years of age or by 4.8 percent. For the City of Carlin, the estimated median age increased from an estimated 35.2 years of age in 2013 to an estimated 38.5 years of age in 2021, a net increase of 3.3 years of age or by 9.4 percent. The median age for the City of Elko increased from an estimated 33.1 years of age in 2013 to an estimated 33.9 years of age in 2021, a net increase of 0.8 years of age or by 2.4 percent while the median age for the City of Wells increased between 2013 and 2021, from an estimated 39.5 years of age in 2013 to an estimated 45.5 years of age in 2021, a net increase of 6.0 years of age or by 15.2 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 36.6 years of age in 2021, a net increase of 10.5 years of age or by 40.2 percent.

For all of Eureka County, the estimated median age increased between 2013 and 2021, from an estimated 38.3 years of age in 2013 to an estimated 42.5 years of age in 2021, a net increase of 4.2 years of age or by 11.0 percent. The estimated median age for just the town of Eureka also

decreased between 2013 and 2021, decreasing from an estimated 34.9 years of age in 2013 to an estimated 27.1 years of age in 2021, a net decrease of 7.8 years of age or by -22.3 percent. For all of Lander County, the estimated median age increased only slightly between 2013 and 2021, increasing from an estimated 37.3 years of age in 2013 to an estimated 38.9 years of age in 2021, a net increase of 1.6 years of age or by 4.3 percent. For just the town of Austin, the estimated median age increased slightly between 2013 and 2021 from an estimated 34.2 years of age in 2013 to an estimated 35.0 years of age in 2021, a net increase of just 0.8 years of age or by 2.3 percent, while the estimated median age for just the town of Battle Mountain increased from an estimated 37.8 years of age in 2013 to an estimated 39.3 years of age in 2021, a net increase of 1.5 years of age or by 4.0 percent.

Table 2.3 – Median Age				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2021	2013-2021 Actual Change	2013-2021 Percent Change
Elko County	33.3	34.9	1.6	4.8%
Carlin	35.2	38.5	3.3	9.4%
Elko	33.1	33.9	0.8	2.4%
Wells	39.5	45.5	6.0	15.2%
West Wendover	26.1	36.6	10.5	40.2%
Eureka County	38.3	42.5	4.2	11.0%
Eureka	34.9	27.1	-7.8	-22.3%
Lander County	37.3	38.9	1.6	4.3%
Austin	34.2	35.0	0.8	2.3%
Battle Mountain	37.8	39.3	1.5	4.0%
White Pine County	40.9	41.3	0.4	1.0%
Ely	43.1	41.7	-1.4	-3.2%
State of Nevada	36.6	38.3	1.7	4.6%
United States	37.3	38.4	1.1	2.9%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2021

The estimated median age for all of White Pine County increased slightly from an estimated 40.9 years of age in 2013 to an estimated 41.3 years of age in 2021, a net increase of 0.4 years of age or by a percentage increase of 1.0 percent. For just the City of Ely, the estimated median age decreased between 2013 and 2021, decreasing from an estimated 43.1 years of age in 2013 to an estimated 41.7 years of age in 2021, a net decrease of 1.4 years of age or by a percentage decrease of -3.2 percent. Comparatively, the estimated median age for the entire state of Nevada increased between 2013 and 2021, increasing from an estimated 36.6 years of age in 2013 to an estimated 38.3 years of age in 2021, a net increase of 1.7 years of age or by 4.6 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 38.4 years of age in 2021, a net increase of 1.1 years of age or by 2.9 percent.

2.2.c Total Number of Households

Table 2.4 presents the change in the total number of households for each county and community within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2021. Elko County and the City of Elko are highlighted.

Table 2.4 – Total Number of Households				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2021	2013-2021 Actual Change	2013-2021 Percent Change
Elko County	17,599	18,614	1,015	5.8%
Carlin	937	757	-180	-19.2%
Elko	13,287	14,640	1,353	10.2%
Wells	800	589	-211	-26.4%
West Wendover	1,362	1,845	483	35.5%
Eureka County	733	555	-178	-24.3%
Eureka	504	274	-230	-45.6%
Lander County	2,010	2,298	288	14.3%
Austin	207	157	-50	-24.2%
Battle Mountain	1,803	2,141	338	18.7%
White Pine County	3,357	3,482	125	3.7%
Ely	2,155	2,478	323	15.0%
State of Nevada	999,016	1,141,952	142,936	14.3%
United States	115,610,216	124,010,992	8,400,776	7.3%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2021

Between 2013 and 2021, the total number of households in all of Elko County increased from an estimated 17,599 total households in 2013 to an estimated 18,614 total households in 2021, a net increase of 1,015 total households or by 5.8 percent. For just the City of Carlin, the total number of households decreased between 2013 and 2021, decreasing from an estimated 937 total households in 2013 to an estimated 757 total households in 2021, a net decrease of 180 total households or by a percentage decrease of -19.2 percent. For just the City of Elko, the total number of households increased from an estimated 13,287 total households in 2013 to an estimated 14,640 total households in 2021, a net increase of 1,353 total households or by 10.2 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 589 total households in 2021, a net decrease of 211 total households or by a percentage decrease of -26.4 percent. For just the City of West Wendover, the total number of households increased significantly between 2013 and 2021, increasing from an estimated 1,362 total households in 2013 to an estimated 1,845 total households in 2021, a net increase of 483 total households or by 35.5 percent.

For all of Eureka County, the total number of households decreased between 2013 and 2021, decreasing from 733 total households in 2013 to 555 total households in 2021, a net decrease of 178 total households or by -24.3 percent while the total number of households for just the town of Eureka decreased significantly from 504 total households in 2013 to 274 total households in 2021, a net decrease of 230 total households or by -45.6 percent. For all of Lander County, the total number of households increased between 2013 and 2021, increasing from an estimated 2,010 total households in 2013 to an estimated 2,298 total households in 2021, a net increase of 288 total households or by 14.3 percent. For just the town of Austin, the total number of households decreased from an estimated 207 total households in 2013 to an estimated 157 total households in 2021, a net decrease of 50 total households or by -24.2 percent while the total number of households for just the town of Battle Mountain increased significantly from an estimated 1,803 total households in 2013 to an estimated 2,141 total households in 2021, a net increase of 338 total households or by 18.7 percent.

Between 2013 and 2021, the total number of households for all of White Pine County increased from an estimated 3,357 total households in 2013 to an estimated 3,482 total households in 2021, a net increase of 125 total households or by 3.7 percent. For just the City of Ely, the total number of households also increased between 2013 and 2021, increasing from an estimated 2,155 total households in 2013 to an estimated 2,478 total households in 2021, a net increase of 323 total households or by 15.0 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 1.14 million total households in 2021, a net increase of 142,936 total households or by 14.3 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 124.01 million total households in 2021, a net increase of 8.4 million total households or by a percentage increase of 7.3 percent.

2.2.d Average Household Size

Table 2.5 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 2021. Elko County and the City of Elko are highlighted.

For all of Elko County, the estimated average household size increased from an estimated 2.80 people per household in 2013 to an estimated 2.82 people per household in 2021, a net increase of 0.02 people per household or by 0.7 percent. For just the City of Carlin, the estimated average household size increased from an estimated 2.70 people per household in 2013 to an estimated 2.80 people per household in 2021, a net increase of 0.10 people per household or by 3.7 percent, while the estimated average household size for the City of Elko increased from an estimated 2.81 people per household in 2013 to an estimated 2.86 people per household in 2021, a net increase of 0.05 people per household or by 1.8 percent. For the City of Wells, the estimated average household size increased from an estimated 2.34 people per household in 2013 to an estimated 3.34 people per household in 2021, a net increase of 0.70 people per household or by 29.9 percent while the average household size for the City of West Wendover decreased from an

estimated 3.26 people per household in 2013 to an estimated 2.45 people per household in 2021, a net decrease of 0.81 people per household or by -24.8 percent.

Table 2.5 – Average Household Size				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2021	2013-2021 Actual Change	2013-2021 Percent Change
Elko County	2.80	2.82	0.02	0.7%
Carlin	2.70	2.80	0.10	3.7%
Elko	2.81	2.86	0.05	1.8%
Wells	2.34	3.04	0.70	29.9%
West Wendover	3.26	2.45	-0.81	-24.8%
Eureka County	2.43	2.88	0.45	18.5%
Eureka	2.61	3.78	1.17	44.8%
Lander County	2.87	2.47	-0.40	-13.9%
Austin	2.78	1.61	-1.17	-42.1%
Battle Mountain	2.88	2.54	-0.34	-11.8%
White Pine County	2.74	2.19	-0.55	-20.1%
Ely	2.60	2.22	-0.38	-14.6%
State of Nevada	2.70	2.65	-0.05	-1.9%
United States	2.63	2.60	-0.03	-1.1%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2021

Between 2013 and 2021, the estimated average household size increased from an estimated 2.43 people per household in 2013 to an estimated 2.88 people per household in 2021, a net increase of 0.45 people per household or by 18.5 percent, while the average household size for just the town of Eureka increased significantly, increasing from an estimated 2.61 people per household in 2013 to an estimated 3.78 people per household in 2021, a net increase of 1.17 people per household or by 44.8 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 2.47 people per household in 2021, a net decrease of 0.40 people per household or by -13.9 percent. The average household size for just the town of Austin decreased from an estimated 2.78 people per household in 2013 to an estimated 1.61 people per household in 2021, a net decrease of 1.17 people per household or by -42.1 percent. For just the town of Battle Mountain, the estimated average household size decreased from an estimated 2.88 people per household in 2013 to an estimated 2.54 people per household in 2021, a net decrease of 0.34 people per household or by a percentage decrease of -11.8 percent.

