

**THE 2022 ANNUAL UPDATE TO THE COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY FOR THE CITY OF
CARLIN, PART OF ELKO COUNTY, NEVADA,
2020 THROUGH 2025**



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City of Carlin Comprehensive Economic Development Strategy 2020 through 2025

Economic Development Vision

What We Will Do: The City of Carlin will create, grow and sustain a **thriving** community for our citizens, our families, our children, our businesses, and our visitors.

How We Will Do It: The City of Carlin will build our capacity to support the economic, social, fiscal, and cultural characteristics of our community through business and job and community improvement.

City of Carlin Comprehensive Economic Development Strategy 2020 through 2025

Reprioritized Strategic Economic Development Goals for 2022 through 2023

Existing Goal No. 1a: By FY 2020-21, an attainable funding source will be identified and secured in order to replace and rehabilitate essential infrastructure.

Existing Goal No. 1b: By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements.

Existing Goal No. 2a: By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project.

Existing Goal No. 2b: By July 1, 2023, identify, plan and develop at least one market-rate housing project.

Existing Goal No. 3a: By 2025 develop a framework of incentives to recruit targeted industries.

Existing Goal No. 3b: Develop a Community Development Corporation (CDC) or equivalent economic development organization (Board, Chamber, or Business Association) by July 1, 2025 to recruit targeted businesses.

Existing Goal No. 4: By July 1, 2024, complete at least one tourism-related project and/or initiative.

Existing Goal No. 5: Identify and successfully recruit and open a reputable financial institution with full banking services that would serve Carlin by July 1, 2025.

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 the City of Carlin

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

Over the 2020 and 2021 period, the estimated average civilian unemployment rate for the City of Carlin was an estimated 7.7 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 Carlin was an estimated **2.3 percent greater than the national estimated average**. Based upon this estimate, the City of Carlin **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.

Table 2.1 – Comparison of Unemployment and Per Capita Income City of Carlin and United States 2020 and 2021			
	2020	2021	2020 and 2021 Average
Civilian Unemployment Rate			
City of Carlin	8.0%	7.3%	7.7%
Difference between Carlin and National Estimates	2.6%	1.8%	2.3%
United States National	5.4%	5.5%	5.4%
Per Capita Income			
City of Carlin	\$32,593	\$30,696	\$31,645
Percentage of U.S. National Estimate	92.1%	81.6%	86.7%
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 two-year 2020 and 2021 period, the estimated average per capita income for the City of Carlin was an estimated \$31,645. 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 Carlin was an estimated **86.7 percent of the national average**. Based upon this estimate, the City of Carlin **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 the City of Carlin, 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 a growing need to address ongoing population and civilian workforce decline, an increase in the proportion of individuals living below the poverty line, 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. The community of Carlin is highlighted.

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.

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

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. The community of Carlin is 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.

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

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.

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. The community of Carlin is highlighted.

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.

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 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. The community of Carlin is highlighted.

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

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.

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. The community of Carlin is highlighted.

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.

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 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. The community of Carlin is 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. The community of Carlin is highlighted.

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

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.

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. The community of Carlin is highlighted.

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.

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

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. The community of Carlin is 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.

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

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.

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. The community of Carlin is highlighted.

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

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.

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.

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

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.

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

Three of the four survey respondents completed an updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the City of Carlin via the online Survey Monkey form. The results of this SWOT analysis are presented in this sub-section. Strengths are defined as characteristics of the City of Carlin that gives the community an economic development advantage over others and weaknesses are defined as characteristics of the community that place it at an economic development competitive disadvantage relative to other communities both within and outside the Northeastern Nevada Regional Development Authority region. Opportunities are elements within the external environment that the City of Carlin could potentially take advantage of, and threats are elements within the external environment that may derail the economic development efforts of the community over the next five years.

