



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY CEDS

2024



NNEDD

NORTHEASTERN NEVADA
Economic Development District

POWERED BY:



NNRDA

NORTHEASTERN NEVADA
Regional Development Authority

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COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR NORTHEASTERN NEVADA

(UPDATE FROM ORGANIZATIONAL CEDS 2020-2025)



PREPARED FOR THE ECONOMIC DEVELOPMENT ADMINISTRATION



**BY THE NORTHEASTERN NEVADA ECONOMIC DEVELOPMENT DISTRICT
UNDER THE AUTHORITY OF THE
NORTHEASTERN NEVADA REGIONAL DEVELOPMENT AUTHORITY**

DECEMBER 2024

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from the U.S. Economic Development Administration

NNRDA / NNEDD

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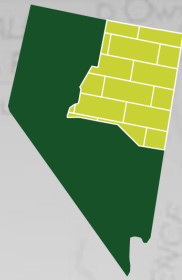
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NNEDD

NORTHEASTERN NEVADA
Economic Development District

BOARD OF DIRECTORS



Mackenna Velez
Chair of the Board
Southwest Gas
*Private Sector



Luke Fitzgerald
Vice Chair of the Board
Koinonia Construction
*Private Individual



Rich McKay
Board Member
Eureka County Commission
*Public Official



Monique Gollihar
Board Member
Jackpot Town Council
*Community Leader



John Schifer
Board Member
EmployNV
*Workforce Development



Jacob Hinton-Rivera
Board Member
Great Basin College
*Higher Education



VACANT
Board Member
Tribal Member
*Minority & Labor Group

*Indicates role in accordance with CFR Ch. Part 304.2



COMMITTEE

REGIONAL WORKSHOPS

The following list includes the committee members and stakeholders who actively participated in regional workshops dedicated to the development of the Comprehensive Economic Development Strategy (CEDS). Public notices were issued to ensure that all members of the public had the opportunity to engage in discussions and contribute to the planning process.

NAME	ROLE
Shawna Adams	Nevada Gold Mines
Kris Ashdown	NNRDA
Mark Bassett	NNRY President
Jamie Beasley	NNEDD Director
Shawn Burt	Jackpot Public Works
Monica Burt	Jackpot Advisory Board
Terri Clark	NE Nevada Regional Hospital
Shari Davis	GOED Rural Director
Luke Fitzgerald	Koinonia Construction
Danielle Foley	WP County Grant Specialists
Nikita Grover	Kinross Gold Corporation
Jasen Hutchens	WP County Acting Manager
Cathy Laughlin	Elko Planning Department
Delaney Marich	WP County Grant Specialists
Caroline McIntosh	NSBDC / Mainstreet
Curis Moore	Elko County Natural Resource Manager
Sheldon Mudd	NNRDA
Sammy Nance	Assistant Wells City Manager
Amanda Osborne	Elko County Manager
Daniel Pace	Southwest Gas
Jason Pengelly	Wells City Manager
Bert Ramos	Lander County Manager
Beth Savedra	Wells City Council
Kathy Workman	WP County Director of Finance

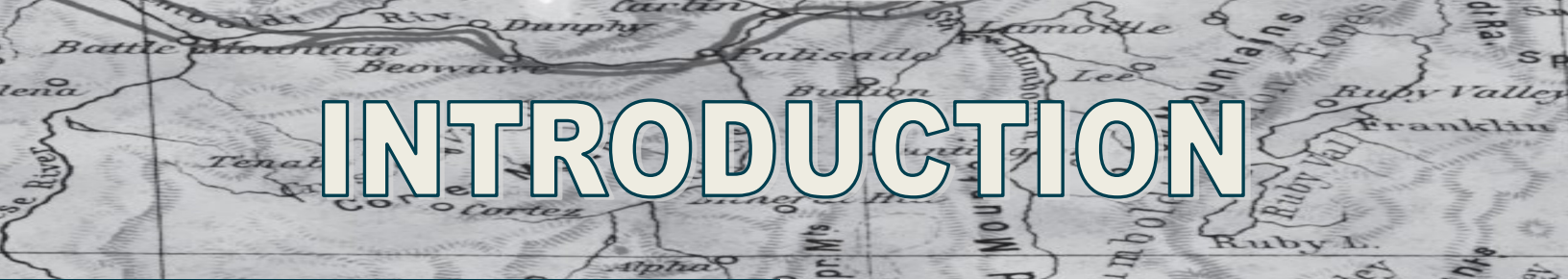
COMMUNITY WORKSHOPS

The following list includes the committee members and stakeholders who actively participated in community specific workshops dedicated to the development of their respective Comprehensive Economic Development Strategy (CEDS). Public notices were issued to ensure that all members of the public had the opportunity to engage in discussions and contribute to the planning process.

COMMUNITY	NAME	ROLE
Elko County	Jan Baum	City of Elko Manager
Elko County	Shawn Burt	Jackpot Public Works
Elko County	Monica Burt	Jackpot Advisory Board
Elko County	Amy Fleming	UNR UCED
Elko County	Cathy Laughlin	City of Elko Planning
Elko County	Curtis Moore	Natural Resources Director
Elko County	Amanda Osborne	Elko County Manager
Elko County	Alexandria Wright	NevadaWorks
COMMUNITY	NAME	ROLE
Eureka County	Shawn Bosal	Urban Cowboy Restaurant
Eureka County	Ron Espell	VP, Nevada Vanadium
Eureka County	Dana Fruend	Tourism Director
Eureka County	Rich McKay	County Commissioner
Eureka County	Michael Mears	County Assessor
Eureka County	Matt Miller	Kinross Gold Corporation
Eureka County	Kenny Sanders	EMS Coordinator
Eureka County	Kirsten Schroeder	Real Estate
Eureka County	Jake Tibbitts	Natural Resources Director
Eureka County	Veronica Tognoni	Real Estate
COMMUNITY	NAME	ROLE
Lander County	Amy Fleming	UNR UCED
Lander County	Shelby Knopp	County Planning
Lander County	Aaron Martinez	County Engineer
Lander County	Colt Nelson	County Building Director
Lander County	Bert Ramos	County Manager
Lander County	Alexandria Wright	NevadaWorks

COMMUNITY WORKSHOPS

COMMUNITY	NAME	ROLE
White Pine County	Mark Bassett	NNRY President
White Pine County	Donna Bath	Silver Lion Farms
White Pine County	Amy Fleming	UNR UCED
White Pine County	Kyle Horvath	Tourism Director
White Pine County	Jasen Hutchens	Acting County Manager
White Pine County	Delaney Marich	Grant Specialist
White Pine County	Caroline McIntosh	NSBDC / Main Street
White Pine County	Janet VanCamp	County Commission
White Pine County	Kathy Workman	Director of Finance
White Pine County	Alexandria Wright	NevadaWorks
COMMUNITY	NAME	ROLE
Carlin	Madison Aviles	Outgoing City Manager
Carlin	Linda Bingaman	Fire Chief
Carlin	Richard Braithwaite	Incoming City Manager
Carlin	Jan Brizee	Social Worker
Carlin	Barbi Meyers	Director, Senior Center
Carlin	Becky Ray	Assistant City Clerk
Carlin	Denise Taylor	City Council
COMMUNITY	NAME	ROLE
Wells	Sammy Nance	Assistant City Manager
Wells	Jason Pengelly	City Manager
Wells	Beth Savedra	City Council
COMMUNITY	NAME	ROLE
West Wendover	Chris Melville	City Manager



INTRODUCTION

DEVELOPMENT

In 2019, the Northeastern Nevada Regional Development Authority (NNRDA) Board of Directors initiated the development of a **Comprehensive Economic Development Strategy (CEDS)** to align regional economic objectives and pursue designation as an **Economic Development Administration (EDA)-approved Economic Development District (EDD)**. Recognizing the NNRDA staff's limited experience with such initiatives, the board contracted with the University of Nevada, Reno (UNR) University Center for Economic Development (UCED) to assist in the research, development, and implementation of the CEDS.

UCED committed to facilitating the CEDS process from 2020 to 2025, with a gradual transition of responsibilities to NNRDA staff, enabling them to independently manage workshops, data collection, and document preparation.

Given the expansive geographical area covered by the NNRDA, board members—representing multiple jurisdictions—requested the development of individual CEDS documents for specific communities to address localized challenges. Consequently, in addition to a regional CEDS document, NNRDA and UCED agreed to produce tailored CEDS reports for Lander County, Elko County (including Elko, Spring Creek, and Jackpot), Eureka County, White Pine County, and the cities of Carlin, Wells, and West Wendover.

In the summer of 2019, NNRDA and UCED staff conducted workshops to gather input from regional stakeholders. The first CEDS documents were completed later that year and submitted to EDA representatives for approval in spring 2020, during the height of the COVID-19 pandemic. Annual updates were subsequently prepared and submitted. These documents supported NNRDA's application to the EDA for designation as an EDA-approved EDD, which was authorized by the U.S. Secretary of Commerce in January 2022.

For the 2023 annual update, NNRDA independently organized and conducted all but one regional workshop, passing the collected data to UCED staff for analysis and publication. During this time, the town of Spring Creek contracted separately with UCED to develop a standalone strategic plan distinct from the Elko County CEDS. This document was finalized in 2024.

In 2024, NNRDA informed its communities that it would no longer oversee the development of individual CEDS documents. Moving forward, local jurisdictions would need to independently organize workshops, planning sessions, and updates to advance their individual economic development strategies.