Between 2013 and 2021, 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 2.19 people per household in 2021, a net decrease of 0.55 people per household or by -20.1 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 2.22 people per household in 2021, a net decrease of 0.38

people per household or by a percentage decrease of -11.8 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 2.65 people per household in 2021, a net decrease of just 0.05 people per household or by -1.9 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 2.60 people per household in 2021, a net decrease of just 0.03 people per household or by a percentage decrease of -1.1 percent.

2.2.e Median Household Income

Table 2.6 presents the change in median household income (in 2021 inflation-adjusted dollars) for each county and community within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2021. Elko County and the City of Elko are highlighted.

Table 2.6 – Median Household Income (2021 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2021	2013-2021 Actual Change	2013-2021 Percent Change
Elko County	\$70,238	\$82,462	\$12,224	17.4%
Carlin	\$69,107	\$72,734	\$3,627	5.2%
Elko	\$75,989	\$91,315	\$15,326	20.2%
Wells	\$46,875	\$54,375	\$7,500	16.0%
West Wendover	\$37,740	\$54,075	\$16,335	43.3%
Eureka County	\$64,632	\$68,307	\$3,675	5.7%
Eureka	\$50,268	\$82,917	\$32,649	64.9%
Lander County	\$72,742	\$92,543	\$19,801	27.2%
Austin	\$43,809	\$26,563	-\$17,246	-39.4%
Battle Mountain	\$76,090	\$93,859	\$17,769	23.4%
White Pine County	\$48,586	\$63,590	\$15,004	30.9%
Ely	\$49,316	\$64,987	\$15,671	31.8%
State of Nevada	\$52,800	\$65,686	\$12,886	24.4%
United States	\$53,046	\$69,021	\$15,975	30.1%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2021

Between 2013 and 2021, the estimated median household income for all Elko County increased from an estimated \$70,238 in 2013 to an estimated \$82,462 in 2021, a net increase of \$12,224 or by 17.4 percent. Over the same 2013 to 2021 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 \$3,627 or by 5.2 percent between 2013 and 2021, increased by an estimated \$15,326 or by a percentage increase of 20.2 percent for the City of Elko, increased by an estimated \$7,500 or by

a percentage increase of 16.0 percent for the City of Wells, and increased significantly by an estimated \$15,335 or by 43.3 percent for the City of West Wendover.

For all of Eureka County, the estimated median household income increased from an estimated \$64,632 in 2013 to an estimated \$68,307 in 2021, a net increase of \$3,675 or by a percentage increase of 5.7 percent while the estimated median household income for just the town of Eureka increased significantly between 2013 and 2021, increasing by an estimated \$32,649 or by a percentage increase of 64.9 percent. For all of Lander County, the estimated median household income increased from an estimated \$72,742 in 2013 to an estimated \$92,543 in 2021, a net increase of \$19,801 or by 27.2 percent. The estimated median household income for the town of Austin decreased from an estimated \$43,809 in 2013 to an estimated \$26,563 in 2021, a net decrease of \$17,246 or by -39.4 percent. The estimated median household income for just the town of Battle Mountain increased between 2013 and 2021, increasing by an estimated \$17,769 or by a percentage increase of 23.4 percent.

Between 2013 and 2021, the estimated median household income for all of White Pine County increased from an estimated \$48,586 in 2013 to an estimated \$63,590 in 2021, a net increase of \$15,004 or by an estimated 30.9 percent. For just the City of Ely, the estimated median household income also increased between 2013 and 2021, increasing by an estimated \$15,671 or by a percentage increase of 31.8 percent. Statewide, the estimated median household income for the entire state of Nevada increased from an estimated \$52,800 in 2013 to an estimated \$65,686 in 2021, a net increase of \$12,886 or by a percentage increase of 24.4 percent. Nationwide, the estimated median household income for the entire United States increased from an estimated \$53,046 in 2013 to an estimated \$69,021 in 2021, a net increase of \$15,975 or by a percentage increase of 30.1 percent.

2.2.f Median Family Income

Table 2.7 presents the change in median family income (in 2021 inflation-adjusted dollars) for each county and community within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2021. Elko County and the City of Elko are highlighted.

Between 2013 and 2021, median family income for all of Elko County increased from an estimated \$75,231 in 2013 to an estimated \$95,153 in 2021, a net increase of \$19,922 or by 26.5 percent. Median family income for just the City of Carlin increased by an estimated \$15,395 or by 20.5 percent between 2013 and 2021, increased by an estimated \$16,217 or by 19.2 percent for the City of Elko, increased by an estimated \$16,110 or by 29.0 percent for the City of Wells, and increased very significantly by an estimated \$44,502 or by 108.0 percent for the City of West Wendover. For just Eureka County, median family income decreased between 2013 and 2021, decreasing from an estimated \$94,648 in 2013 to an estimated \$69,271 in 2021, a net decrease of \$25,377 or by a percentage decrease of -26.8 percent. For just the town of Eureka, median family income increased significantly from an estimated \$64,853 in 2013 to an estimated \$86,250 in 2021, a net increase of \$21,397 or by 33.0 percent.

Table 2.7 – Median Family Income (2021 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2021	2013-2021 Actual Change	2013-2021 Percent Change
Elko County	\$75,231	\$95,153	\$19,922	26.5%
Carlin	\$75,046	\$90,441	\$15,395	20.5%
Elko	\$84,458	\$100,675	\$16,217	19.2%
Wells	\$55,500	\$71,610	\$16,110	29.0%
West Wendover	\$41,208	\$85,710	\$44,502	108.0%
Eureka County	\$94,648	\$69,271	-\$25,377	-26.8%
Eureka	\$64,853	\$86,250	\$21,397	33.0%
Lander County	\$75,857	\$94,475	\$18,618	24.5%
Austin	\$60,278	NA	NA	NA
Battle Mountain	\$80,313	\$94,503	\$14,190	17.7%
White Pine County	\$63,982	\$83,529	\$19,547	30.6%
Ely	\$63,459	\$86,865	\$23,406	36.9%
State of Nevada	\$61,359	\$78,456	\$17,097	27.9%
United States	\$64,719	\$85,028	\$20,309	31.4%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2021

For all of Lander County, median family income increased significantly between 2013 and 2021, increasing from an estimated \$75,857 in 2013 to an estimated \$94,475 in 2021, a net increase of \$18,618 or by 24.5 percent. While median family income was unavailable for the town of Austin in 2021, the 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 \$14,190 or by 17.7 percent between 2013 and 2021. For all of White Pine County, median family income increased from an estimated \$63,982 in 2013 to an estimated \$83,529 in 2021, a net increase of \$19,547 or by 30.6 percent and, for the City of Ely, median family income increased from an estimated \$63,459 in 2013 to an estimated \$86,865 in 2021, a net increase of \$23,406 or by 36.9 percent.

Comparatively, median family income for the entire state of Nevada increased from an estimated \$61,359 in 2013 to an estimated \$78,456 in 2021, a net increase of \$17,097 or by 27.9 percent. Nationwide, median family income for the entire United States increased from an estimated \$64,719 in 2013 to an estimated \$85,028 in 2021, a net increase of \$20,309 or by 31.4 percent.

2.2.g Per Capita (Mean) Income

Table 2.8 presents the change in per capita income (in 2021 inflation-adjusted dollars) for each county and community within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2021. Elko County and the City of Elko are highlighted.

Between 2013 and 2021, per capita income for all of Elko County increased significantly from an estimated \$28,358 in 2013 to an estimated \$36,273 in 2021, a net increase of \$7,915 or by 27.9 percent. For just the City of Carlin, per capita income increased by an estimated \$1,357 or by 4.6 percent between 2013 and 2021, increased by an estimated \$7,265 or by 23.4 percent for the City of Elko, increased slightly by an estimated \$408 or by 1.7 percent for the City of Wells, and increased dramatically by an estimated \$15,333 or by 102.3 percent for the City of West Wendover. For all of Eureka County, per capita income decreased from an estimated \$28,056 in 2013 to an estimated \$26,632 in 2021, a net decrease of \$1,613 or by 5.7 percent and, for just the town of Eureka, per capita income decreased from an estimated \$24,700 in 2013 to an estimated \$23,657 in 2021, a net decrease of \$1,043 or by -4.2 percent.

Table 2.8 – Per Capita (Mean) Income, Individuals (2021 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2021	2013-2021 Actual Change	2013-2021 Percent Change
Elko County	\$28,358	\$36,273	\$7,915	27.9%
Carlin	\$29,339	\$30,696	\$1,357	4.6%
Elko	\$31,042	\$38,307	\$7,265	23.4%
Wells	\$23,401	\$23,809	\$408	1.7%
West Wendover	\$14,982	\$30,315	\$15,333	102.3%
Eureka County	\$28,056	\$26,443	-\$1,613	-5.7%
Eureka	\$24,700	\$23,657	-\$1,043	-4.2%
Lander County	\$29,800	\$38,632	\$8,832	29.6%
Austin	\$17,523	\$22,983	\$5,460	31.2%
Battle Mountain	\$31,153	\$39,370	\$8,217	26.4%
White Pine County	\$24,435	\$30,626	\$6,191	25.3%
Ely	\$28,226	\$34,306	\$6,080	21.5%
State of Nevada	\$26,589	\$34,621	\$8,032	30.2%
United States	\$28,155	\$37,638	\$9,483	33.7%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2021

For all of Lander County, per capita income increased from an estimated \$29,800 in 2013 to an estimated \$38,632 in 2021, a net increase of \$8,832 or by 29.6 percent. For the town of Austin, the estimated per capita income increased by an estimated \$5,460 or 31.2 percent and increased for the town of Battle Mountain by an estimated \$8,217 or by 26.4 percent between 2013 and 2021. For all of White Pine County, per capita income increased from an estimated \$24,435 in 2013 to an estimated \$30,626 in 2021, a net increase of \$6,191 or by 25.3 percent and increased for the City of Ely from an estimated \$28,226 in 2013 to an estimated \$34,306 in 2021, a net increase of \$6,080 or by a percentage increase of 21.5 percent.