2.3.a Strengths

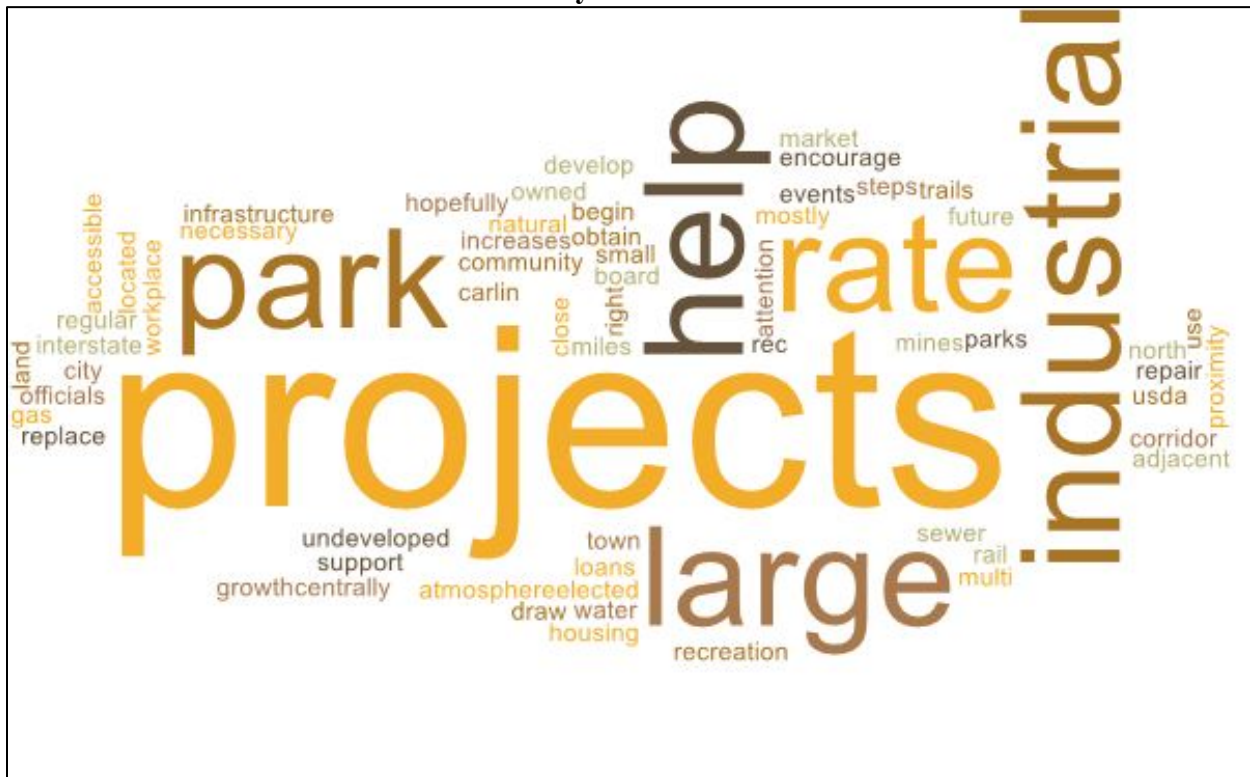
Figure 2.1 presents a word cloud of the various economic development strengths of the City of Carlin as identified by feedback from survey respondents of the 2022 annual update of the current five-year Comprehensive Economic Development Strategy for the City of Carlin.

Survey respondents highlighted a number of organizational and community economic development strengths that the city government and the community continue to use in the implementation of the current five-year Comprehensive Economic Development Strategy for the City of Carlin. Most notably, the city's geographic location, being strategically situated along the U.S. Interstate 80 corridor and being almost exactly halfway between two major urban and

metropolitan population centers, including the Reno-Sparks metropolitan statistical area located approximately 270 miles to the west of Carlin along U.S. Interstate 80 and the Salt Lake City metropolitan statistical area located approximately 250 miles to the east of Carlin along U.S. Interstate 80, is a major economic development strength that the City of Carlin and the Northeastern Nevada Regional Development Authority continue to use as part of their larger new business creation and attraction strategy. This strategic geographic location makes Carlin an ideal location for new business creation and attraction efforts in a variety of specific industry and occupation sectors ranging from warehousing and logistics to tourism and hospitality.

Several respondents cited availability at the large industrial park as a major strength. The Carlin Industrial Park located just north of Interstate 80, is approximately 1 mile from the Union Pacific Railway. There are currently 5 187-acre parcels of developed park and 15 75-acre parcels of undeveloped land available. The developed park is already equipped with power at very competitive rates, water, sewer, fire protection, and natural gas. The recent support of the City of Carlin Council for local incentives will make the region even more attractive to companies looking to relocate.