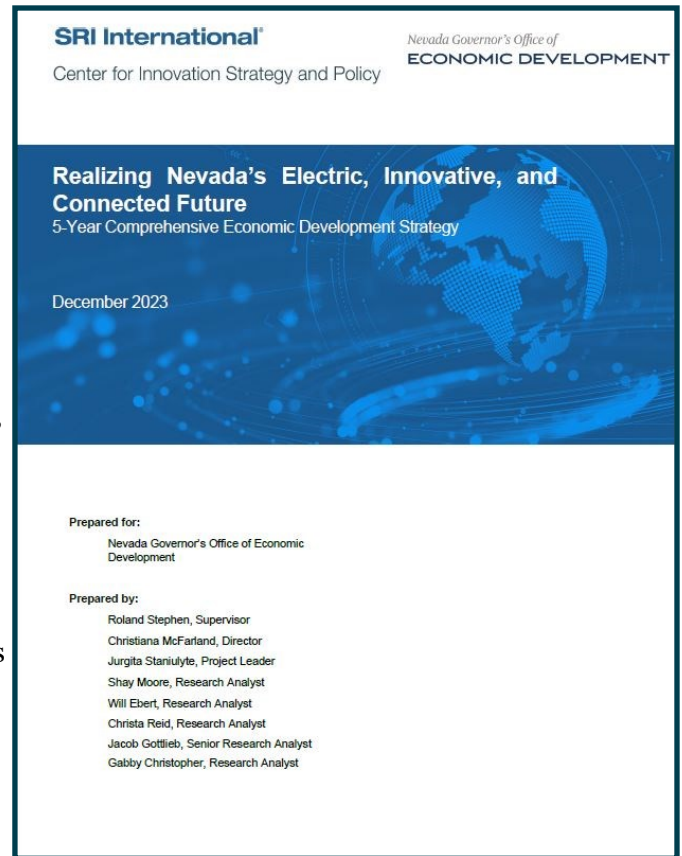
In the four years of activity, many changes have taken place within the CEDs and its corresponding updates. Several goals were completed while new goals were added in order to continue progress within respective communities. As a result, there may be references here to goals which have been completed for a year or more, or objectives with no progress as they have recently been added to the document. One major difference between former renditions of the CEDS and this document is the absence of timelines. Stakeholders initially used the SMART goal method or Specific, Measurable, Achievable, Relevant, and Time-Bound but with the events associated with COVID-19 all time tables were sent array. As a result, the time limits were simply adjusted out to the end of 2025.

This document represents the final regional CEDS as outlined under the scope of work in **EDA Technical Assistance Grant Award #ED23SEA3030023**. It is a refined version of **UNR UCED Technical Report 2023/24-22**, published in July 2024, and meets the requirements set forth in **13 C.F.R. § 303.7**. This document will serve as the official CEDS for the NNRDA and its EDD, formally known as the **Northeastern Nevada Economic Development District (NNEDD)**.

NV STATE CEDS INTEGRATION

As one of the eight Regional Economic Development Authorities (RDAs) operating across Nevada under the guidance of the Nevada Governor's Office of Economic Development (GOED), the targeted industry sectors and economic development capacity-building efforts are aligned with the goals and objectives outlined in Nevada's current five-year Comprehensive Economic Development Strategy (CEDS), *Realizing Nevada's Electric, Innovative, and Connected Future*.

However, this committee finds that the plan does not adequately address many of the challenges and obstacles unique to rural Nevada, nor does it fully recognize the assets and opportunities that could be leveraged in these areas. Consequently, this document highlights perspectives and priorities that may differ from those presented at the state level but accurately reflect the dichotomy between urban and rural Nevada. Despite these differences, every effort has been made to ensure that regional goals and objectives remain consistent with the framework of the state's five-year plan.



WATER STRATEGY

The relationship between the Nevada Governor's Office of Economic Development and the Northeastern Nevada Regional Development Authority has led to the development of a regional water use and conservation strategy that has been incorporated into elements of this current five-year Comprehensive Economic Development Strategy. In 2023, the Nevada State Legislature passed Assembly Bill 261, effectively modifying parts of Nevada Revised Statute Chapter 231 Section 053 to require each individual Regional Development Authority to incorporate "strategies to encourage the conservation of water resources" into their existing and future economic development strategic plans.

Each community within the northeastern Nevada region recognizes its water resources as unique and extremely valuable. Consequently, these communities are willing to go to great lengths to conserve and protect this resource, lending credence to the age-old mantra "whiskey is for drinkin' and water is for fightin'." Water conservation is paramount for cities and counties to ensure a sustainable and resilient future.

As populations continue to grow, the demand for water escalates, placing stress on local water sources. Efficient water management is essential to prevent depletion of these resources and mitigate the risk of water shortages. Additionally, conservation measures contribute to environmental preservation by reducing the need for energy-intensive water treatment processes and minimizing the environmental impact of excessive water extraction. Cities and counties within the region will prioritize water conservation to safeguard the well-being of their communities, maintain ecological balance, and lay the foundation for long-term economic development.



To ensure that prospective businesses prioritize water conservation, local governments will consider implementing several key strategies. First and foremost, there will be the establishment and enforcement of water-use regulations that encourage businesses to adopt sustainable practices. This may include setting limits on water consumption, promoting the use of water-efficient technologies, and incentivizing the recycling and reuse of water within industrial processes. Moreover, providing educational resources and outreach programs to businesses will raise awareness about the importance of water conservation and offer guidance on implementing water-saving measures. Collaborative efforts between government agencies, businesses, and community stakeholders will foster a culture of water consciousness, leading to a more resilient and environmentally responsible local economy. By integrating water conservation into the development and operation of businesses, our communities

can play a pivotal role in securing water resources for future generations.

According to the state of Nevada's 2017 Statewide Groundwater Pumpage Inventory³, water users across the northeastern Nevada region extract approximately 394,687 acre-feet of water annually, averaging to approximately 98,672 acre-feet per county. This is slightly more than the state average of 71,056 acre-feet of water per year but far less than neighboring Humboldt County located within the Nevada 95-80 Regional Development Authority. The estimated amount of annual pumping in Humboldt County is approximately 281,526 acre-feet of water per year, nearly triple that of any other county in Nevada. From an economic development perspective, Northeastern Nevada Regional Development Authority staff and various county government stakeholders and partners will collaborate with prospective water users and encourage them to adhere to and be consistent with existing Groundwater Management Plans. The Northeastern Nevada Regional Development Authority and its associated communities will continue to support and adopt water use principles and practices that lead to the equilibrium of every water basin located within the Northeastern Nevada Region.

Humboldt River near Carlin, NV





ECONOMIC SUMMARY

NEVADA
07-87

STATUS

Northeastern Nevada's economy has historically been anchored by three key industries: agriculture, gaming & hospitality, and mining. Agriculture, particularly cattle production and alfalfa cultivation, plays a significant role, with Eureka and Lander Counties emerging as leading exporters to international markets. Gaming and hospitality are pivotal, especially in Elko County, where border towns such as Jackpot and West Wendover attract tens of thousands of visitors each weekend for gaming and entertainment. Lastly, the mining industry dominates, led by Nevada Gold Mines—one of the world's largest gold producers—along with other operators that collectively generate millions of ounces of gold annually, contributing to over half of the region's gross regional product (GRP).

These industries have been economic pillars, shielding the region from major downturns, including the 2008–2010 housing market crash and the COVID-19 pandemic. While mining and agriculture remained resilient during these crises, the gaming industry faced significant challenges, with Jackpot, Nevada, reporting a near 90% unemployment rate at the height of pandemic-related closures.

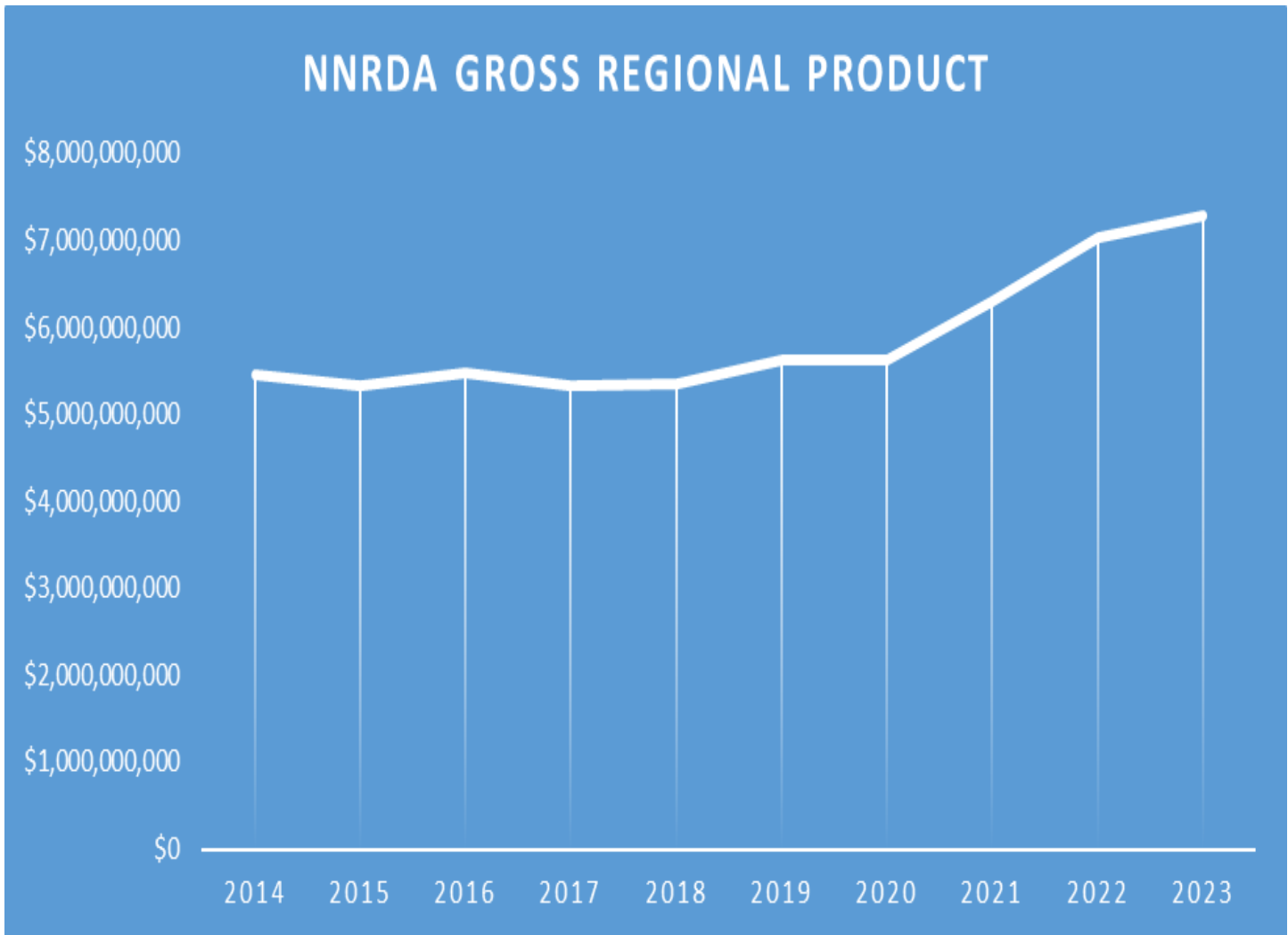
However, the reliance on natural resource-based industries introduces vulnerabilities. Agricultural operations could be threatened by water legislation, wildfires, or federal grazing policy changes. Similarly, the mining industry faces risks from regulatory changes or shifts in corporate practices, which could devastate the regional economy. Recognizing these risks, the Northeastern Nevada Regional Development Authority (NNRDA) is actively working to diversify the economic base to ensure long-term stability and sustainability.