Statewide, per capita income for the entire state of Nevada increased from an estimated \$26,589 in 2013 to an estimated \$34,621 in 2021, a net increase of \$8,032 or by an estimated 30.2 percent. Nationwide, per capita income for the entire United States increased from an estimated

\$28,155 in 2013 to an estimated \$37,638 in 2021, a net increase of \$9,483 or by an estimated 33.7 percent.

2.2.h Percent of Total Population Living Below the Poverty Line

Table 2.9 presents the change in the percentage of total population living below the poverty line for each county and community within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2021. Elko County and the City of Elko are highlighted.

Table 2.9 – Percent of Total Population Living Below the Poverty Line Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2021	2013-2021 Actual Change	2013-2021 Percent Change
Elko County	8.8%	11.6%	2.8%	31.8%
Carlin	5.9%	7.4%	1.5%	25.4%
Elko	6.3%	9.9%	3.6%	57.1%
Wells	7.9%	31.0%	23.1%	292.4%
West Wendover	24.8%	14.3%	-10.5%	-42.3%
Eureka County	13.9%	18.3%	4.4%	31.7%
Eureka	16.9%	21.9%	5.0%	29.6%
Lander County	9.3%	10.9%	1.6%	17.2%
Austin	15.2%	15.1%	-0.1%	-0.7%
Battle Mountain	8.7%	10.7%	2.0%	23.0%
White Pine County	12.9%	11.1%	-1.8%	-14.0%
Ely	11.2%	11.5%	0.3%	2.7%
State of Nevada	15.0%	12.9%	-2.1%	-14.0%
United States	15.4%	12.6%	-2.8%	-18.2%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2021

Between 2013 and 2021, 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 11.6 percent in 2021, a net increase of 2.8 percent or by a percentage increase of 31.8 percent. For just the City of Carlin, the percentage of total population living below the poverty line increased between 2013 and 2021, increasing by a net 1.5 percent or by a percentage increase of 25.4 percent, increased for the City of Elko by a net 3.6 percent or by a percentage increase of 57.1 percent, increased significantly for the City of Wells by a net 23.1 percent or by a percentage increase of 292.4 percent, and decreased for the City of West Wendover by a net 10.5 percent or by a percentage decrease of -42.3 percent. The percentage of total population living below the poverty line for all of Eureka County increased between 2013 and 2021, increasing from an estimated 13.9 percent in 2013 to an estimated 18.3 percent in 2021, a net increase of 4.4 percent or by a percentage increase of 31.7 percent, and increased by an estimated 5.0 percent or by a percentage increase of 29.6 percent for just the town of Eureka between 2013 and 2021.

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 18.3 percent in 2021, a net increase of 1.6 percent or by a percentage increase of 17.2 percent. The percentage of total population living below the poverty line for the town of Austin decreased from an estimated 15.2 percent in 2013 to an estimated 15.1 percent in 2021, a net decrease of 0.1 percent or by a percentage decrease of -0.7 percent. The percentage of total population living below the poverty line for just the town of Battle Mountain increased by an estimated 2.0 percent or by a percentage increase of 23.0 percent between 2013 and 2021. Between 2013 and 2021, the percentage of total population living below the poverty line for all White Pine County decreased from an estimated 12.9 percent in 2013 to an estimated 11.1 percent in 2021, a net decrease of 1.8 percent or by a percentage decrease of -14.0 percent, and increased for just the City of Ely between 2013 and 2021, increasing by a net 0.3 percent or by a percentage increase of 2.7 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 12.9 percent in 2021, a net decrease of 2.1 percent or by a percentage decrease of -14.0 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 12.6 percent in 2021, a net decrease of 2.8 percent or by a percentage decrease of -18.2 percent.

2.2.i Civilian Workforce (Individuals 16 Years or Older)

Table 2.10 presents the change in the size of the civilian workforce (individuals aged 16 years or older) for each county and community within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2021. Elko County and the City of Elko are highlighted.

Between 2013 and 2021, the civilian workforce for all of Elko County increased from an estimated 26,271 total individuals in 2013 to an estimated 27,701 in 2021, a net increase of 1,430 total individuals or by 5.4 percent. For just the City of Carlin, the civilian workforce decreased by an estimated 161 total individuals or by a percentage decrease of -12.0 percent between 2013 and 2021, increased by an estimated 1,650 total individuals or by 8.2 percent for just the City of Elko, decreased by an estimated 239 total individuals or by a percentage decrease of -23.8 percent for just the City of Wells, and increased by an estimated 451 total individuals or by 20.9 percent for just the City of West Wendover. For all of Eureka County, the civilian workforce decreased significantly from an estimated 845 total individuals in 2013 to an estimated 587 total individuals in 2021, a net decrease of 258 total individuals or by -30.5 percent and decreased for just the town of Eureka by an estimated 224 total individuals or by a significant -36.5 percent between 2013 and 2021.

For all of Lander County, the civilian workforce increased very slightly between 2013 and 2021, increasing from an estimated 2,830 total individuals in 2013 to an estimated 2,848 total individuals in 2021, a net increase of 18 total individuals or by just 0.6 percent. Between 2013 and 2021, the estimated civilian workforce for the town of Austin decreased by 67 total

individuals or -34.9 percent and increased by an estimated 85 total individuals or by a percentage increase of 3.2 percent for just the town of Battle Mountain. Between 2013 and 2021, the civilian workforce for all of White Pine County decreased from an estimated 4,464 total individuals in 2013 to an estimated 3,688 total individuals in 2021, a net decrease of 776 total individuals or by -17.4 percent and increased by an estimated 108 total individuals or by a percentage increase of 4.0 percent for just the town of Ely between 2013 and 2021.

Table 2.10 – Civilian Workforce (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2021	2013-2021 Actual Change	2013-2021 Percent Change
Elko County	26,271	27,701	1,430	5.4%
Carlin	1,345	1,184	-161	-12.0%
Elko	20,106	21,756	1,650	8.2%
Wells	1,004	765	-239	-23.8%
West Wendover	2,163	2,614	451	20.9%
Eureka County	845	587	-258	-30.5%
Eureka	613	389	-224	-36.5%
Lander County	2,830	2,848	18	0.6%
Austin	192	125	-67	-34.9%
Battle Mountain	2,638	2,723	85	3.2%
White Pine County	4,464	3,688	-776	-17.4%
Ely	2,707	2,815	108	4.0%
State of Nevada	1,404,746	1,538,959	134,213	9.6%
United States	157,113,886	166,672,597	9,558,711	6.1%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2021

The civilian workforce for the entire state of Nevada increased from an estimated 1.40 million total individuals in 2013 to an estimated 1.54 million total individuals in 2021, a net increase of 134,213 total individuals or by 9.6 percent between 2013 and 2021. Nationwide, the civilian workforce for the entire United States increased from an estimated 157.11 million total individuals in 2013 to an estimated 166.67 million total individuals in 2021, a net increase of 9.56 million total individuals or by 6.1 percent.

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

Table 2.11 presents the change in the estimated civilian unemployment rate (individuals aged 16 years or older) for each county and community within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2021. Elko County and the City of Elko are highlighted.

Between 2013 and 2021, the civilian unemployment rate for all of Elko County decreased from an estimated 5.7 percent in 2013 to an estimated 4.6 percent in 2021, a net decrease of 1.1

percent or by a percentage decrease of -19.3 percent. For just the City of Carlin, the civilian unemployment rate decreased by a net 3.3 percent or by a percentage decrease of -31.1 percent between 2013 and 2021, increased by a net 0.2 percent or by a percentage increase of 4.2 percent for just the City of Elko, and decreased significantly by a net 6.2 percent or by a percentage decrease of -83.8 percent for just the City of Wells. The estimated civilian unemployment rate for the City of West Wendover, Eureka County, and the City of Eureka in 2021 was 0.0 percent, a decrease of 7.6 percent, 5.4, percent, and 1.6 percent respectively from 2013.

Table 2.11 – Civilian Unemployment Rate (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2021	2013-2021 Actual Change	2013-2021 Percent Change
Elko County	5.7%	4.6%	-1.1%	-19.3%
Carlin	10.6%	7.3%	-3.3%	-31.1%
Elko	4.8%	5.0%	0.2%	4.2%
Wells	7.4%	1.2%	-6.2%	-83.8%
West Wendover	7.6%	0.0%	-7.6%	-100.0%
Eureka County	5.4%	0.0%	-5.4%	-100.0%
Eureka	1.6%	0.0%	-1.6%	-100.0%
Lander County	11.2%	10.8%	-0.4%	-3.6%
Austin	17.7%	0.0%	-17.7%	-100.0%
Battle Mountain	10.7%	11.3%	0.6%	5.6%
White Pine County	9.9%	3.8%	-6.1%	-61.6%
Ely	8.8%	3.2%	-5.6%	-63.6%
State of Nevada	12.5%	7.1%	-5.4%	-43.2%
United States	9.7%	5.5%	-4.2%	-43.3%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2021

For all of Lander County, the civilian unemployment rate decreased from an estimated 11.2 percent in 2013 to an estimated 10.8 percent in 2021, a net decrease of just 0.4 percent or by a percentage decrease of -3.6 percent. The civilian unemployment rate for the town of Austin was an estimated 0.0 percent in 2021, down from 17.7 percent in 2013. For just the town of Battle Mountain, the civilian unemployment rate increased from an estimated 10.7 percent in 2013 to an estimated 11.3 percent in 2021, a net increase of 0.6 percent or by a percentage increase of 5.6 percent. Between 2013 and 2021, the civilian unemployment rate for all of White Pine County declined from an estimated 9.9 percent in 2013 to an estimated 3.8 percent in 2021, a net decrease of 6.1 percent or by a percentage decrease of -61.6 percent and decreased by a net 5.6 percent or by a percentage decrease of -63.6 percent for just the City of Ely between 2013 and 2021.