**Figure 2.1 – Economic Development Strengths
City of Carlin**



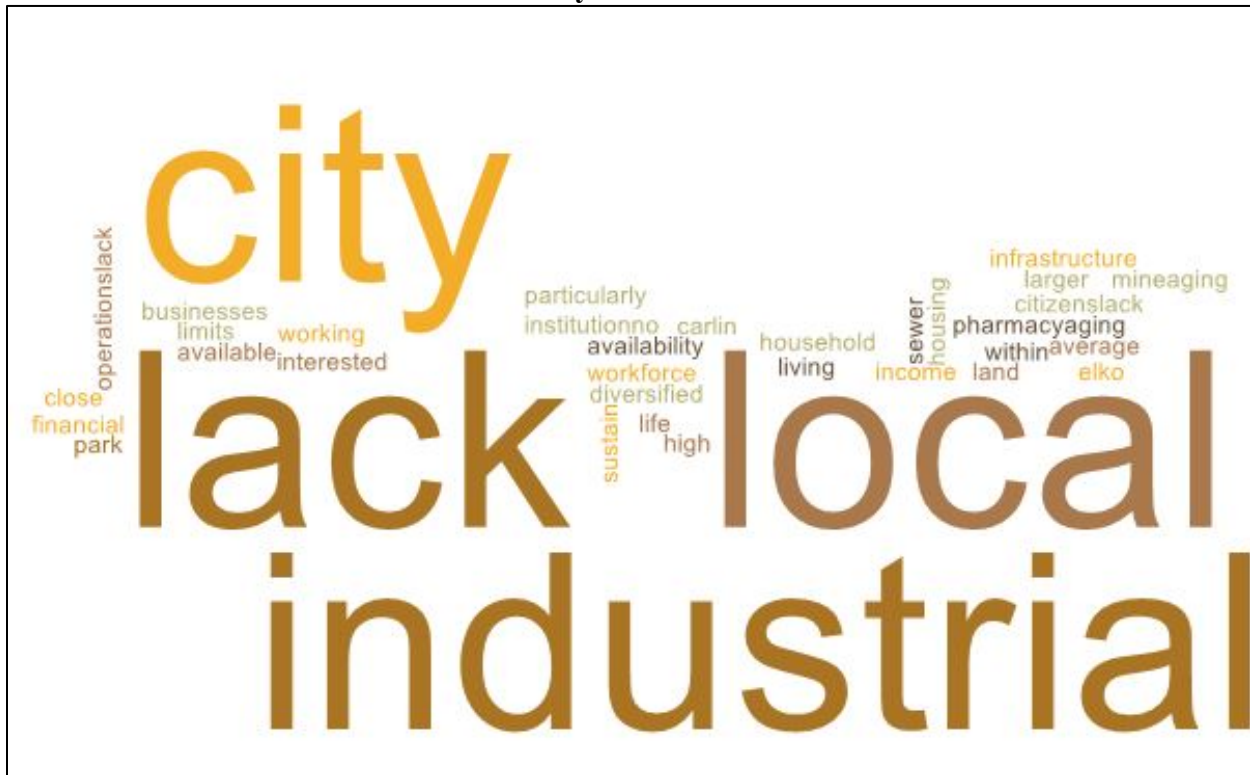
The tight-knit, small community atmosphere with regular events such as the local rodeo at the new equestrian park and chili cook-off were cited as strengths for the town as was the availability of land for recreational development. Respondents further highlighted the City of Carlin’s existing elected officials’ support for continued development of critical infrastructure and the pursual of local tax levies and federal funding to bring projects to fruition.

Continued focus on more general community development efforts, including the revitalization and improvement of the community’s existing housing stock along with new housing development designed to attract and support a younger demographic, will continue to improve the overall desirability of the community and enable the City of Carlin to arrest continued decline in the community’s population and civilian workforce levels.

2.3.b Weaknesses

Figure 2.2 presents a word cloud of the various economic development weaknesses of the City of Carlin as identified by feedback from survey respondents of the 2022 annual update of the current five-year Comprehensive Economic Development Strategy for the City of Carlin.

**Figure 2.2 – Economic Development Weaknesses
City of Carlin**



Survey respondents noted several specific economic development weaknesses that were similar to the initial economic development weaknesses identified during the creation of the current five-year Comprehensive Economic Development Strategy in 2019. Among some of the more common economic development weaknesses, workshop participants noted a general ‘lack of’ primary services and retail options in the community that continue to inhibit general community and economic development efforts. The lack of a bank or other similar financial institution, the lack of a pharmacy, the lack of basic and more advanced healthcare services, and improved municipal water and sewer services were a few of the specific areas that survey respondents identified as primary economic development weaknesses. Respondents also noted that the

limited available land within the City limits of Carlin could make it difficult to attract new industries. These specific ‘lack of’ weaknesses will need to be addressed in conjunction with improving the community’s overall housing stock in order to successfully and sustainably grow the population base and the community’s civilian workforce.