Cactus Pete's, Jackpot Nevada, ~early 1960's



GROSS REGIONAL PRODUCT

In recent years, the region has experienced remarkable economic growth. The Gross Regional Product (GRP) for the four-county area increased from \$5.45 billion in 2014 to \$7.27 billion in 2023—a 33% rise, with 30% of the growth occurring post-2020. This growth is not solely attributable to traditional gold and silver mining; copper mining has expanded significantly, with production at the Phoenix Mine (Nevada Gold Mines) and Robinson Mine (KGHM) increasing by 46% since 2014. Mining support industries have also seen substantial growth, with sales rising 58% over the last decade, driven in part by the expansion of Komatsu’s service and sales center in Elko and the entry of other supply and service providers.



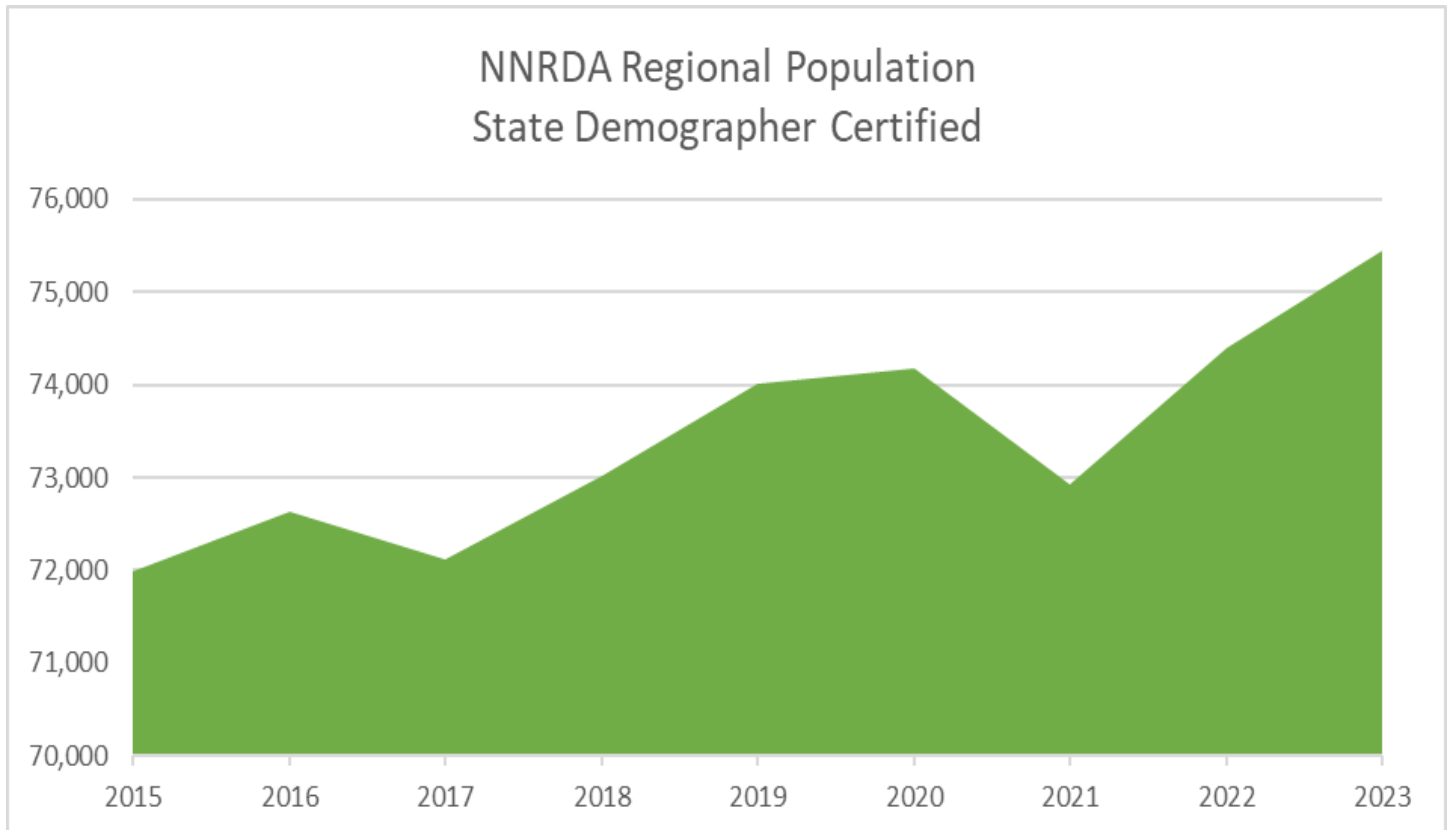
(Source: Lightcast Q4 2024 Data Set - All Industries within NNRDA)

Other sectors have contributed to this growth. Surveying and mapping services experienced an extraordinary 36,286% increase since 2014, while scientific and technical consulting grew by 360%. In agriculture, water supply and irrigation systems expanded by 323%. Meanwhile, construction of communication and power lines grew by 102%, civil engineering contracting by 357%, and industrial wholesale supplies by 163%.

This data underscores that while ancillary businesses are strengthening existing industries through increased efficiency and production, true economic resilience will require continued diversification. This ensures the region can adapt to and withstand challenges affecting its foundational industries.

POPULATION

Population trends serve as a key indicator of a region's economic health, with growth or decline often reflecting underlying economic conditions. A rising population suggests economic vitality, as people are drawn to regions with job opportunities, better living standards, and strong infrastructure. This influx supports local businesses, drives housing demand, and fuels investment, creating a positive feedback loop of economic expansion. Conversely, a falling population often signals economic distress, such as job losses, lack of opportunity, or poor quality of life, leading to outmigration. Declining populations can result in labor shortages, reduced consumer spending, and strained public services, further exacerbating economic challenges. Thus, population shifts provide a measurable reflection of a region's economic trajectory.



(Source: Nevada Department of Taxation, Population of Nevada's Counties, Incorporated Cities & Unincorporated Towns in the State of Nevada as of July 1, 2023)

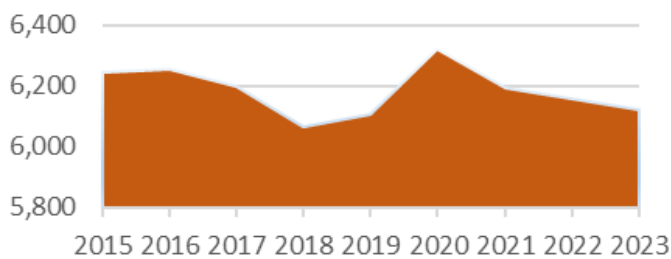
Over the past nine years, Northeastern Nevada has experienced a steady increase in population, with only minor declines linked to fluctuations in gold prices and the global COVID-19 pandemic. Since 2015, the region has welcomed an additional 3,444 residents, reflecting a 4.8% increase, according to Certified Nevada State Demographer Reports. When accounting for the standard 0.5% attributed to natural birth growth, Northeastern Nevada has outpaced the benchmark for “good” growth by nearly four times—a promising indicator of the region’s economic vitality.

However, a concerning trend has emerged within the region. While overall population growth has been positive, the three counties outside of Elko County have experienced a steady decline in population since 2019. This suggests that residents may either be leaving the region entirely or relocating to Elko County in pursuit of jobs and opportunities. While this shift benefits Elko County—particularly the City of Elko and the Town of Spring Creek—it underscores the importance of fostering balanced development across all communities to ensure that growth and prosperity are shared throughout the region.

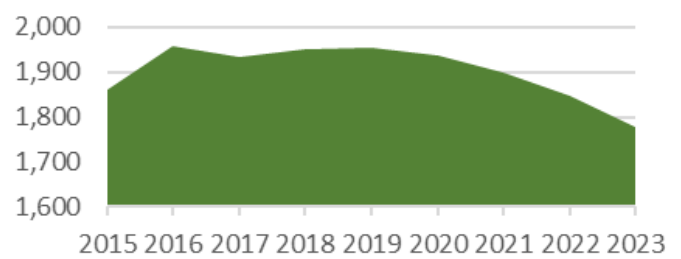
POPULATION



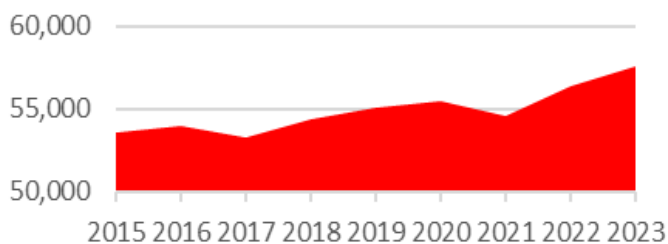
Lander County Population
State Demographer Certified



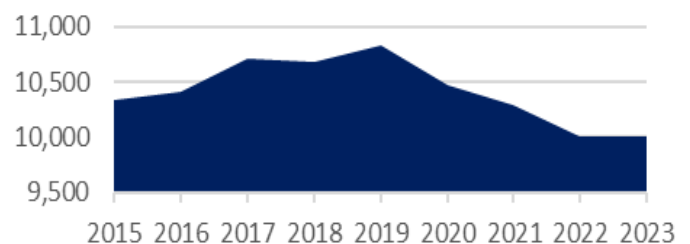
Eureka County Population
State Demographer Certified



Elko County Population
State Demographer Certified



White Pine County Population
State Demographer Certified



(Source: Nevada Department of Taxation, Population of Nevada's Counties, Incorporated Cities & Unincorporated Towns in the State of Nevada as of July 1, 2023)



SWOT ANALYSIS

REGIONAL SUMMARY

During multiple workshops held across Northeastern Nevada, participants conducted a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. These sessions were tailored to assess factors specific to each community. Given the region's vast geography, it is unsurprising that distinct characteristics emerged between areas. However, a holistic review revealed recurring themes common throughout the region.

On April 16, 2024, regional stakeholders convened to compare insights from their respective community workshops. Several shared factors emerged that highlighted both the region's collective strengths and its challenges:



STRENGTHS

Participants identified geography as a key strength. Northeastern Nevada's strategic location in the heart of the Intermountain West places it within easy reach of major markets. Its robust logistics infrastructure includes **Interstate-80, U.S. Highways 93 and 50, the Union Pacific Mainline, the Elko Regional Airport, and the Nevada Northern Railway**, all of which provide abundant transportation options for local and prospective industries.