For the entire state of Nevada, the civilian unemployment rate declined significantly between 2013 and 2021, declining from an estimated 12.5 percent in 2013 to an estimated 7.1 percent in 2021, a net decrease of 5.4 percent or by a percentage decrease of -43.2 percent. Nationwide, the

civilian unemployment rate for the entire United States decreased significantly between 2013 and 2021, decreasing from an estimated 9.7 percent in 2013 to an estimated 5.5 percent in 2021, a net decrease of 4.2 percent or by a percentage decrease of -43.3 percent.

2.2.k Total Employment by Major Industry Sector

Table 2.12 presents the total number of individuals employed by major industry sector for Elko County, Eureka County, Lander County, White Pine County, for the entire state of Nevada and for the entire United States in 2021. 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 2021, employing an estimated 6,307 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector, employing an estimated 4,125 total individuals; Arts, Entertainment, Recreation, Accommodation and Food Services was the third largest major industry sector, employing an estimated 3,573 total individuals; and Retail Trade was the fourth largest major industry sector for Elko County in 2021, employing an estimated 2,889 total individuals. For Eureka County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2021, employing an estimated 283 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector in Eureka County in 2021, employing an estimated 130 total individuals, and Construction was the third largest major industry sector in Eureka County in 2021, employing an estimated 44 total individuals. Retail Trade was the fourth largest industry, employing an estimated 39 individuals in Eureka County in 2021.

In 2021, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector for Lander County, employing an estimated 960 total individuals, and Educational Services, and Health Care and Social Assistance was the second largest major industry sector, employing an estimated 338 total individuals. Public Administration was the third largest major industry sector in Lander County in 2021, employing an estimated 258 total individuals, and Construction was the fourth largest major industry sector, employing an estimated 244 total individuals. For White Pine County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2021, employing an estimated 707 total individuals, and Arts, Entertainment, Recreation, Accommodation and Food Services was the second largest major industry sector, employing an estimated 584 total individuals in 2021. Educational Services, and Health Care and Social Assistance was the third largest major industry sector in White Pine County in 2021, employing an estimated 562 total individuals, and Public Administration was the fourth largest major industry sector, employing an estimated 416 total individuals in 2021.

Statewide, Arts, Entertainment, Recreation, Accommodation and Food Services was the single largest major industry sector in 2021 for the entire state of Nevada, employing an estimated 310,206 total individuals. Educational Services, and Health Care and Social Assistance was the

second largest major industry sector in 2021 for the entire state of Nevada, employing an estimated 239,111 total individuals, and Professional, Scientific, Management, Administrative Waste Management Services was the third largest major industry sector in 2021 for the entire state of Nevada, employing an estimated 165,311 total individuals. Retail Trade was the fourth largest major industry sector for the entire state of Nevada in 2021, employing an estimated 164,069 total individuals.

Table 2.12 – Civilian Employment (Population 16 Years and Over) Communities within the Northeastern Nevada Regional Development Authority 2021						
Industry Sector	Elko County	Eureka County	Lander County	White Pine County	State of Nevada	United States
Agriculture, Forestry, Fishing and Hunting, and Mining	6,307	283	960	707	19,870	2,614,109
Construction	2,054	44	244	212	106,802	10,717,186
Manufacturing	677	16	81	73	71,225	15,786,008
Wholesale Trade	501	0	58	54	28,386	3,916,817
Retail Trade	2,889	39	113	292	164,069	17,253,259
Transportation and Warehousing, and Utilities	1,261	30	206	257	93,914	8,905,978
Information	212	0	18	17	21,731	3,031,263
Finance and Insurance, and Real Estate and Rental and Leasing	819	0	0	56	82,334	10,483,270
Professional, Scientific, Management, Administrative Waste Management Services	1,430	17	161	160	165,311	18,817,926
Educational Services, and Health Care and Social Assistance	4,125	130	338	562	239,111	36,753,702
Arts, Entertainment, Recreation, Accommodation and Food Services	3,573	5	94	584	310,206	14,346,635
Other Services, Except Public Administration	1,217	17	9	159	65,052	7,485,169
Public Administration	1,353	6	258	416	61,436	7,399,660
Total	26,418	587	2,540	3,549	1,429,447	157,510,982

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2021

For the entire United States, Educational Services, and Health Care and Social Assistance was the single largest major industry sector in 2021, employing an estimated 36.75 million total

individuals. Professional, Scientific, Management, Administrative Waste Management Services was the second largest major industry sector for the entire United States in 2021, employing an estimated 18.81 million total individuals, and Retail Trade was the third largest major industry sector for the entire United States in 2021, employing an estimated 17.25 million total individuals. Manufacturing was the fourth largest major industry sector in 2021 for the entire United States, employing an estimated 15.79 million total individuals.

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

Participants of the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Elko County, the City of Elko, and for the individual communities of Jackpot and Spring Creek, and respondents to the 2022 online survey distributed via Survey Monkey were asked to complete an updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the county, for the city, and for each of the two individual communities. The results of this SWOT analysis are presented in this sub-section. Strengths are defined as characteristics of Elko County, the City of Elko, and of Jackpot and Spring Creek that give the county and each community an economic development advantage over others and weaknesses are defined as characteristics of the community that places it at an economic development competitive disadvantage relative to other communities both within and outside the Northeastern Nevada Regional Development Authority region. Opportunities are elements within the external environment that Elko County, the City of Elko, and the communities of Jackpot and Spring Creek could leverage and threats are elements within the external environment that may derail the economic development efforts of the community over the next five years.

2.3.a Strengths

Figure 2.1 presents a word cloud of the various economic development strengths of Elko County and the City of Elko specifically as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Elko County and for the City of Elko held on October 3, 2022 or responded to the 2022 online survey.

Workshop participants and survey respondents maintained the value of the many community and economic development partners as one of Elko County's and the City of Elko's most important economic development strengths. 2022 survey respondents reiterated the valuable collaborative partnerships between organizations such as Rural Nevada Development Corporation, Nevada Gold Mines, Northeastern Nevada Regional Hospital, Great Basin College, the University of Nevada, Reno and other Nevada System of Higher Education institutions, the Elko County School District, Elko County, the City of Elko, and the Elko Convention and Visitors Authority as a few of the many strategic partners that are working to build community capacity and support economic growth and diversification throughout the county and throughout the region. Workshop participants noted that the collaborative partnerships between these and many other

local and regional organizations and institutions has enabled each partner to leverage scarce resources available to successfully develop and implement community and economic development programs and projects.

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



Some workshop participants highlighted the county and city’s array of physical infrastructure as a primary economic development strength that continues to support the growth of primary industry and occupation sectors and the further diversification of the community’s and county’s existing economic base. Major transportation infrastructure, including an assortment of federal and state interstates and highways, a major railroad corridor, and a major regional airport provide direct access to major urban and metropolitan population and economic centers in northwestern Nevada, southern Idaho, central Utah, and southern Nevada. Both Elko County and the City of Elko continue to invest in the expansion and modernization of existing infrastructure including municipal sewer and water service, the expanded provision and improved reliability of electricity, and expanded broadband and telecommunication infrastructure. Continued development of these critical physical assets supports population and civilian workforce growth within the City of Elko and a wide variety of new business creation and attraction efforts. Workshop participants also highlighted the county and city’s array of public facilities and emergency and first responder services as publicly provided assets that continue to support sustainable community and economic growth.

Workshop participants further noted that Elko County and the City of Elko benefit from being centrally located within the northeastern Nevada region and to a wide array of various natural resources and amenities. These existing natural resources continue to support growth of both the mining and natural resource extraction industry sector and the agricultural industry sector, two sectors that continue to drive employment and new job creation throughout the region. 2022 survey respondents further noted the investment made by mining companies to support the region's community and economic development initiatives. The area's collection of various natural amenities, including outdoor recreational opportunities and assets located throughout the Ruby Mountain range further support continued growth of the outdoor recreation and tourism industry sector, supporting additional new job creation. Workshop participants noted that, despite the impacts of the ongoing COVID-19 global pandemic on various industry and occupation sectors, the mining and natural resource extraction industry sector, the agricultural industry sector, and the outdoor recreation and tourism industry sector experienced net growth over the course of the pandemic. Growth in these sectors has, to a degree, insulated much of Elko County and the City of Elko from the types of economic impacts experienced in other population centers located throughout the state of Nevada.

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

Figure 2.2 presents a word cloud of the various economic development strengths for the community of Jackpot as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Jackpot held on October 3, 2022, or responded to the 2022 online survey.

For the community of Jackpot, workshop participants identified a number of economic development strengths, ranging from the community's existing cultural identity and strong sense of independence to the community's strategic geographic location to the current tourism and hospitality assets present within the community to the area's existing outdoor recreational assets. 2022 workshop participants and survey respondents noted the additional strengths associated

with the airport, golf course, and recreation center, in addition to the several community events held throughout the year. Workshop participants noted that Jackpot has prided itself on being a safe community with a ‘small town’ feel despite the many tourists and visitors who visit Jackpot on an annual basis. People who live and work in Jackpot know each other, support each other, and generally come together to address concerns and challenges that the community may have. Several workshop participants highlighted the volunteer efforts of community members to provide critical support and services to at-risk individuals and population groups throughout the COVID-19 global pandemic. Individuals with mobility concerns, the elderly, and families with young children each benefited from the efforts of community residents to provide check-ins and to assist in food shopping and even childcare for those individuals unable to provide for themselves.