As was noted by workshop participants in 2021, respondents to the 2022 survey noted that many of the people that live in Carlin commute daily for work to Elko, the region’s single largest population center located only 20 miles to the east of Carlin along U.S. Interstate 80. Much of the per capita and household income earned by individuals and households living in Carlin is captured by retailers and entertainment providers in Elko and in other larger more urban metropolitan population centers located in southern Idaho and central Utah because of this live-work commuting pattern. Closing key gaps in the community’s existing retail and entertainment sector will capture these lost income dollars and could support the community’s existing new business creation and attraction efforts and existing business retention and expansion efforts. Improvement of the community’s existing housing stock coupled with new housing development is a related critical step that will be needed in order to reverse the continued decline in the community’s total population and existing civilian workforce. Finally, respondents noted a general skepticism of citizens with regards to addressing and correcting some of the most major weaknesses limiting economic development.

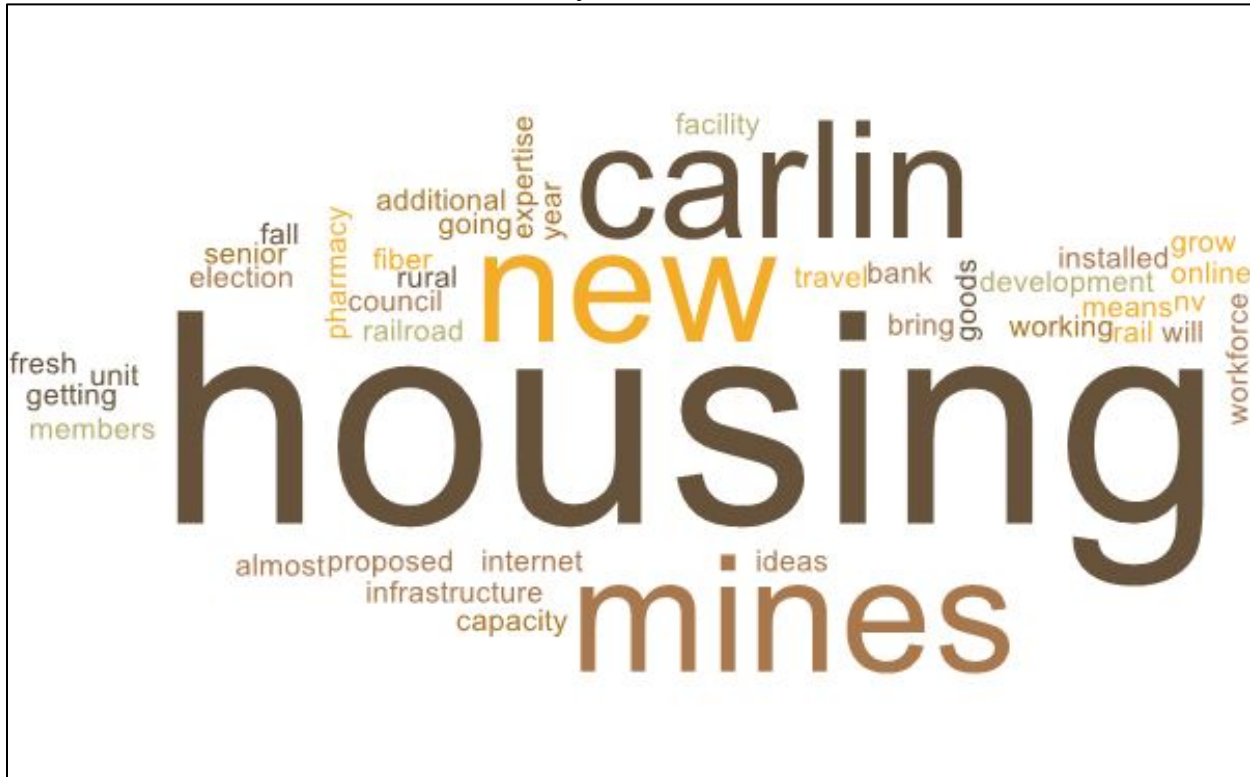
2.3.c Opportunities

Figure 2.3 presents a word cloud of the various economic development opportunities of the City of Carlin as identified by feedback from survey respondents of the 2022 annual update of the current five-year Comprehensive Economic Development Strategy for the City of Carlin.