WEAKNESSES



While the list of weaknesses was relatively short, their significance is critical to the region's economic development.

- ⇒ **Housing Shortage:** A region-wide housing deficit of approximately 1,500 units was identified as the most pressing issue. This shortfall is expected to grow substantially if pipeline projects managed by the Northeastern Nevada Regional Development Authority (NNRDA) materialize.
- ⇒ **Infrastructure Deficiencies:** Inadequate infrastructure to support business development was a close second. Challenges include limited energy and power capacity, insufficient access to rail lines, a lack of natural gas, and gaps in high-speed broadband.
- ⇒ **Air Service Stability:** The threat of losing commercial air service at the Elko Regional Airport was a major concern. Stakeholders stressed the importance of maintaining the Salt Lake City connection and advocated for additional routes to Las Vegas and Reno to enhance the airport's appeal and utility.

OPPORTUNITIES



Opportunities identified were closely aligned with the region's strengths and are as follows:

- ⇒ **Proximity to Major Markets:** Northeastern Nevada's location near major western metropolitan statistical areas (MSAs)—such as San Francisco, Boise, Salt Lake City, Las Vegas, and Phoenix—presents significant trade, market, and workforce potential. Rising costs and social or political challenges in these MSAs could incentivize relocation to the region.
- ⇒ **Industry Diversification:** The region is well-positioned to attract industries such as warehousing, distribution, and aerospace & defense which would significantly diversify the local economy.
- ⇒ **Available Land and Industrial Parks:** Municipal industrial parks with existing capacity and abundant, affordable private land available for sale or lease were highlighted as competitive advantages.
- ⇒ **Support for Nuclear Energy:** Participants noted strong regional acceptance of nuclear energy development, which is increasingly viewed as a sustainable solution to meeting future energy demands.



THREATS

Several threats were identified, with participants expressing concerns about:

- ⇒ **Regulatory Barriers:** Excessive government regulations at the local, state, and federal levels were cited as stifling small businesses and broader economic development. One stakeholder remarked, "I'm not sure if Nevada ever was a business-friendly state, but it certainly is not now."
- ⇒ **Urban-Rural Disconnect:** Participants highlighted the disproportionate influence of urban legislators on rural issues, often resulting in policies that overlook or misunderstand the region's unique needs.
- ⇒ **Economic Pressures:** Inflation and rising interest rates were noted as major impediments to residential and commercial construction projects.
- ⇒ **Local Leadership Challenges:** Concerns were raised about local leadership prioritizing personal interests over community welfare, hindering the progress of critical projects.

SWOT GRID FOR:



STRENGTHS

- ⇒ Centrally Located Relative to Western US
- ⇒ Logistic Arteries—I-80, US93, US50, UP Rail
- ⇒ Great Basin College
- ⇒ Abundant Natural Resources
- ⇒ Elko Regional Airport
- ⇒ Business Friendly Communities
- ⇒ “Blue Collar” Work Ethics
- ⇒ Large Federal “Opportunity Zone”
- ⇒ Outdoor Recreation (Great Basin National Park)
- ⇒ Nevada Northern Railway

WEAKNESSES

- ⇒ 1500-2000 Unit Housing Deficient
- ⇒ Lack of Industrial Infrastructure (Energy, Rail Access, Natural Gas, Broadband)
- ⇒ Exorbitant Amount of Federal Land
- ⇒ Small Population = Minimal Workforce
- ⇒ Lack of Specialized Healthcare
- ⇒ Lack of Commercial Air Connections

OPPORTUNITIES

- ⇒ Proximity to Major Western MSAs
- ⇒ Assets Relevant to Logistics and Aerospace & Defense Industries
- ⇒ Support Business for Existing Industries (Mining & Agriculture)
- ⇒ Municipal Industrial Rail Parks
- ⇒ Abundant and Relatively Affordable Property
- ⇒ Nuclear Friendly Region

THREATS

- ⇒ Federal, State, and Local Regulations and Red Tape that inhibit development and strain business
- ⇒ Urban Influence over Rural Issues
- ⇒ Water Availability
- ⇒ Local “Hostility” to Growth or Self Seeking Leadership (Civil & Private)
- ⇒ Population Shifts from Small to Larger Towns
- ⇒ Natural Disaster (Wildfire)
- ⇒ Inflation & Interest Rates that inhibit Dev.



STRATEGIC DIRECTION & ACTION PLAN

REGIONAL VISION

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

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

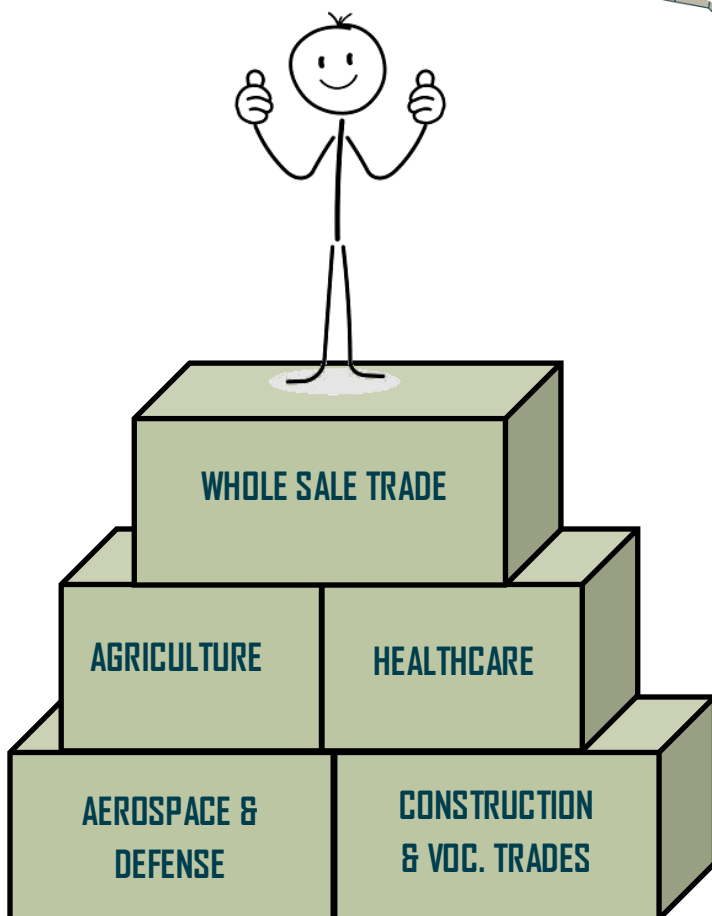
PRIORITY GOALS

The Northeastern Nevada Regional Development Authority (NNRDA) CEDS Committee has strategically divided its economic development pursuits into two primary categories: *Targeted Industry Sectors* and *Capacity Building Areas*. The *Targeted Industry Sectors (TISs)* category focuses on business development goals aimed at supporting the growth of existing businesses while simultaneously recruiting new industries to the region. By fostering a robust and diversified business ecosystem, the NNRDA seeks to enhance the area's economic resilience and create a sustainable foundation for long-term growth.

The *Capacity Building Areas (CBAs)* category emphasizes community development efforts, with a particular focus on infrastructure and workforce development. These efforts aim to ensure that the region has the physical and human capital necessary to support current and future economic activities. Investments in infrastructure—such as transportation, utilities, and broadband—and workforce training are critical to creating an environment where businesses can thrive and residents can enjoy an improved quality of life.

This dual focus is essential for effective economic development planning because it addresses both the supply and demand sides of regional growth. While targeted industry efforts attract and sustain businesses, capacity-building initiatives ensure that communities have the resources, infrastructure, and workforce required to support economic expansion. By identifying specific goals and corresponding objectives within each category, the NNRDA CEDS Committee ensures a balanced and comprehensive approach to driving economic vitality in Northeastern Nevada

TIS Summary



CBA Summary



**TARGETED
INDUSTRY
SECTORS**

**WHOLESALE
TRADE**

**CONSTRUCTION
& VOC. TRADES**



AGRICULTURE

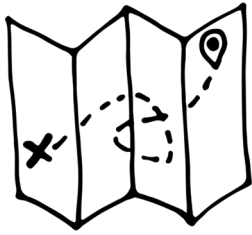
**AEROSPACE
& DEFENSE**

HEALTHCARE

Wholesale Trade, Supply Chain, & Value-Added Production

OBJECTIVE # 1

Increase availability and utilization of industrial zoned property by 20.0% by providing essential infrastructure to support new business across identified targeted industry sectors.



- ⇒ Collaborate with local communities and utility providers to add new municipal owned acreage to respective industrial sites and support their development in order to ensure "shovel ready" status for prospective business and industry.

ACTION PLAN

BASELINE METRICS (2020)

Available acreage in 2020 for each county:

- ⇒ Lander: 0 acres
- ⇒ Eureka: 0 acres
- ⇒ Carlin: 199 acres
- ⇒ Elko: 0 acres
- ⇒ Wells: 65 acres
- ⇒ West Wendover: 7 acres
- ⇒ White Pine County: 90 acres

Action:

- ⇒ NNRDA collaborated with Lander County on a rail-served municipal park west of town. Construction is set to begin in Spring 2025 to provide rail service to Phase 1 (304 acres) of the park. A developer is preparing to enter an agreement with Lander County to develop internal rail infrastructure, concrete, and buildings.
- ⇒ NNRDA collaborated with the City of Wells, Union Pacific, and RailPros engineers to design a rail spur for the Wells Industrial Park, with plans currently under review by Union Pacific. Additionally, Southwest Gas has prepared plans for a natural gas line to the Wells Industrial Park, pending the confirmation of an anchor tenant. Two businesses are currently negotiating terms for the park.
- ⇒ In 2022, NNRDA facilitated the transfer of BLM land in White Pine County to expand the Industrial Rail Park, adding 152 undeveloped acres adjacent to the Nevada Northern Railway. Efforts are underway to provide water, sewer, and power to these parcels and add a rail spur.

Impact:

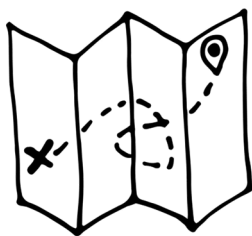
- ⇒ The addition of 152 acres in 2022 increased available industrial property by 42%.
- ⇒ If Lander County completes its project in 2025, the total available acreage across the region will increase to 817 acres, a 126% increase.