**Figure 2.2 – Economic Development Strengths
Jackpot**



Jackpot is uniquely situated on the border between Nevada and Idaho and is only approximately 47 miles from the Twin Falls, Idaho metropolitan statistical area located north of Jackpot along U.S. Highway 93. In 2019, the total population of the Twin Falls, Idaho metropolitan statistical area was approximately 110,000 total individuals. Jackpot’s proximity to a larger metropolitan statistical area like Twin Falls, Idaho supports a large and robust gaming and hospitality industry sector, one far larger than could typically be supported by a community the size of Jackpot whose total residential population in 2019 was an estimated 1,244 total individuals. The rather large and robust gaming and hospitality industry sector in Jackpot provides individuals living within the community with a stable source of employment and, although these employment

opportunities were temporarily disrupted during the beginning of the COVID-19 global pandemic in the spring of 2020, many of these jobs have returned since the end of state mandated closures and restrictions on capacity.

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

Figure 2.3 presents a word cloud of the various economic development strengths for the community of Spring Creek as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Spring Creek held on October 3, 2022.

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



Top among the many individual economic development strengths identified by workshop participants for the community of Spring Creek was the strong sense of community identity and culture that already exists among community residents and the existing business community. Spring Creek is unique in that, as one large homeowner’s association, each individual property owner and resident has a ‘stake’ in the development and future growth of Spring Creek. People who live in Spring Creek often know each other, work together, and, for the most part, help each other. This intimacy among community residents and even business owners has led to a strong sense of community that ‘feels like a community’ with people who share similar interests and similar desires. Several workshop participants noted that this strong sense of community combined with strong local schools and adequate housing and public amenities has contributed to the community’s appeal to families with children, an observation supported by the median age of Spring Creek. In 2021, the estimated median age of Spring Creek was 33.8 years of age compared to the estimated median age for all of Elko County of 34.9 years of age in 2021.

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

2.2.b Weaknesses

Figure 2.4 presents a word cloud of the various economic development weaknesses of Elko County and for the City of Elko specifically as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Elko County and for the City of Elko held on October 3, 2022 or responded to the 2022 online survey.

A general ‘lack of’ various commercial retail services, expanded physical and mental healthcare services, public transportation options and expanded public infrastructure, and a growing and robust civilian workforce were each identified as primary economic development weaknesses that continue to disrupt and inhibit broader community and economic development efforts for Elko County and for the City of Elko. Workshop participants noted that a general lack of expanded commercial retail options and services often forces individual residents to travel to larger more urban metropolitan population centers in northwestern Nevada, southern Idaho,

Increased public transportation services and continued growth and modernization of the county and city's existing public infrastructure will be needed to support additional population growth and the growth of the community and region's civilian workforce. The City of Elko is the largest population center in northeastern Nevada with an estimated total population of 42,179 total individuals in 2021, accounting for approximately 60.0 percent of northeastern Nevada's total residential population. The City of Elko's residential population grew from an estimated 37,670 total individuals in 2013 to an estimated 42,179 total individuals in 2021, a net increase of 4,509 total individuals or by 12.0 percent, while the City of Elko's civilian workforce increased from an estimated 20,106 total individuals in 2013 to an estimated 21,756 total individuals in 2021, a net increase of 1,650 total individuals or by 8.2 percent. Despite this growth, existing businesses located throughout the City of Elko, throughout Elko County, and throughout the northeastern Nevada region still struggle to find the qualified workers needed to fill the growing number of existing vacant and open positions and new businesses find it difficult to fill new vacant and open positions once a new operation has started. Providing additional public transportation services, continuing to expand and modernize existing infrastructure assets, and continuing to support the growth of the area's public education infrastructure are each needed to support increased sustainable population growth and further growth of the area and region's civilian workforce.

Figure 2.5 presents a word cloud of the various economic development weaknesses for the community of Jackpot as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Jackpot held on October 3, 2022 or responded to the 2022 online survey.

A declining population and a lack of both basic and expanded commercial retail services and options were identified by workshop participants as the two primary economic development weaknesses for the community of Jackpot. Between 2013 and 2021, Jackpot's residential population declined from an estimated 1,326 total individuals in 2013 to an estimated 1,130 total individuals in 2019, a net decrease of 192 total individuals or by a percentage decrease of -14.8 percent. Reversing this population decline will require increased investment in critical areas including the revitalization and improvement of the community's existing housing stock, improved community amenities including new parks and public open spaces, improved public education facilities, and improved critical public infrastructure. 2022 participants added that being surrounded by federally owned land, and thus undevelopable, has limited the community's capacity for traditional housing development. The community will need to turn to higher density housing and infill until adjacent land can be acquired.

Addressing the general lack of basic and more advanced healthcare services and supporting new business creation and attraction efforts in the commercial retail sector will also be necessary to attract a younger demographic to Jackpot, as both residents and as visitors. Attracting a younger demographic will also enable the community to address the community's limited civilian workforce. Many of the larger hotel and casino properties with existing operations in Jackpot already provide 'company housing' in order to attract the workers necessary to sustain existing

be addressed as part of any future Main Street program. Finally, 2022 participants added that, while the community is small and well networked, Jackpot lacks a local broadband communication method, either via television or radio, to broadcast emergencies to residents. Investment in an SMS emergency broadcast system could more seamlessly and equitably inform residents of emergencies.

Figure 2.6 presents a word cloud of the various economic development weaknesses for the community of Spring Creek as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Spring Creek held on October 3, 2022.

**Figure 2.6 – Economic Development Weaknesses
Spring Creek**



The growing need to improve and modernize the existing physical infrastructure within the community was the primary economic development weaknesses impeding future sustainable community and economic development growth for Spring Creek as identified by workshop participants. Improved transportation infrastructure, including needed improvements to Nevada State Highway 227 and Nevada State Highway 228 and to various collector and arterial roadways within the community, improved broadband and telecommunication infrastructure, improved municipal sewer and water services when and where practical, and improved electricity and power distribution infrastructure were a few of the specific infrastructure needs that must be addressed in order to support additional but sustainable community and economic growth. Related to these infrastructure deficiencies is the lack of financial resources needed to

fund the infrastructure improvements that will be necessary to support sustainable population and economic growth in the future. As a homeowner’s association, Spring Creek lacks the financial advantages that benefit Elko County, established municipalities like the City of Elko, and other public entities. Spring Creek does not have the ability to levy and collect property taxes and sales and use taxes, as a municipality or county do, to fund public services and public infrastructure. Workshop participants noted that developing a comprehensive plan to address the financing and infrastructure development needs of the community is needed to support future new business creation and attraction strategies and existing business retention and expansion efforts.

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

2.2.c Opportunities

Figure 2.7 presents a word cloud of the various economic development opportunities for Elko County and for the City of Elko specifically as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Elko County and for the City of Elko held on October 3, 2022 or responded to the 2022 online survey.

Economic development opportunities for Elko County and for the City of Elko specifically, as identified by workshop participants, ranged from taking increased advantage of the area and region’s various outdoor recreation and visitor amenities and assets to increased collaboration and engagement with other local governments and public sector agencies within the northeastern Nevada region to opportunities for increased state and federal government funding. Workshop participants noted that, despite national and global disruption to visitor and tourist activity over the past year since the beginning of the ongoing COVID-19 global pandemic, demand for and usage of outdoor recreation assets throughout the area and throughout the northeastern Nevada region has increased since the beginning of the pandemic in the spring of 2020. Elko County and the City of Elko’s existing transportation infrastructure and proximity to a number of major outdoor recreation assets in and throughout the northeastern Nevada region has resulted in the

City of Elko becoming a ‘jumping off point’ for outdoor recreation enthusiasts and other visitors and tourists. This increased visibility of the area and region’s outdoor recreation assets is an opportunity to further market Elko County, the City of Elko, and the entire northeastern Nevada region as national and international destinations for outdoor recreation and tourism activities. Sustainably improving access and capacity of the area and region’s various outdoor recreation amenities could lead to a longer-term increase in the area and region’s outdoor recreation sector and increased visitor and outdoor recreation enthusiast travel to the area could support other economic diversification efforts in a variety of related and unrelated sectors.

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



While maintaining community-level independence and the region’s ‘small town’ and ‘rural’ identity and heritage remains an important part of the current five-year Comprehensive Economic Development Strategy, workshop participants stressed the importance of building greater regional collaborations and partnerships between the region’s various public sector and non-profit organizations. Since the beginning of the COVID-19 global pandemic in the spring of 2020, workshop participants highlighted many underlying local area and regional deficiencies in the area and region’s public education infrastructure and physical and mental healthcare capacities. Addressing these deficiencies through increased regional collaboration, including the need to systematically address ongoing housing and workforce shortages, is essential in ensuring the area and region’s longer-term prosperity. Identifying specific needs and individual action plans to address those needs should be done collaboratively and at the regional level with specific actionable items identified for individual communities. From an economic development

perspective, improved public education infrastructure, improved physical and mental healthcare services, improved housing, and development of a robust and highly skilled workforce could result in new job creation and new business creation opportunities in a variety of existing and emerging industry and occupation sectors.

Workshop participants further noted that, as the state and federal government continues to design and implement new state-level and federal-level economic recovery packages, additional state and federal funding may become available to Elko County, the City of Elko, and to other communities located throughout the northeastern Nevada region. New state and federal funding could potentially be used to address a number of critical infrastructure needs locally and within the larger northeastern Nevada region including improved broadband and telecommunication infrastructure, improved highway, arterial, and collector surface roadway infrastructure, new municipal sewer and water services, and increased access to natural gas. State and federal COVID-19 related recovery and resiliency funding might also be used to address the region's need for additional housing, additional educational and workforce development services and programs, and improved and increased access to expanded basic and more advanced physical and mental healthcare services. Workshop participants further noted that pursuing these increased funding opportunities should be done in conjunction with the development of regional plans developed collaboratively among the various local government agencies and organizations operating within the northeastern Nevada region.