Many of the specific economic development opportunities for the City of Carlin for the coming year, as identified by survey respondents, focused on efforts that are already underway and being pursued by the City of Carlin and its various regional and state partners in order to improve failing and outdated infrastructure. Fiber internet is currently being installed and will reach almost all of Carlin by the end of the 2022 calendar year. Nevada Rural Housing Authority has proposed construction of a 14-18-unit senior housing facility in Carlin and water and sewer infrastructure will be updated between 2023 and 2026 with the capacity to sustain this and additional growth.

Continued targeting of key supply and value chain opportunities in the mining and natural resource industry sector, coupled with targeted new business creation and attraction efforts in related industry and occupation sectors including warehousing and logistics, will enable Carlin to take advantage of its major economic development strengths including its strategic location along U.S. Interstate 80 and along a major railroad corridor. Other identified opportunities related to leveraging activity at nearby mines include building workforce housing for the mining workforce and working with the railroad companies to bring supplies from Carlin to nearby mines. Establishing fundamental institutions such as a bank and a pharmacy could also make Carlin an important stop for the nearby mining workforce. Finally, it was mentioned that 2022 is an election year which could bring new City Council members to the table with fresh ideas and expertise.

**Figure 2.3 – Economic Development Opportunities
City of Carlin**



2.3.d Threats

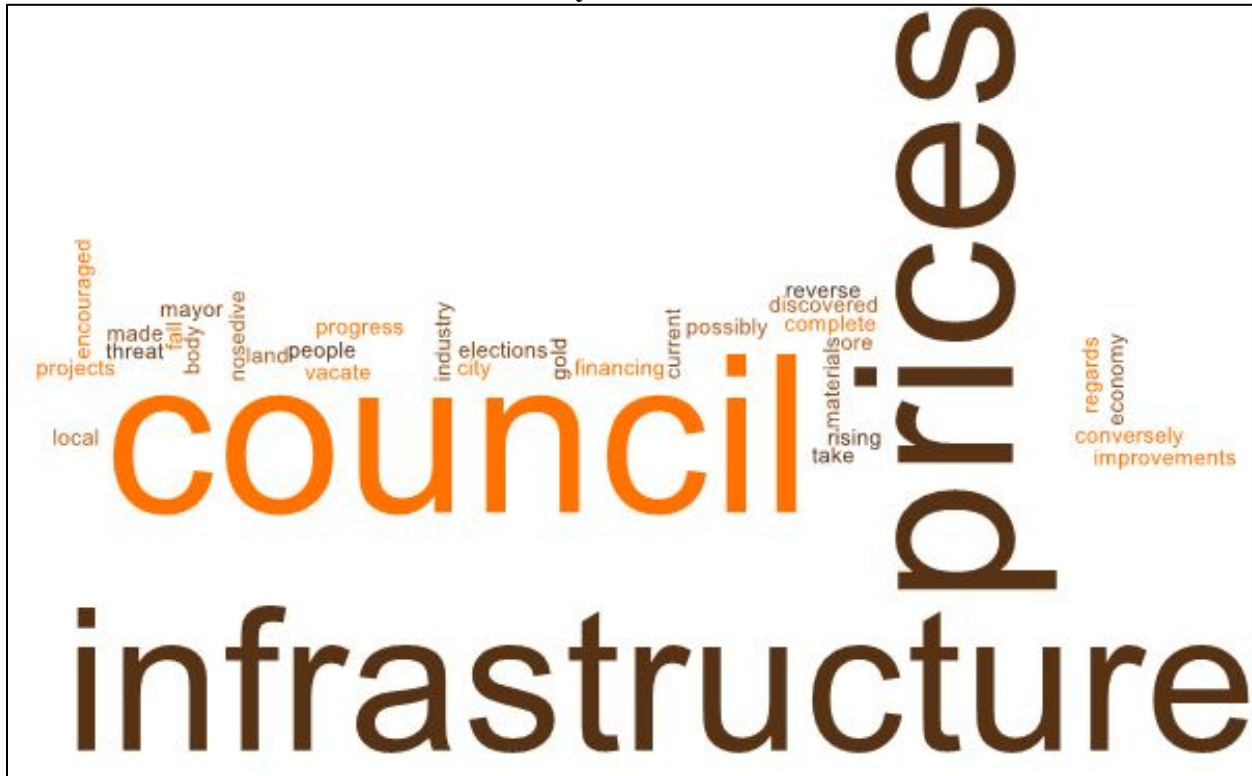
Figure 2.4 presents a word cloud of the various economic development threats of the City of Carlin as identified by feedback from survey respondents of the 2022 annual update of the current five-year Comprehensive Economic Development Strategy for the City of Carlin.