STATUS AT CY2024



OBJECTIVE # 2

Increase wholesale trade for mining upstream and downstream by 25%.



ACTION PLAN

- ⇒ Collaborate with regional and state mining operators to determine existing economic output and leakage.
- ⇒ Identify high-demand products and services that can be marketed to providers outside the region and state.
- ⇒ Market and secure the relocation/expansion of supply chain companies to increase wholesale trade.

BASELINE METRICS (2020)

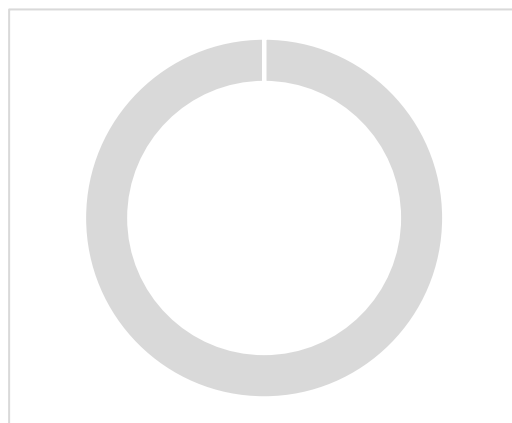
To be determined.....



STATUS AT CY2024

Action:

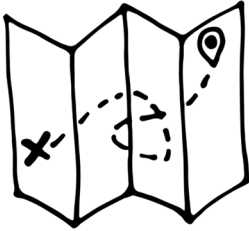
- ⇒ In 2023, NNRDA held meetings with mining supply chain professionals to conceptualize a system for capturing and analyzing supply chain gaps. This led to the launch of "NV Silver Link" in December 2023, an online tool designed for mining industry input and supplier engagement.
- ⇒ Despite consistent promotion, industry participation has been minimal, with only 13 entries recorded by December 2024. As a result, the platform is likely to be discontinued in early 2025.
- ⇒ NNRDA's 2022 concerns remain valid: mining companies are reluctant to share detailed commodity information.



NO PROGRESS

OBJECTIVE # 3

Increase mining-related supply chain companies by 20% and establish physical locations across the region.



ACTION PLAN

- ⇒ Use the NV Silver Link platform to identify and recruit supply chain companies that support mining operations within the region.
- ⇒ Provide support to these companies, including networking, site selection, permitting, and access to state tax incentives.



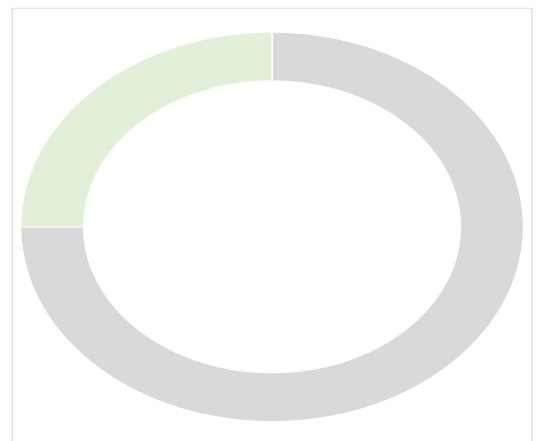
BASELINE METRICS (2020)

BUSINESSES: 38
EMPLOYEES: 3,477
REVENUE: \$531 M

STATUS AT CY2024

Action:

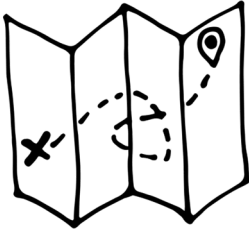
- ⇒ The MineConnect USA collaboration ended in 2023 without significant outcomes. Some companies secured contracts, but only one has expanded operations into NENV.
- ⇒ GIS Prospector reports an increase in mining companies from 38 to 41 (+8%). However, reported revenue decreased to \$314M (-41%) and employment fell to 2,334 (-33%). These figures are inconsistent with the observed growth in mining operations.
- ⇒ NNRDA facilitated Capital Drilling's \$20M expansion in the region, expected to create 150 jobs over five years.



LITTLE PROGRESS

OBJECTIVE # 4

Increase local processing and utilization of mined materials (e.g., battery production, value-added manufacturing) by 15%.



- ⇒ Collaborate with regional mine operators to identify needs for value-added production.
- ⇒ Target companies and trade organizations to promote opportunities for service providers and manufacturers.

ACTION PLAN

BASELINE METRICS (2020)

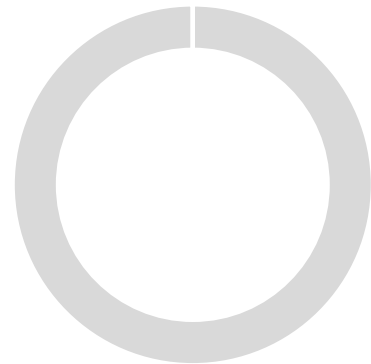
There are currently no value-added mining manufacturers or processing facilities in the region, except the Phoenix SX-EW plant operated by Nevada Gold Mines.



STATUS AT CY2024

Action:

- ⇒ In October 2023, Silver Elephant Mining received a Record of Decision (ROD) from the BLM for its Vanadium project, which aims to establish a self-sufficient off-grid mining operation near Eureka, Nevada.
- ⇒ Surge Battery Metals reported high lithium grades at its Nevada Northern Lithium Project, potentially rivaling major projects like Thacker Pass. However, declining lithium prices since 2022 cast uncertainty on feasibility.
- ⇒ NNRDA responded to nearly a dozen RFIs in 2023 and 2024 related to lithium, green energy, recycling, or energy storage. Unfortunately, none of these projects progressed.
- ⇒ The NV Silver Link program was also expected to yield results in value-added mining opportunities but has yet to deliver significant progress.



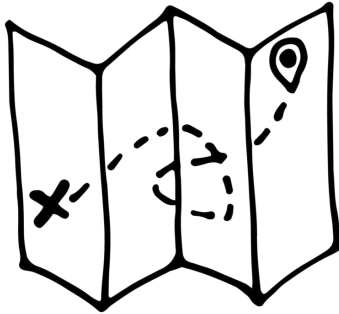
NO PROGRESS

AGRICULTURE

OBJECTIVE # 1

Create five new agricultural product processing facilities within the region.

ACTION PLAN



- ⇒ Assess demand by analyzing the availability of raw materials (livestock, crops, etc.).
- ⇒ Engage producers to ensure ready feedstock and collaborate with state and local agencies to create a favorable regulatory environment.
- ⇒ Research potential funding opportunities (primarily federal) for targeted processing operations.
- ⇒ Collaborate to ensure appropriate infrastructure is in place for potential operations.
- ⇒ Analyze workforce needs and work with employment agencies and local education institutions to prepare for potential employee demands.
- ⇒ Launch a marketing campaign to attract value-added manufacturers and producers to the area.

BASELINE METRICS (2020)

In 2020, there were no identifiable commercially operated value-added agriculture operations in Northeastern Nevada. Potential options suggested by stakeholders included USDA-approved slaughter facilities, livestock auction/market sites, hemp manufacturing (CBD infusion or biomass utilization), cannabis infusion, and indoor vegetable/fruit production.



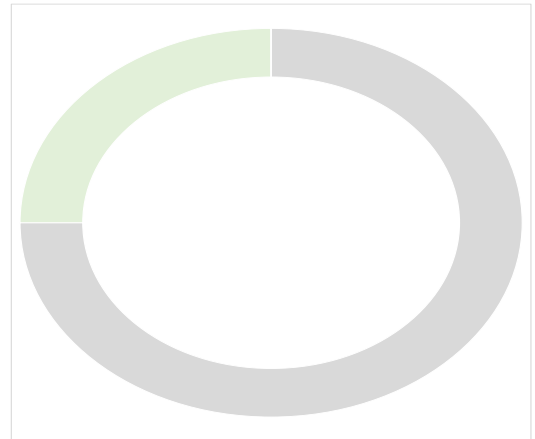
OBJECTIVE # 1 (Continued)

Create five new agricultural product processing facilities within the region.

STATUS AT CY2024

Action:

- ⇒ Devils Gate Ranch Meat Processing Plant outside Elko has received final permits for water and construction. Silver Lion Farms (SLF) experienced progress with the appointment of a new CCB Chairperson and board members, leading to regulatory changes that allowed the opening of a licensing round for White Pine County. SLF applied for and was awarded a medical cannabis license in late 2024 and plans to begin production immediately.
- ⇒ WolfPack Meats reopened operations, affecting relocation efforts to Northeastern Nevada. Smaller farming operations, such as Lotspeich Farms and Four Stones Farms, reported positive production outcomes. Four Stones Farms provides fresh produce, canned goods, and holds certifications, including a Nursery Stock License, Craft Food Certificate, Produce Food Safety Basics, Farm2Food Accelerator Program, and Food Safety Manager Certification.
- ⇒ In April 2024, Elko County ranked #4 nationally for beef cows by county, emphasizing Northeastern Nevada's continued significance in beef production.



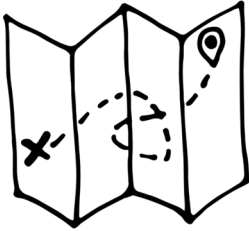
LITTLE PROGRESS

Maggie Creek Ranch near Elko, NV (Credit Elko Daily Free Press)



OBJECTIVE # 2

Identify new value-added diversified crop production, waste repurposing, and additional value-added opportunities for farmers in the region.



ACTION PLAN

- ⇒ Collaborate with local producers and analyze Department of Agriculture statistics to identify optimal resources produced in Northeastern Nevada.
- ⇒ Engage higher education institutions to explore new crop or livestock opportunities not currently utilized in the state.
- ⇒ Determine feasibility and market validated opportunities for value-added production or manufacturing.