Figure 2.8 presents a word cloud of the various economic development opportunities for the community of Jackpot as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Jackpot held on October 3, 2022 or responded to the 2022 online survey.

Many of the specific economic development opportunities for the community of Jackpot as identified by workshop participants focused on increased capitalization of the community's existing 'small town' and 'western rural' identity and heritage, increasing overall access to and capacity of the area's existing outdoor recreation and tourism assets, and making strategic investments in key infrastructure assets needed to support sustainable community and economic growth and diversification. Workshop participants noted that, since the beginning of the ongoing COVID-19 global pandemic in the spring of 2020, there has been an increase in demand among visitors and tourists nationally and globally for outdoor recreation-based activities that appeal to a variety of outdoor recreation enthusiast interests. Increasing access to and the overall capacity of area mountain biking and off-highway vehicle trails, hiking trails, campgrounds, and recreational vehicle sites, and improved regional and national marketing of these assets could significantly increase overall outdoor recreationist and tourist counts for the community. Specifically, 2022 participants noted the opportunity to feature the unique rock formations, motorsports such as desert racing, air races and other related events.

Building this increased outdoor recreationist reputation should also be built around promoting Jackpot's existing 'small town' and 'western rural' heritage through targeted development and revitalization of the community's existing main street with a customized Main Street plan.

Improved streetscaping and improved pedestrian and vehicle safety infrastructure improvements to the stretch of U.S. Highway 93 that runs through Jackpot should be part of a comprehensive new Main Street plan for Jackpot. These targeted infrastructure improvements will, over time, improve the community’s general level of attractiveness to prospective visitors and tourists who want an authentic ‘small town’ and ‘western rural’ experience while also taking advantage of modern amenities and improved outdoor recreation assets and activities.

**Figure 2.8 – Economic Development Opportunities
Jackpot**



More broadly, increased state and federal COVID-19 infrastructure spending could be used to address the lack of capacity that exists in the community’s current stock of physical infrastructure assets. 2022 workshop participants noted there are a number of new businesses that would like to expand to Jackpot if there were contractors available to facilitate the development. Improvements to arterial, collector, and neighborhood surface roadways, increased sewer and water capacity, improved electricity and natural gas access, and increased broadband and telecommunication services are needed to support longer-term and sustainable population growth and continued diversification of the community’s existing economic base through new business creation and attraction efforts and through the continued efforts to retain and expand existing businesses. As part of the state of Nevada’s recently completed State Rail Plan, workshop participants specifically identified new opportunities to improve both freight and passenger rail service to and from Jackpot as a major economic development opportunity for Jackpot. Combined with increased state and federal funding opportunities as part of the state’s and federal government’s COVID-19 economic recovery plans, additional funds may become

available to support the improvements needed to create new freight and passenger rail service to and from Jackpot.

Figure 2.9 presents a word cloud of the various economic development opportunities for the community of Spring Creek as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Spring Creek held on October 3, 2022.

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



Economic development opportunities for the community of Spring Creek for the coming year and for the remainder of the existing five-year strategic planning horizon for the community of Spring Creek, as identified by workshop participants, included continued development and promotion of the area’s collection of outdoor recreation assets and opportunities to increased investment in existing community amenities and services to increased collaboration with Elko County, the City of Elko, and with other local governments within the northeastern Nevada region. As has already been highlighted, Spring Creek is strategically located in Elko County and within the northeastern Nevada region as a primary access point to major outdoor recreation-related assets and activities. With direct access to Lamoille Canyon and to other outdoor recreation along the Ruby Mountain range, Spring Creek could leverage this geographic location by aggressively marketing the community to prospective visitors and outdoor recreation enthusiasts nationally and internationally. Spring Creek is also located adjacent to the City of Elko and could take advantage of the city’s existing major transportation infrastructure,

including its siting along U.S. Interstate 80 and the existence of the Elko Regional Airport, as a way for new visitors and outdoor recreation enthusiasts to travel to the area and take advantage of Spring Creek’s direct access to major local and regional outdoor recreation assets and activities.

Improved collaboration and engagement with Elko County and the City of Elko is becoming increasingly important as the existing homeowner’s association charter for Spring Creek is set to expire within the next several years. This potential expiration in the existing homeowner’s association charter may require a reevaluation of the relationship between Spring Creek, Elko County, and the City of Elko regarding how public services are developed, managed, accessed, and maintained. This potential change in the relationship between Spring Creek, Elko County, and the City of Elko is also an opportunity to address emerging infrastructure concerns and to secure the additional land needed to support residential, commercial, and industrial development. Improved and more diversified transportation infrastructure, new municipal sewer and water service, increased broadband and telecommunication infrastructure, and even the potential development and provision of new natural gas service were a few of the emerging infrastructure issues that could be addressed over the next several years and, depending on how they are resolved, could be addressed in ways that support continued yet sustainable community and economic growth and diversification.

With an estimated total population of 14,967 total individuals in 2021, Spring Creek is one of the region’s largest single population centers. Strategic investments in various community facilities and amenities will be needed as the population continues to change and evolve. New parks and community recreation facilities, improvements to area public schools, and general streetscaping improvements to key commercial corridors were a few of the specific community facility and amenity needs for Spring Creek that workshop participants identified. Planning, development, and funding of these new community facilities and improvements should focus on preserving the community’s existing ‘small town’ and ‘rural’ identity and heritage, while also promoting Spring Creek’s cultural and community identity. Development of a true ‘town center,’ along with other community assets and facilities, is an opportunity to further develop and preserve Spring Creek’s existing culture and community identity and to market the community to future residents and new visitors alike.

2.2.d Threats

Figure 2.10 presents a word cloud of the various economic development threats for Elko County and for the City of Elko specifically as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for Elko County and for the City of Elko held on October 3, 2022.

Many of the individual economic development threats potentially facing Elko County and the City of Elko, as maintained by workshop participants, focused primarily on changing regulatory and policy decision making changes that the state government of the state of Nevada has already made or is currently considering. Redistricting of existing state legislative districts and even federal congressional districts in Nevada resulting from the 2020 U.S. Decennial Census could

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

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

Figure 2.12 presents a word cloud of the various economic development threats for the community of Spring Creek as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the community of Spring Creek held on October 3, 2022.

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

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

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



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

Spring Creek and its existing organizational structure. As a homeowner’s association, the Spring Creek Association and existing property owners and residents will need to decide on how the community will organize and provide critical public services and complete critical public infrastructure improvements in relationship to existing county and city plans.

3.0 Evaluation of the Vision, Goals, and Objectives

This section presents a summary of the evaluation of the existing strategic economic development vision and goals for the City of Elko and the communities of Jackpot and Spring Creek, completed by workshop participants who participated in the October 3, 2022 Comprehensive Economic Development Strategy annual update and evaluation workshop. This section also presents a general overview of the reprioritized goals and objectives for the City of Elko and the communities of Jackpot and Spring Creek for the coming year of implementation.

3.1 Evaluation of the Strategic Economic Development Vision

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

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

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

For just the communities of Jackpot and Spring Creek, the following strategic economic development vision was developed as part of the same five-year Comprehensive Economic Development Strategy for 2020 through 2025 for Elko County, the City of Elko, and for the communities of Jackpot and Spring Creek:

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

As part of the evaluation of this current five-year Comprehensive Economic Development Strategy, workshop participants who participated in the October 3, 2022 annual update and evaluation workshop were asked to evaluate the current strategic economic development vision. Workshop participants resoundingly agreed that the current strategic economic development vision statements for Elko County and the City of Elko, and for the communities of Jackpot and Spring Creek are still relevant and still represent the ‘mountain top’ of what the communities wants to achieve. For Elko County and the City of Elko specifically, workshop participants

agreed that expanding Elko County and the City of Elko's economic profile throughout the western and intermountain western United States by attracting a diverse and professional workforce and by aggressively pursuing implementation of technology and investment was the county and city's primary focus prior to the outbreak of the COVID-19 global pandemic. During the pandemic, preserving key elements of the county and city's cultural identity and heritage and retaining and expanding upon elements of the existing economic base has become a more relevant part of the county and city's economic development vision. However, workshop participants noted that the continued pursuit and implementation of technology and investment designed to drive economic diversification and continued improvement of the existing quality of life within the area and throughout the region are already becoming significantly more relevant.

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

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

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

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

Building increased self-sufficiency and community capacity and addressing critical infrastructure needs should be the primary focus for the community of Jackpot over the next year and for the remainder of the existing five-year strategic economic development planning horizon. New basic and expanded services, such as a Nevada Department of Motor Vehicles service kiosk, additional basic medical and mental healthcare services, expanded educational and workforce

development services, new financial and non-financial small business and entrepreneurial-based start-up services, and even new commercial retail and grocery services were a few of the specific service and resource areas that workshop participants identified for the community of Jackpot. Longer-term, completing necessary infrastructure improvement projects, including expanded sewer and water services, improved transportation infrastructure assets including curb and gutter improvements and general streetscaping improvements on arterial and connector roadways and new pedestrian and vehicle safety improvements for U.S. Highway 93, and the development of a comprehensive land-use and public facility masterplan specific for the community of Jackpot were additional areas of focus identified by workshop participants.

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

3.2 Evaluation of the Strategic Economic Development Goals

In evaluating the current strategic economic development goals, workshop participants who participated in the October 3, 2022 Comprehensive Economic Development Strategy annual update and evaluation workshop for Elko County, the City of Elko, and the communities of Jackpot and Spring Creek, or responded to the 2022 online survey, 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. This sub-section presents a general overview of the evaluation of Elko County, the City of Elko, and the communities of Jackpot and Spring Creek's current strategic economic development goals and objectives.