Survey respondents noted several existential threats related to the mining and natural resource extraction industry sector which has and continues to remain a central driver of economic activity at both the local community level and at the larger regional level for the entire northeastern Nevada region. As the community’s existing economic base is still highly dependent on mining and natural resource extraction and as the City of Carlin largely depends on net proceeds revenue generated from local and regional mining activities, a sustained drop in the value of gold could result in reduced mining and natural resource extraction activities in the area and in locally collected tax revenue which may impede ongoing and future community and economic development efforts. Residents also live with the threat that valuable ore could be discovered under the town, resulting in residents being encouraged to vacate the land so the ore could be extracted.

Although several infrastructure development projects are currently underway, these projects may be jeopardized by the rising cost of materials, labor, and interest rates. General inflationary pressures will remain a significant threat to the City of Carlin’s general community and

economic development efforts for the foreseeable future and certainly for the next year of implementation of this existing five-year Comprehensive Economic Development Strategy for the City of Carlin.

**Figure 2.4 – Economic Development Threats
City of Carlin**



Finally, the 2022 elections could result in the election of a new mayor or new members of the City Council that might not necessarily be supportive of the current strategy outlined in this existing five-year Comprehensive Economic Development Strategy for the City of Carlin. Education of new elected officials and incorporation of new strategies and broader community and economic development strategies and initiatives should be explored as part of this annual update to the existing five-year Comprehensive Economic Development Strategy.

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 Carlin completed by workshop participants who participated in the October 25, 2022 Comprehensive Economic Development Strategy annual update and evaluation workshop or responded to the 2022 online survey distributed via Survey Monkey. This section also presents a general overview of the reprioritized goals and objectives for the City of Carlin for the coming year of implementation.

3.1 Evaluation of the Strategic Economic Development Vision

The current strategic economic development vision for the City of Carlin, developed as part of Carlin’s current five-year Comprehensive Economic Development Strategy for 2020 through 2025, is:

What We Will Do: *The City of Carlin will create, grow and sustain a thriving community for all of our citizens, our families, our children, our businesses, and our visitors.*

How We Will Do It: *The City of Carlin will build our capacity to support the economic, social, fiscal, and cultural characteristics of our community through business and job and community improvement.*

As part of the evaluation of this current five-year Comprehensive Economic Development Strategy, workshop participants who participated in the October 25, 2022 annual update and evaluation workshop were asked to evaluate the current strategic economic development vision. Workshop participants agreed that the current strategic economic development vision statement for the City of Carlin is still relevant and still represents the ‘mountain top’ of what the community wants to achieve.

Workshop participants further agreed that the City of Carlin and the Northeastern Nevada Regional Development Authority have each made progress in achieving key elements of the current strategic economic development vision. The City of Carlin has launched a number of residential improvement and development projects and several public infrastructure and public service development projects designed to support future community and economic development efforts. Most notably, the City of Carlin was awarded two U.S. Department of Agriculture (USDA) rural development loans totaling \$7.2 million, including a \$4.53 million loan to replace old transmission main lines that date back to the 1930s. Replacing these lines will minimize water lost during transfer and significantly reduce maintenance expenses. High speed, fiber optics internet is also being installed and is expected to be accessible to nearly all of Carlin by the end of 2022. The Rural community Assistance Corporation (RCAC) has recently launched a

survey to assess household income more accurately across the city’s residents which will enhance the city’s ability to secure additional infrastructure funding in the future. The city is also currently in the process of completing a comprehensive rate study and adjustment effort designed to improve the community’s overall competitiveness among other jurisdictions located throughout northeastern Nevada. Finally, officials continue to meet with the Nevada Rural Housing Authority to finalize the application for a 21-unit senior housing project on Chestnut street. The special use permit is expected to be approved in October 2022.