BASELINE METRICS (2020)

The latest baseline statistics available, from a 2017 Nevada Department of Agriculture report², indicate:

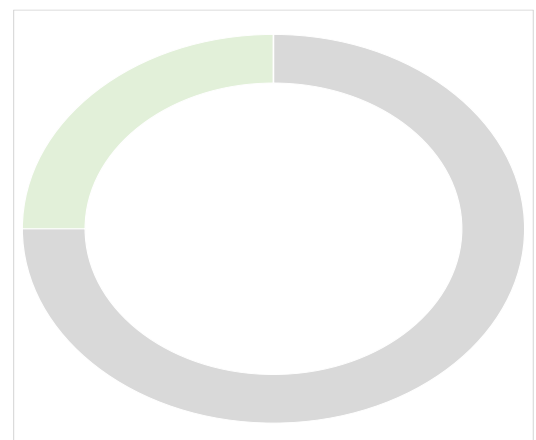
- ⇒ Agricultural Contribution to Regional Economy: \$160,000,000
- ⇒ Food & Agriculture Exports: \$233,400,000
- ⇒ Food & Agriculture Employment: 1,553
- ⇒ Total Farms & Ranches: 937
- ⇒ Total Agricultural Production: \$232,500,000



STATUS AT CY2024

Action:

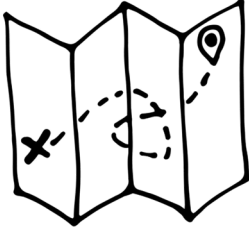
- ⇒ In 2023, NNRDA staff explored the potential for existing agricultural products to bolster local industry. Discussions focused on the feasibility of using hemp biomass as a substitute for coconut carbon in mining mill and autoclave processing. The Mackay School of Mines analyzed samples from Silver Lion Farms but determined that hemp's biological composition could not replace coconut carbon. Baseline statistics remain outdated.



LITTLE PROGRESS

OBJECTIVE # 3

Increase sole proprietors growing or processing foods for sale to retail customers by 200% in the Northeastern Nevada Regional Development Authority region.

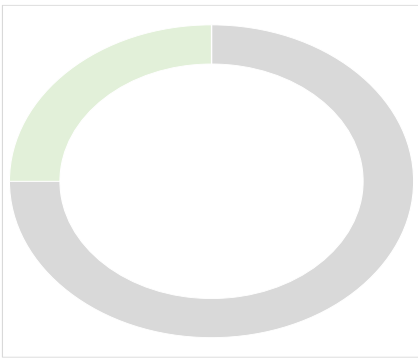


ACTION PLAN

- ⇒ Collaborate with local jurisdictions to create favorable regulations for small food processing operations.
- ⇒ Highlight existing operations through social media, print, and internet to encourage market entry.
- ⇒ Assist small businesses in establishing themselves as food producers within the region.
- ⇒ Foster connections between sole proprietor growers and local food establishments to develop a farm-to-table network.

BASELINE METRICS (2020)

In 2020, there were four full-time sole proprietor crop producers providing foods to retail customers in Northeastern Nevada.



LITTLE PROGRESS



STATUS AT CY2024

Action:

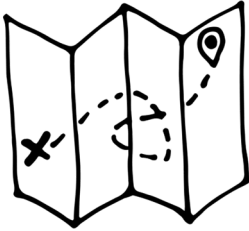
- ⇒ Four Stones Farms' establishment has increased locally sourced processed foods by 25%, advancing this goal.

Lotspeich Family Farm, Starr Valley, NV



OBJECTIVE # 4

Partner with the U.S. Department of Agriculture and other agricultural associations (e.g., Wool Growers, Nevada Cattlemen) to support and promote locally grown foods and agricultural products.



- ⇒ Establish partnerships with listed and similar organizations.
- ⇒ Participate in initiatives that enhance agricultural production and business development.

ACTION PLAN

BASELINE METRICS (2020)

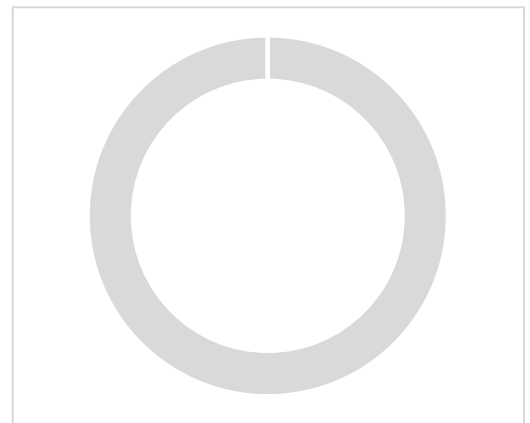
Currently, NNRDA has no official partnerships with agricultural agencies or associations. Silver Lion Farms is the only agricultural-based member of the organization.



STATUS AT CY2024

Action:

Relatively new goal; no action to date.

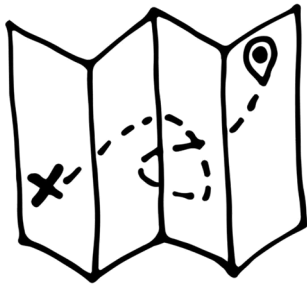


NOT STARTED

HEALTHCARE

OBJECTIVE # 1

Partner with urban healthcare systems to bring specialized medicine to rural communities within the Northeastern Nevada region, including women's health, senior living, and cancer treatment within the next five years.



ACTION PLAN

- ⇒ Build connections with local and prospective healthcare providers to identify the best methods for healthcare expansion.
- ⇒ Identify and prioritize critical healthcare demands currently unmet in the region.
- ⇒ Research grant and funding opportunities for healthcare expansion in Northeastern Nevada.
- ⇒ Support healthcare providers actively working to establish or expand services in the region.

BASELINE METRICS (2020)

As of 2020, the region hosted eight medical facilities, including:

- ⇒ **Lander County:** Lander County Hospital (Battle Mountain), Nevada Health Centers (Austin).
- ⇒ **Elko County:** Northeastern Nevada Regional Hospital (Elko), Nevada Health Centers (Elko, Carlin, Jackpot, West Wendover).
- ⇒ **White Pine County:** William Bee Ririe Hospital (Ely).



Northeastern Nevada Regional Hospital, Elko, NV



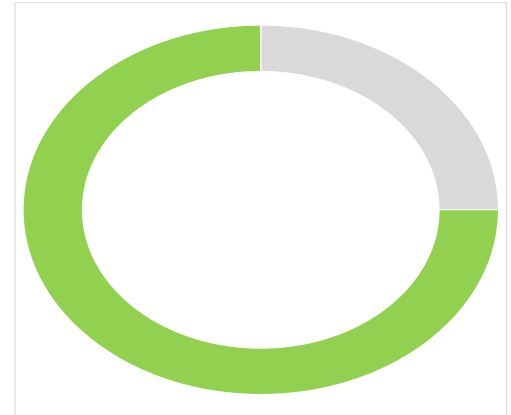
OBJECTIVE # 1 (Continued)

Partner with urban healthcare systems to bring specialized medicine to rural communities within the Northeastern Nevada region, including women's health, senior living, and cancer treatment within the next five years.

STATUS AT CY2024

Action:

- ⇒ In 2023, the Community Health Center opened, featuring a 30,000-square-foot health campus. The facility includes three operating rooms, two procedure rooms, a catheterization lab, and 15 pre- and post-recovery beds. It offers a wide range of medical and surgical services, health education classes, free screenings, and community meeting spaces.
- ⇒ Construction continues at the Battle Mountain hospital, increasing healthcare availability for Lander County residents. HUD, HRSA, and CPF grants have been secured for a community health center in Austin, with construction slated for 2025. The Battle Mountain Health Clinic has been completed, and a Lander County Health Officer has been appointed.
- ⇒ Telemedicine initiatives have been successfully implemented with the assistance of Nevada Health Centers.
- ⇒ Eureka now has an infusion clinic established by a local provider. Efforts to recruit a dentist in Elko for a practice in Eureka are ongoing.
- ⇒ Intermountain Health (IH) has reopened the Wells community clinic, offering mental health, telemedicine, and MEDEX services. It is also evaluating the feasibility of a new facility in Elko and collaborating with West Wendover on specialist services.
- ⇒ The Goshute Tribe's healthcare organization, Sacred Circle Healthcare, has expressed interest in entering the West Wendover market.
- ⇒ The City of Elko has invested \$350,000 in digital X-ray machines for Nevada Health Centers.



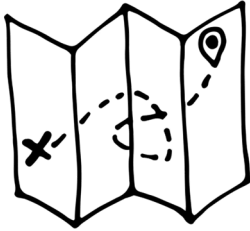
GREAT PROGRESS

"Sea of Sagebrush" beautiful Nevada Landscape, White Pine County, NV



OBJECTIVE # 2

Establish a medical health educational and behavioral facility.



ACTION PLAN

- ⇒ Collaborate with healthcare providers to determine high-demand healthcare occupations in Northeastern Nevada.
- ⇒ Research state and federal programs for funding and support to establish or expand educational facilities addressing these needs.
- ⇒ Support organizations and healthcare providers expanding mental health services, including counseling and institutional care.

BASELINE METRICS (2020)

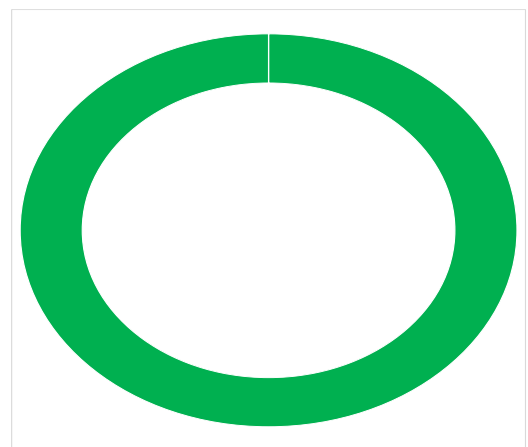
As of 2020, no dedicated mental health facilities existed within the NNRDA region.



STATUS AT CY2024

Action:

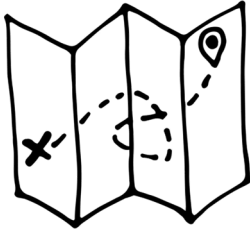
- ⇒ On November 19, 2024, the Northeastern Nevada Regional Hospital opened a 7,440-square-foot, 16-bed behavioral health unit. This facility serves the entire Northeastern Nevada region, although NNRDA staff did not contribute to its development.



COMPLETE

OBJECTIVE # 3

Work with regional healthcare providers to prepare a cost comparison study for rural Nevada areas lacking larger medical facilities.



ACTION PLAN

- ⇒ Collaborate with UNR and healthcare associations to locate any existing studies.
- ⇒ Work with relevant entities to identify costs associated with basic and routine treatments.
- ⇒ Select at least four entities outside the region for comparison of healthcare costs.
- ⇒ **Note: Due to HIPAA laws, data collection will likely require third-party sources.**

BASELINE METRICS (2020)

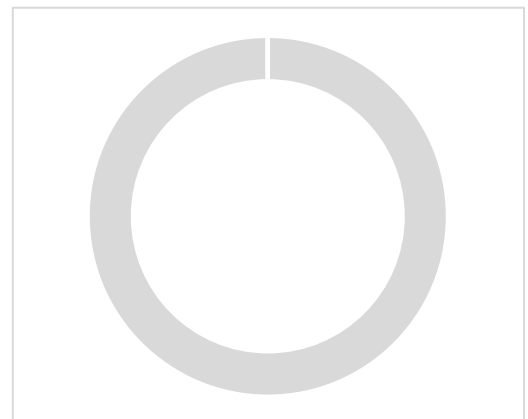
NNRDA staff are unaware of any existing study addressing this topic.