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

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

Elko County and for the City of Elko were approved as part of the 2021 annual update workshop. These four strategic economic development goals for Elko County and for the City of Elko included:

- **Previous Goal No. 1:** Increase access to reliable Internet (at least 15 BPS consistently) through the recruitment of an additional provider to serve the City of Elko. To bring fiber supported Internet to Elko by December 2020.
- **Previous Goal No. 2:** Formalize and establish a process of collaboration between Spring Creek Association, City of Elko, and Elko County and convene the first meeting by January 30, 2020.
- **Previous Goal No. 3:** Reduce the percentage of population living below the poverty line by 20.0 percent in the City of Elko by July 1, 2024.
- **Previous Goal No. 4:** Increase commercial air service to and from Salt Lake City and Reno by 2025. To have two additional airlines servicing the Elko area with direct flights from and to Reno, Nevada by July 1, 2024.

As part of the annual Comprehensive Economic Development Strategy update and evaluation workshop held on October 3, 2022, and the online survey distributed to stakeholders via Survey Monkey, workshop participants and survey recipients were asked to evaluate each individual goal by answering three separate questions, including: (1) has progress been made in achieving this goal? (2) how relevant is the goal moving forward? and (3) what can be done to make additional progress moving forward? The resulting evaluation of each individual goal was then used to reprioritize the eight existing strategic economic development goals for the coming year.

Regarding **Goal No. 1:** *Increase access to reliable Internet (at least 15 BPS consistently) through the recruitment of an additional provider to serve the City of Elko. To bring fiber supported Internet to Elko by December 2020*, workshop participants and survey respondents were delighted to highlight the progress being made through the Anthem Broadband Digital Transformation Project. This project, funded by Anthem Broadband and Nevada Gold Mines, began construction in 2022 and aims to provide 1GB service to City of Elko businesses and residents. CC Communications also continues to develop their network infrastructure to provide high speed internet to Elko businesses and residents.

For **Goal No. 2:** *Formalize and establish a process of collaboration between Spring Creek Association, City of Elko, and Elko County and convene the first meeting by January 30, 2020*, workshop participants and survey respondents noted progress has stalled. While city and county representatives attempted to schedule time in August 2021, engagement was minimal and a meeting date was never secured. Workshop participants agree this initiative remains important but consider it lowest priority.

Workshop participants cited data to reflect no progress toward **Goal No. 3:** *Reduce the percentage of population living below the poverty line by 20 percent in the City of Elko by July*

1, 2024, and survey respondents agreed. The estimated percentage of individuals in the City of Elko living below the poverty line increased slightly from 9.7 percent in 2017 to 9.9 percent in 2021. Given the small increase under the circumstances of the COVID-19 pandemic, workshop participants anticipate current economic development activity will begin to impact this metric by 2024.

Workshop participants highlighted the significant effort that has been made toward **Goal No. 4: Increase commercial air service to and from Salt Lake City and Reno by 2025. To have two additional airlines servicing the Elko area with direct flights from and to Reno, Nevada by July 1, 2024.** Officials are currently working to establish a regional Air Alliance that can be leveraged to procure and distribute funding to airlines interested in providing service in the Elko area. Several airlines have been approached and some have expressed interest but none have made an official commitment. Efforts continue as this goal remains a high priority for the region.

3.2.b Evaluation of the Current Strategic Goals and Objectives for the Community of Jackpot

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

- **Previous Goal No. 1:** Identify, prioritize, develop and complete needed infrastructure to support selected community and economic development efforts and provide for the necessary financial resources in order to complete selected infrastructure projects.
- **Previous Goal No. 2a:** Increase access to capital for small business development by 3.0 percent by 2022.
- **Previous Goal No. 2b:** Increase affordable housing for middle to low income buyers by 5.0 percent through the use of assistance organization by 2024.
- **Previous Goal No. 3:** Increase overall access to expanded basic and more advanced physical and mental healthcare services for community members within the next four years through active recruitment of potential healthcare providers and by promoting area outdoor and recreational activities and opportunities.

In evaluating **Goal No. 1: Identify, prioritize, develop and complete needed infrastructure to support selected community and economic development efforts and provide for the necessary financial resources in order to complete selected infrastructure projects**, workshop participants noted the community of Jackpot's Master Plans requires updating. Updating the community's master plan will help identify current infrastructure needs. The location of new housing development will also impact progress toward this goal as that will dramatically impact the need

for infrastructure. Participants anticipate this will remain a top priority for the community of Jackpot in 2023.

Workshop participants highlighted several initiatives contributing to the progress of **Goal No. 2a: Increase access to capital for small business development by three percent by 2022.** The Rural Nevada Development Corporation established an office within the Northeastern Nevada Regional Development Authority and continues to support rural business development across the region. The Rural Nevada Development Corporation provides small business loans up to \$250,000 that are available to entrepreneurs living and working in Jackpot. *Launch Rural Nevada*, absorbed by the Northeastern Nevada Regional Development Authority in 2022, provides an opportunity for startups to secure up to \$2,500 in prize money for initial startup costs. While resources have been secured to support **Goal No. 2b: Increase affordable housing for middle to low income buyers by five percent through the use of assistance organization by 2024,** progress remains stalled. A total of \$550,000 of American Rescue Plan Act funds were allocated to incentivize companies to develop housing in Jackpot. However, no responses were received to the Request for Proposals issued by Elko County in August of 2022. Stakeholders have scheduled meetings to determine next steps towards distribution of funds.

While activity has been initiated, no significant progress has been made toward **Goal No. 3: Increase overall access to expanded basic and more advanced physical and mental healthcare services for community members within the next four years through active recruitment of potential healthcare providers and by promoting area outdoor and recreational activities and opportunities.** Discussions with the University of Nevada, Reno Rural Health initiative were conducted to identify solutions but nothing specific was identified in 2022. The clinic in Jackpot is currently open Monday, Tuesday, and Thursday only, with virtual appointments held on Wednesday only. This means there is no medical service available three days each week but basic care, urgent care, and pharmacy services are all needed every day of the week, including weekends. Reviewing Elko County's contract with Nevada Health Centers could address some of these healthcare concerns. Notable progress includes the programs that have been initiated to promote exercise for senior citizens including an 18-hole frisbee golf course and a \$100K donation to complete a walking path with fitness stations.

3.2.c Evaluation of the Current Strategic Goals and Objectives for the Community of Spring Creek

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

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

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- **Previous Goal No. 2:** Increase access to capital for small business development by 3.0 percent by 2022.
 - **Previous Goal No. 3:** The Northeastern Nevada Regional Development Authority will provide population and demographic statistical information to potential healthcare provider to establish a business within four years in Spring Creek.
 - **Previous Goal No. 4:** Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months.
 - **Previous Goal No. 5:** Increase affordable housing for middle to low income buyers by 5.0 percent through the use of assistance organization by 2024.
 - **Previous Goal No. 6:** Grow technical educational programs for current and potential industries by 2024. Identify the technical needs and capacity required to create an educational program with three new industry sectors within one year of adoption of the strategic plan.

After significant progress over the past year, workshop participants marked **Goal No. 1:** *Identify, prioritize, develop and complete needed infrastructure to support selected community and economic development efforts and provide for the necessary financial resources in order to complete selected infrastructure projects, complete.* Elko County received a \$7.0 million Department of Commerce National Telecommunications and Information grant to expand broadband in Spring Creek area. The grant was provided to enhance broadband for 5,568 homes, 169 businesses, and 21 anchor institutions. The Spring Creek Association worked with Anthem Broadband and CC Communications to deploy the funds. Workshop participants also marked **Goal No. 2:** *Increase access to capital for small business development by three percent by 2022, complete.* The Rural Nevada Development Corporation, which provides small business loans up to \$250,000 to eligible Spring Creek entrepreneurs, has established an office within the Northeastern Nevada Regional Development Authority and continues to support rural business development across the region. Also in 2022, the Northeastern Nevada Regional Development Authority assumed control of *Launch Rural Nevada*, a program that provides an opportunity for startups to secure up to \$2,500 in prize money for initial startup costs.

Goal No. 3: *The Northeastern Nevada Regional Development Authority will provide population and demographic statistical information to potential healthcare provider to establish a business within four years in Spring Creek, was also marked complete.* Population and demographic data were sent to various healthcare providers in 2021 in an effort to initiate interest in a new provider moving to the area. Unfortunately, the only response received was from Community Health Centers in Missouri as they were conducting routine review for a facility in the City of Elko. Workshop participants reported no notable progress toward **Goal No. 4:** *Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months* or **Goal No. 5:** *Increase affordable housing for middle to low income buyers by 5 percent through the use of assistance organization by 2024.*

For **Goal No. 6:** *Grow technical educational programs for current and potential industries by 2024. Identify the technical needs and capacity required to create an educational program with three new industry sectors within one year of adoption of the strategic plan,* workshop participants noted the Northeastern Nevada Regional Development Authority has been supporting the establishment of the University of Nevada, Reno Mining Center of Excellence. The center will be located on the Great Basin College campus within the existing National Guard Armory Building. The facility will support research and development, in addition to education and training for students pursuing careers within Nevada's mining industry.

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

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

- **2022-23 Priority Goal No. 1:** Increase commercial air service to and from Salt Lake City and Reno by 2025. To have two additional airlines servicing the Elko area with direct flights from and to Reno, Nevada by July 1, 2024.

As travel restrictions have been lifted and both business and personal travel returns to pre-pandemic levels, workshop participants noted that Elko County, the City of Elko, and the Northeastern Nevada Regional Development Authority, in partnership with the Elko Regional Airport, should immediately pursue expanded air travel between Elko and the two closest metro areas.