Concerning how the economic development vision for the City of Carlin has changed over the past year, the focus to address the immediate and longer-term impacts of the COVID-19 global pandemic have begun to wane. While the repercussions and resulting hardships of the pandemic have been acutely felt by many in the community, particularly the community’s senior population, much of the community has rapidly recovered. Continued barriers and challenges are characterized more by the need to strengthen foundational infrastructure, including healthcare infrastructure, and regional competitiveness rather than the acute response to the health and resulting economic crisis. Workshop participants noted that reversing the continued decline in the community’s residential population and civilian workforce levels should be a priority focus for the City of Carlin for the coming year and for the remainder of the current five-year Comprehensive Economic Development Strategy planning horizon. These efforts will include a renewed focus on helping existing businesses sustain and expand their existing operations and aggressively improving and expanding the community’s existing housing stock. By building positive working relationships with other local and regional groups and communities, the City of Carlin hopes to ‘build capacity’ in addressing major infrastructure and community and economic development issues.

3.2 Evaluation of the Strategic Economic Development Goals

In evaluating the current strategic economic development goals, workshop participants who participated in the October 25, 2022 Comprehensive Economic Development Strategy annual update and evaluation workshop for the City of Carlin or responded to the 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 the City of Carlin’s current strategic economic development goals and objectives.

3.2.a Evaluation of the Current Strategic Goals and Objectives

As part of the current five-year Comprehensive Economic Development Strategy for the City of Carlin for the 2020 through 2025 period, eight separate strategic economic development goals were approved during the 2021 annual update, including:

- **Previous Goal No. 1a:** By FY 2020-21, an attainable funding source will be identified and secured in order to replace and rehabilitate essential infrastructure.

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- **Previous Goal No. 1b:** By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements.
 - **Previous Goal No. 2a:** By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project.
 - **Previous Goal No. 2b:** By July 1, 2023, identify, plan and develop at least one market-rate housing project.
 - **Previous Goal No. 3a:** By 2025, develop a framework of incentives to recruit targeted industries.
 - **Previous Goal No. 3b:** Develop a Community Development Corporation (CDC) or equivalent economic development organization (Board, Chamber, or Business Association) by July 1, 2025 to recruit targeted businesses.
 - **Previous Goal No. 4:** By July 1, 2024, complete at least one tourism-related project and/or initiative.
 - **Previous Goal No. 5:** Identify and successfully recruit and open a reputable financial institution with full banking services that would serve Carlin by July 1, 2025.

As part of the annual Comprehensive Economic Development Strategy update and evaluation workshop held on October 25, 2022, workshop participants were asked to evaluate each individual goal by answering three separate questions, including: (1) has progress been made in achieving this goal? (2) 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. 1a:** *By FY 2020-21, an attainable funding source will be identified and secured in order to replace and rehabilitate essential infrastructure*, workshop participants and survey respondents noted that the City of Carlin secured two USDA rural development loans at a total of \$7.2 million. One grant is for sewer, and one is for water. The Rural Community Assistance Corporation (RCAC) is funding a median household income survey that could support the city's ability to secure additional infrastructure funding. As the City of Carlin continues to make significant progress in achieving this goal, this goal remains a very relevant part of the community's larger community and economic development strategy. Workshop participants further noted that the City of Carlin will seek to secure additional dollars through the proposed federal Infrastructure and Investment Act and through the allocation of funds provided by the Nevada state government in order to continue to replace and rehabilitate essential community infrastructure.

For **Goal No. 1b:** *By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements*, workshop participants

and survey respondents agreed that the City of Carlin has made some progress in achieving this goal over the past year. The city of Carlin obtained United States Department of Agriculture (USDA) funding and is nearing the completion of the first self-funded major water project. This goal remains very relevant to the City of Carlin's and to the Northeastern Nevada Regional Development Authority's larger community and economic development efforts and workshop participants noted that the City of Carlin is in the process of completing a comprehensive rate study and adjustment effort designed to improve the community's overall competitiveness with other jurisdictions located throughout northeastern Nevada. Additional land use planning efforts, additional street maintenance program and rehabilitation programs, and additional municipal water and sewer improvement projects will each be a part of the City of Carlin's efforts to further achieve the stated goal of actively and progressively completing needed and identified infrastructure improvements.

For **Goal No. 2a:** *By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project*, workshop participants and survey respondents noted that the City of Carlin has made some progress in achieving this goal by continuing to meet with the Nevada Rural Housing Authority to finalize the application for a 21-unit housing project on Chestnut street. The special use permit is expected to be approved in October 2022. The identification and securing of the funding necessary to start and complete these efforts will be a priority area of focus for the City of Carlin as it continues to work toward achieving this still very relevant strategic economic development goal.