STATUS AT CY2024

Action:

Relatively new goal; no action to date.

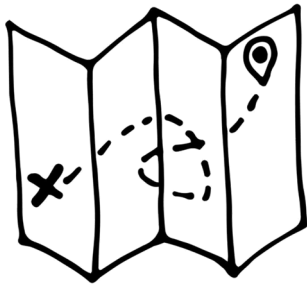


NOT STARTED

AEROSPACE & DEFENSE

OBJECTIVE # 1

Identify and highlight regional assets that can be marketed to businesses and government entities specializing in and catering to the Aerospace and Defense industry sector.



ACTION PLAN

- ⇒ Conduct a survey of assets that exist within Northeastern Nevada that could be marketable to Aerospace and Defense companies.
- ⇒ Engage stakeholders to review and provide feedback associated with the initial list; modify as needed moving forward.
- ⇒ Highlight assets on digital media forums (Website, Social Media, Email, etc.).
- ⇒ If determined useful, create and print paper material that can be sent to prospective aerospace and defense companies.

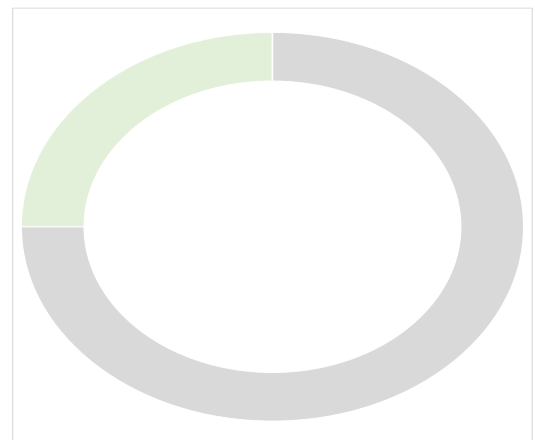
BASELINE METRICS (2020)

- ⇒ As of 2020, no official Aerospace and Defense assets have been identified.

Action:

In 2024, a rudimentary list was created and utilized to send an email to nearly 10,000 aerospace and defense contacts. Nearly 12% of recipients opened the emails, but as of yet, no direct email replies or phone calls have been realized.

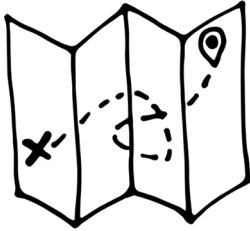
STATUS AT CY2024



LITTLE PROGRESS

OBJECTIVE # 2

Recruit or support the establishment of a private business venture that caters to or specializes in Aerospace, Department of Defense, or National Security Agency support.

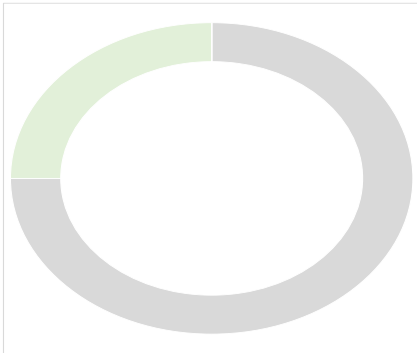


ACTION PLAN

- ⇒ Seek out and identify entrepreneurs and investors interested in servicing the aerospace and defense sectors.
- ⇒ Make appropriate connections to ensure all support options are considered, specifically those related to funding, contracts, and contacts to appropriate aerospace and defense agencies, contractors, and leadership.
- ⇒ Provide all necessary and available support to identified entrepreneurs to establish the sector in Northeastern Nevada.

BASELINE METRICS (2020)

As of 2020, there are no known private business ventures within Northeastern Nevada that offer services to the Aerospace and Defense sectors.



LITTLE PROGRESS

Action:

NNRDA staff identified and began collaboration with KADRI Clothing, a small tactical clothing manufacturer whose vision is to develop into a holistic producer with all sourcing of material coming from the United States, preferably Nevada. KADRI Clothing is currently operating out of the tiny town of Wells, Nevada, but has developed a product that caters to female combatants actively engaged in defense and security operations at national-level agencies. NNRDA has enlisted all available resources and continues to seek additional funding to allow KADRI to scale up to a point where it can offer customized tactical gear to operators in under 30 days or less.

STATUS AT CY2024

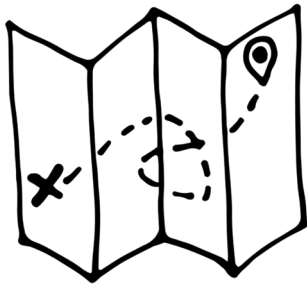


K-9 Handler on duty showcasing KADRI Tactical Pants.

CONSTRUCTION & VOCATIONAL TRADES

OBJECTIVE # 1

Work with local educators (high school, junior college, etc.) to implement and enhance vocational skills training programs to grow local community talent pools by 5.0 percent over the next five years.



ACTION PLAN

- ⇒ Conduct a survey of existing programs within K-12 school districts within the region and determine if they meet the demands identified within this goal.
- ⇒ Research program and funding opportunities that may be of use within existing and prospective initiatives that relate to the construction and trade industries.
- ⇒ Assist school districts with the desire and capacity for new programs in the development and deployment of those initiatives.

BASELINE METRICS (2020)

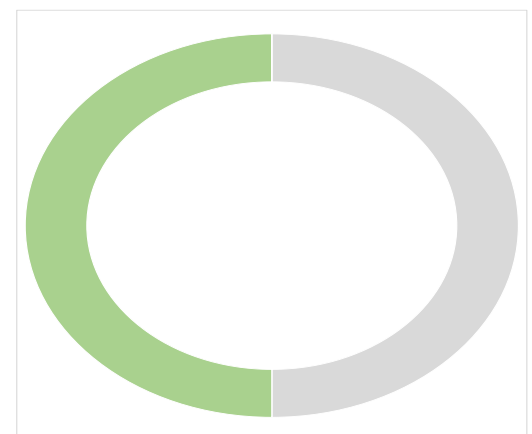
Baseline to be determined upon data collection.



STATUS AT CY2024

Action:

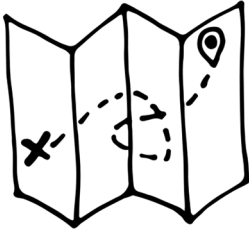
- ⇒ NNRDA staff have engaged NevadaWorks and their associated teams in an effort to bring Workforce expertise to the conversation. Thus far, Dr. Alexandria Wright (WestED) and Angie Van Drielen have been instrumental in participating, providing insights, and exploring opportunities for NNRDA communities.
- ⇒ Feedback from preexisting initiatives, however, has not been positive, as administrators report a lack of participation among targeted demographics, often leading to premature termination of programs. Stakeholders are considering ways to enhance interest and participation in workforce development programs.



SOME PROGRESS

OBJECTIVE # 2

Establish thriving special trades programs in every community within the region by increasing the number of students and adults that reach graduation and achieve job placement by 50% percent. Further, realize a 20% increase in the region's workforce.



- ⇒ Survey the number of existing students enrolled and completing K-12 programs within the region that fall within the construction and trades sectors.
- ⇒ Support existing or new programs within NNRDA's capacity, aiding in the development, deployment, and placement of those initiatives.

ACTION PLAN

BASELINE METRICS (2020)

Baseline metrics for special trades programs yet to be identified. Workforce labor pool in Northeastern Nevada determined to be 53,325 in 2020 based on 2017 statistics.



STATUS AT CY2024

Action:

- ⇒ Participation in established programs, such as the BuildNV Core, remains challenging. Stakeholders have decided to refrain from introducing new programs until success can be achieved with existing ones.
- ⇒ In White Pine County, surveys have been completed to determine specific workforce demands. Stakeholders expressed concern about the school district's current state ranking of 60%, which they hope to improve. A feasibility study for the Trails Building Institute revealed a price tag of approximately \$250,000, deemed achievable for the community. The Nevada Good Jobs award offers opportunities to enhance existing and new programs in the area. Nevadaworks continues to seek an instructor for GBC CDL classes in White Pine County, but securing faculty remains a challenge.



ON HOLD

OBJECTIVE # 2 (continued)

Establish thriving special trades programs in every community within the region by increasing the number of students and adults that reach graduation and achieve job placement by 50% percent. Further, realize a 20% increase in the region's workforce.

STATUS AT CY2024

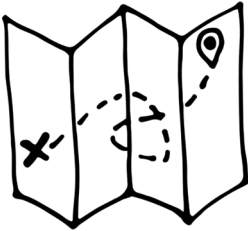
Action:

- ⇒ In Lander County, no progress has been made regarding skilled trades associated with construction. However, Battle Mountain High School (BMHS) plans to introduce two new Career Technical Education (CTE) courses: a Business Marketing course centered on licensed embroidery and screen printing, and a "Teachers in Training" course. These additions complement existing Electrical and Welding courses. BMHS's Ag program has seen enrollment increase from 96 in 2021-2022 to 139 in 2023-2024, demonstrating growing interest in skilled trades.
- ⇒ NNRDA introduced BMHS Principal Kevin Lords to representatives from the Governor's Office of Science, Innovation, and Technology (OSIT), aiming to achieve STEM School designation. OSIT offers a \$25,000 grant to support such programs, with the application deadline in early December.
- ⇒ NNRDA has collaborated with Nevadaworks to bring subsidized programming to the region under the EDA-sponsored Good Jobs Northern Nevada initiative. Approved for Phase 3 implementation in December 2023, the program offers short-term industry credentials in healthcare, logistics, digital technology, and manufacturing. Relevant credentials for West Wendover include healthcare and logistics/transportation (CDL). Additionally, Nevadaworks is partnering with OSIT and Great Basin College to provide NCCER construction sector credentials and support learner-worker success through Adult Education onramps.



OBJECTIVE # 3

Develop and implement a regional approach with mining and natural resource extraction industry partners. Partner with the mining and natural resource extraction industry sector and various educational partners to recruit a workforce and develop a recruiting process to meet the workforce demand for the next five years.