- **2022-23 Priority Goal No. 2:** Increase access to reliable Internet (at least 15 BPS consistently) through the recruitment of an additional provider to serve the City of Elko. To bring fiber supported Internet to Elko by December 2020.

Workshop participants universally agreed that increasing overall access to reliable Internet service by developing and completing additional broadband and telecommunication infrastructure should remain a high priority for Elko County, the City of Elko, and for the Northeastern Nevada Regional Development Authority over the next year. Increased access to and overall reliability of Internet and other broadband and telecommunication services throughout Elko County and within the City of Elko is an essential part of both the county and city's efforts to support the growth of existing area and regional industry and occupation sectors and to support the development of new and emerging sectors.

- **2022-23 Priority Goal No. 3:** Reduce the percentage of population living below the poverty line by 20.0 percent in the City of Elko by July 1, 2024.

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

- **2022-23 Priority Goal No. 4:** Formalize and establish a process of collaboration between Spring Creek Association, City of Elko, and Elko County and convene the first meeting by January 30, 2020.

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

For the coming 2022 through 2023 year of continued implementation of the current five-year Comprehensive Economic Development Strategy for Elko County and for the City of Elko, workshop participants agreed to focus on addressing the area's major infrastructure needs. This effort will include continued focus on improving overall access to and reliability of Internet and other broadband and telecommunication infrastructure, addressing the growing infrastructure needs of Spring Creek including the development of new transportation infrastructure assets, improved sewer and water service, and additional broadband and telecommunication

infrastructure specific to Spring Creek, and other critical infrastructure needs that will support additional community and economic development efforts for the remainder of the existing five-year strategic planning horizon. It is often the case that individuals relocate their families to Elko County to work in the mining sector and not enough is done to engage partners and children in the community. Collaboration with mining companies is needed to help Elko County maintain the workforce after individuals have relocated. Affordable housing and a plan to engage the whole family are both important.

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

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

- **2022-23 Priority Goal No. 1:** Identify, prioritize, develop and complete needed infrastructure to support selected community and economic development efforts and provide for the necessary financial resources in order to complete selected infrastructure projects.

As stakeholders have attempted to make progress over the past year, it has become evident that an updated master plan for the community of Jackpot is required in order to implement development. As this foundational infrastructure remains critical to support any other community or economic development, workshop participants maintained this work remains the top priority for the coming year.

- **2022-23 Priority Goal No. 2:** Increase affordable housing for middle to low income buyers by 5.0 percent through the use of assistance organization by 2024.

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

- **2022-23 Priority Goal No. 3:** Increase overall access to expanded basic and more advanced physical and mental healthcare services for community members within the next four years through active recruitment of potential healthcare providers and by promoting area outdoor and recreational activities and opportunities.

The community of Jackpot will work collaboratively with key local, regional, and state government partners to accurately assess existing community physical and mental

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

- **Completed:** Increase access to capital for small business development by 3.0 percent by 2022.

For the coming 2022 through 2023 year of continued implementation of the current five-year Comprehensive Economic Development Strategy specifically for the community of Jackpot, the primary focus will be on comprehensively addressing critical infrastructure issues within the community. Necessary public safety improvements to the portion of U.S. Highway 93 that runs through the community, new streetscape improvements to this stretch of U.S. Highway 93, improved municipal sewer and water services, and the development of additional power and natural gas infrastructure assets will each be pursued over the coming year and for the remainder of the existing five-year strategic planning horizon. Aggressively pursuing new small business and entrepreneurial-based development strategies and assisting existing businesses in their retention and expansion efforts will be pursued alongside the development of new housing and the refurbishment and revitalization of the community's existing housing stock. The development of new and the retention and expansion of existing small businesses and entrepreneurial-based efforts will help close key gaps in the community's economic base and the improvement of the community's housing stock will support sustainable growth in the existing residential population and, subsequently, in the community's existing civilian workforce.

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

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

- **2022-23 Priority Goal No. 1:** Promote a healthy lifestyle. Spring Creek will produce a Facebook page which will provide outdoor and recreational activities within six months.

Improving access to and overall capacity of existing local and regional outdoor recreational assets, coordinating efforts of other local, state, and federal government agencies and organizations to promote and improve existing outdoor recreational assets, and better marketing of these existing assets are specific ways in which Spring Creek and the Spring Creek Association can better promote a healthy lifestyle while also diversifying the community's existing economic base. Targeted new business creation and attraction efforts, including the possibility of successfully recruiting, developing, and

opening a new hotel within the community, will be pursued over the next year and over the remainder of the existing five-year strategic planning horizon as part of a broader effort to build a strong and more diverse outdoor recreation and visitor-based sector within the community.

- **2022-23 Priority Goal No. 2:** Increase affordable housing for middle to low-income buyers by 5 percent through the use of assistance organization by 2024.

The limitation of available undeveloped land within the community of Spring Creek remains a significant barrier in developing additional affordable housing within the community. The lack of local and regional public transportation options and a general unwillingness by developers to develop additional affordable housing are additional barriers that must be addressed at the county and regional level. Workshop participants concluded that the development of additional affordable housing for middle to low-income individuals and buyers should be concentrated in larger population centers within the region that have better access to transportation and the infrastructure to support this type of housing development already exists.

- **2022-23 Priority Goal No. 3:** Grow technical educational programs for current and potential industries by 2024. Identify the technical needs and capacity required to create an educational program with three new industry sectors within one year of adoption of the strategic plan.

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

- **Completed:** Identify, prioritize, develop and complete needed infrastructure to support selected community and economic development efforts and provide for the necessary financial resources in order to complete selected infrastructure projects.
- **Completed:** Increase access to capital for small business development by 3.0 percent by 2022.
- **Completed:** The Northeastern Nevada Regional Development Authority will provide population and demographic statistical information to potential healthcare provider to establish a business within four years in Spring Creek.

For the coming 2022 through 2023 year of continued implementation of the current five-year Comprehensive Economic Development Strategy specifically for the community of Spring

Creek, identification, financing, and completion of critical infrastructure projects will be the primary focus of the Spring Creek Association. As the existing charter for the Spring Creek Association is set to expire in the coming years, the identification, financing, and completion of critical infrastructure projects will be pursued collaboratively with both the City of Elko and Elko County as a potential new governance structure for the community of Spring Creek may be needed. This effort should also include a collaboration to evaluate and update critical parts of the City of Elko's and Elko County's existing comprehensive land use and master plans.

In 2022, the Spring Creek Association began work on the development of a new five-year organizational strategic plan for the Spring Creek Association and, more broadly, for the community of Spring Creek. As part of this new five-year, 2023 through 2028, strategic plan for the Spring Creek Association and for the community of Spring Creek, a series of strategic objectives and priority action items were developed across six separate goal areas including, (1) Community Safety, (2) Programs & Recreation, (3) Availability of Goods & Services, (4) Financial Stability, (5) Infrastructure & Amenities, and (6) Team Spring Creek Association. While the Spring Creek Association will work interdependently with the Northeastern Nevada Regional Development Authority and with other local and regional partners throughout Elko County and throughout the northeastern Nevada region to complete the strategic objectives and priority action items, several of the strategic objectives and priority action items in *Spring Creek Association Goal Area No. 1* Community Safety, *Spring Creek Association Goal Area No. 3* Availability of Goods & Services, and *Spring Creek Association Goal Area No. 5* Infrastructure & Amenities have regional impacts and their completion could further facilitate achievement of specific goals, objectives, and priority action items outlined in the existing five-year, 2020 through 2025, Comprehensive Economic Development Strategy for Elko County, Nevada and for the individual communities of the City of Elko, Jackpot, and Spring Creek. Specific objectives and priority action items in the new five-year organizational strategic plan for the Spring Creek Association and for the community of Spring Creek that have regional significance include:

- ***Spring Creek Association Goal Area No. 1*** Community Safety:
 - Objective No. 3: Review funding opportunities for sidewalks, lighting, etc., through county, state, and federal grants.

- ***Spring Creek Association Goal Area No. 3*** Availability of Goods & Services:
 - Objective No. 1: Complete a comprehensive economic development strategy working with organizations such as the Northeastern Nevada Regional Development Authority.
 - Objective No. 2: Create new opportunities for business and encourage development through zoning ordinance policies and programs.

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- ***Spring Creek Association Goal Area No. 5 Infrastructure & Amenities:***
 - Objective No. 1: Establish a comprehensive road management plan including best practices and a communication plan.
 - Objective No. 2: Develop a municipalities plan including a communication plan for members regarding options for other governing structures.
 - Objective No. 3: Establish a comprehensive water plan to address rate increases, property values, fire hazards, and availability.
 - Objective No. 4: Implement a weed management plan including coordination with outside organizations.
 - Objective No. 5: Asset management plan to include infrastructure issues and concerns with Spring Creek Association owned amenities and properties including greenbelts.

Again, the Spring Creek Association will largely pursue achievement of these goals, objectives, and priority action items interdependently of other local and regional partners. However, these goals, objectives, and priority action items outlined in the new five-year, 2023 through 2028, organizational strategic plan for the Spring Creek Association and for the community of Spring Creek have been incorporated into this annual evaluation of and update to the existing five-year, 2020 through 2025, Comprehensive Economic Development Strategy for Elko County and for the individual communities of the City of Elko, Jackpot, and Spring Creek in order to ensure coordination of activities and targeted strategic investments. In both the short-term and in the long-term, and as the second largest single population center in Elko County and throughout the northeastern Nevada region, the community of Spring Creek is a central driver of local and regional economic activity. Successful achievement of this organizational Spring Creek Association goals and accompanying objectives will continue to support countywide and regional economic growth and, subsequently, continued countywide and regional economic growth will continue to support local community and economic growth throughout Spring Creek.