There has been little to no progress on both **Goal No. 2b:** *By July 1, 2023, identify, plan and develop at least one market-rate housing project* and **Goal No. 3b:** *Develop a Community Development Corporation (CDC) or equivalent economic development organization (Board, Chamber, or Business Association) by July 1, 2025 to recruit targeted businesses*. While the basic lack of understanding of what a Community Development Corporation is was acknowledged during the 2021 update, no efforts have been made to do so. Community engagement must be increased in order for progress to be made on this goal. The rising costs of housing material and decreased availability of necessary workers in the trades and home construction sector have resulted in a general delay in the community's larger efforts to revitalize, grow, and diversify Carlin's existing housing stock. Because the rehabilitation, growth, and diversification of the community's existing housing stock is a very relevant part of the community's broader community and economic development efforts, 2021 workshop participants suggested developing and implementing a larger regional approach that would involve developing a series of housing developer incentives at a regional level as one way to encourage new housing development across the northeastern Nevada region, but no action has been taken.

While survey respondents noted no progress for **Goal No. 3a:** *By 2025, develop a framework of incentives to recruit targeted industries*, workshop participants reported some progress. On September 14, 2022, the Carlin town council heard a presentation from NNRDA that highlighted the importance of incentives, including various types of incentives that could be deployed locally. The Council voted to draft an incentives package to be reviewed and adopted at a later date. The Carlin City Manager and NNRDA are collaborating to develop the draft.

Workshop participants and survey respondents noted some progress has been made toward **Goal No. 4**: *By July 1, 2024, complete at least one tourism-related project and/or initiative over the past year.* Workshop participants noted that, the historical society has increased activity and event opportunities for residents of Carlin and tourists. Additionally, the City of Carlin received approximately \$300,000 from the Nevada Commission for Cultural Centers and Historic Preservation (CCCHP) under the Nevada State Historic Preservation Office (SHPO) to fund restoration of two historic Carlin buildings: the Old Catholic Church and the Carlin Museum.

Goal No. 5: *Identify and successfully recruit and open a reputable financial institution with full banking services that would serve Carlin by July 1, 2025,* has proven to be challenging. During the spring and summer of 2022, the Northeastern Nevada Regional Development Authority (NNRDA) contacted D.L. Evans bank in Twin Falls, ID multiple times to discuss expansion into several Northern Nevada communities, including Carlin. Unfortunately, the D.L. Evans business development manager has not been interested in the expansion. NNRDA will continue to explore options for the Carlin area. In the meantime, the Kourey's grocery store has expressed an interest in housing a financial institution when the institution has been identified.

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

Workshop participants and survey recipients were asked to reprioritize each of the eight existing strategic economic development goals for the coming year as the City of Carlin continues to implement elements of the current five-year Comprehensive Economic Development Strategy. After discussing each goal, workshop participants decided to maintain the following priority order for the coming year:

- **Priority Goal No. 1a**: By FY 2020-21, an attainable funding source will be identified and secured in order to replace and rehabilitate essential infrastructure.
- **Priority Goal No. 1b**: By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements.
- **Priority Goal No. 2a**: By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project.
- **Priority Goal No. 2b**: By July 1, 2023, identify, plan and develop at least one market-rate housing project.
- **Priority Goal No. 3a**: By 2025, develop a framework of incentives to recruit targeted industries.
- **Priority Goal No. 3b**: Develop a Community Development Corporation (CDC) or equivalent economic development organization (Board, Chamber, or Business Association) by July 1, 2025 to recruit targeted businesses.

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- **Priority Goal No. 4:** By July 1, 2024, complete at least one tourism-related project and/or initiative.
 - **Priority Goal No. 5:** Identify and successfully recruit and open a reputable financial institution with full banking services that would serve Carlin by July 1, 2025.

For the coming 2022 through 2023 year of continued implementation of the current five-year Comprehensive Economic Development Strategy for the City of Carlin, workshop participants have decided to focus on completing additional public infrastructure, service, and facility projects as the top priority followed by pursuing and completing needed improvements to the community's existing housing stock. Expanding and improving the community's overall economic development capacity, by creating new incentive programs and by establishing a new Community Development Corporation for the City of Carlin, will also remain a top priority for the City of Carlin over the next year of implementation.