ACTION PLAN

- ⇒ Utilize acquired data and information from prior objectives in collaborative efforts with individual mining and extraction companies, supply chain businesses, and trade organizations.
- ⇒ Identify high-demand occupations and skilled trades and develop a robust marketing campaign highlighting employment opportunities and prospective wages for distribution outside the region.

BASELINE METRICS (2020)

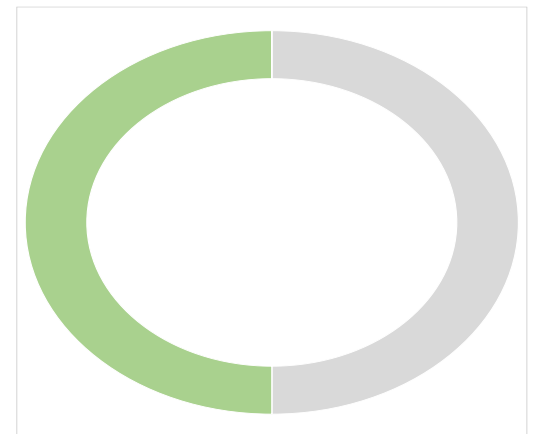
Baseline to be determined.



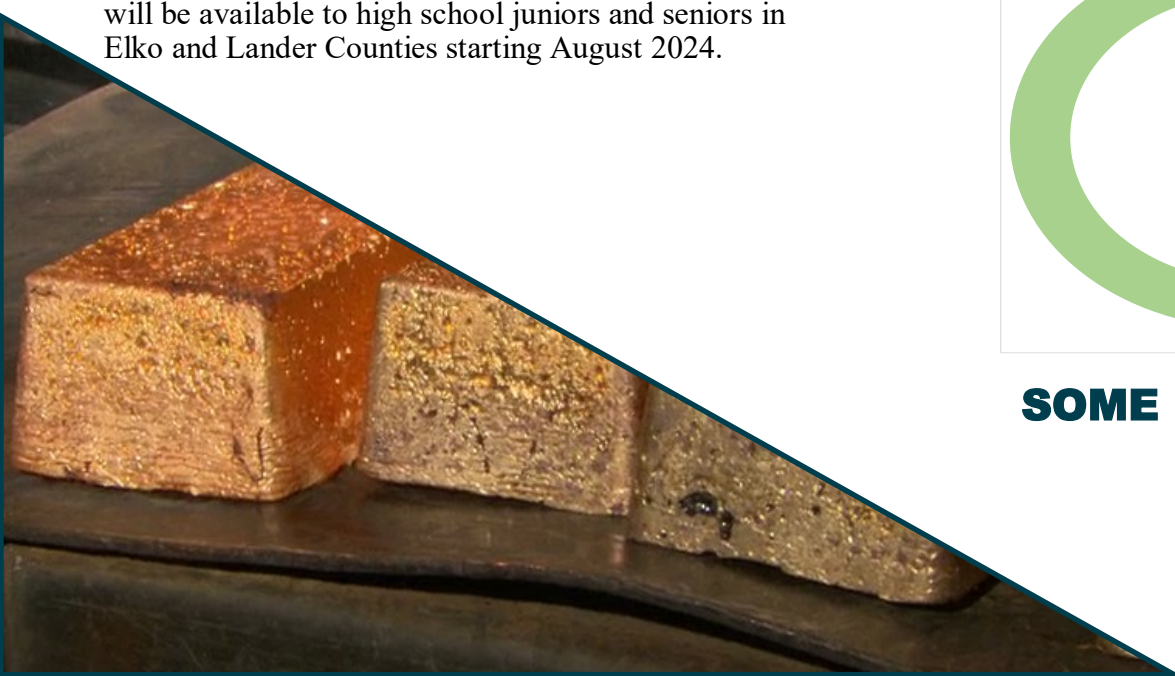
Action:

NNRDA staff have collaborated with the UNR Mining Center of Excellence to establish a Mining Center of Excellence in partnership with Great Basin College. Progress includes the approval of a dual-credit high school program in August 2023, which will be available to high school juniors and seniors in Elko and Lander Counties starting August 2024.

STATUS AT CY2024



SOME PROGRESS



**CAPACITY
BUILDING
AREAS**

**HOUSING &
DEVELOPMENT**

**EDUCATION
& TRAINING**



**INFRASTRUCTURE
DEVELOPMENT**

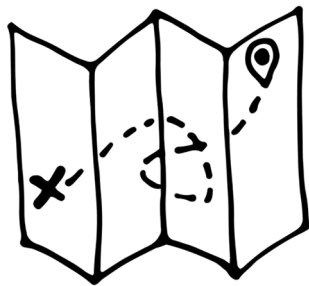
**SMALL BUSINESS
ENTREPRENEURS**

**MARKETING &
ATTRACTION**

HOUSING & DEVELOPMENT

OBJECTIVE # 1

Identify and develop incentives for builders of housing for all income brackets of up to \$50,000; Develop a regional assessment for housing needs to use as a marketing tool for developers.



ACTION PLAN

- ⇒ Collaborate with communities to determine funding sources that could be used to subsidize building or utility hookups for housing.
- ⇒ Research potential state and federal grant opportunities that can be utilized to create a funding source for these initiatives.
- ⇒ Collaborate with appropriate stakeholders to determine home-building challenges, future demand, and potential solutions to address NENV's critical housing shortage.

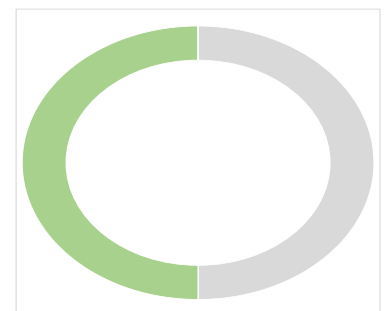
BASELINE METRICS (2020)

As of 2020, there were no known programs or incentives available to regional home builders or developers.

STATUS AT CY2024

Action:

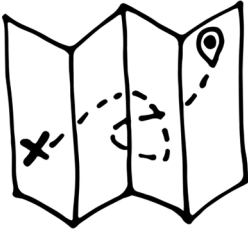
- ⇒ NNRDA staff collaborated with Elko County, which allocated \$500,000 of ARPA funds toward housing in Jackpot, Nevada. Despite difficulty in attracting developers to this remote community, Summit Edge Development from Utah agreed to explore the opportunity. If successful, this effort could serve as a model for future endeavors.
- ⇒ Conducted a housing evaluation in January 2022 that identified demand in nearly all NNRDA communities, highlighting critical housing shortages and barriers to development. The findings were published in "Addressing Rural Housing Shortages" in February 2022 and distributed to stakeholders.
- ⇒ In January 2023, NNRDA published the "NV RED Zone" initiative proposal, outlining potential incentives for building in distressed census tracts. The professionally designed proposal, distributed to stakeholders in December 2023, gained interest from organizations such as the Rural Housing Authority and the Affordable Housing Coalition. Efforts are ongoing to establish a pathway for implementation.
- ⇒ Regionally, NENV is producing 100-110 units annually, with an estimated need for 2,000 units over the next five years, necessitating a fourfold increase in construction. The "Victory Housing Initiative" concept was introduced to create an ecosystem connecting manufacturers, builders, stakeholders, and communities.



SOME PROGRESS

OBJECTIVE # 2

Assist and promote the development of 300 new multi-family housing units.



ACTION PLAN

- ⇒ Use the research document from Objective #1 to market to potential developers and raise awareness of Northeastern Nevada's housing shortage.
- ⇒ Collaborate with local communities to streamline and simplify development processes.
- ⇒ Connect developers, property owners, and communities to establish a holistic approach to housing development.

BASELINE METRICS (2020)

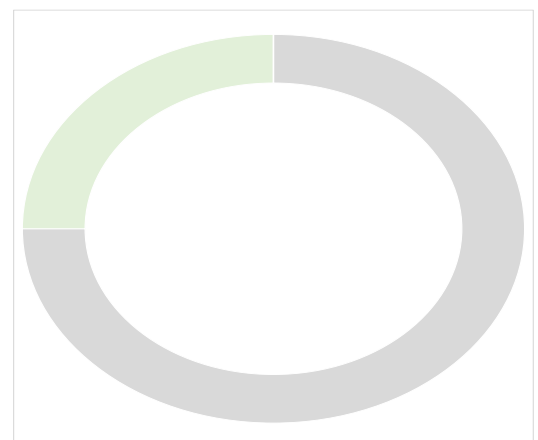
Not Applicable



STATUS AT CY2024

Action:

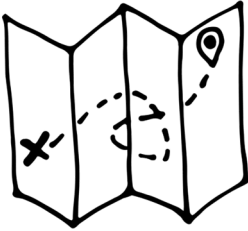
- ⇒ NNRDA staff met with several developers to encourage building in Northeastern Nevada. Summit Edge Development plans to develop a 45-unit single-family housing project in Jackpot, targeting hospitality and lithium mining activities. Construction is slated for Spring 2025.
- ⇒ Developers cite challenges such as regulatory hurdles, high material costs, inflation, and rising interest rates as barriers to progress.



LITTLE PROGRESS

OBJECTIVE # 3

Increase new home starts based on identified needs in each community, with varying percentages per community.



ACTION PLAN

- ⇒ Focus development efforts on communities with the most critical needs, based on demand assessments.
- ⇒ Connect developers and builders with property owners, investors, and community leaders to explore feasibility and opportunities.
- ⇒ Address bottlenecks or obstacles inhibiting development that are within the capacity of NNRDA and stakeholders to influence.

BASELINE METRICS (2020)

According to the 2022 NNRDA Housing Study, the following communities will require the specified number of new home constructions to maintain parity with current demand:

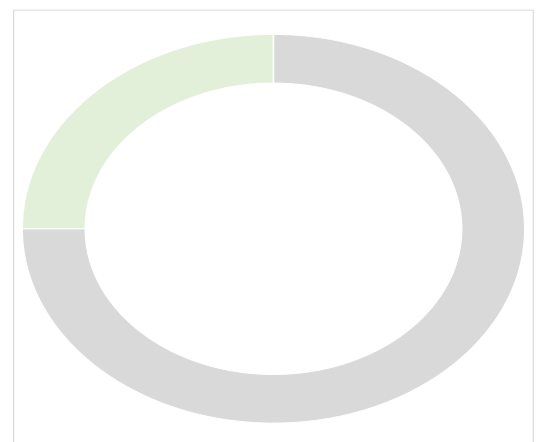
Eureka: 1
Carlin: 2
W. Wendover: 4
Jackpot: 5
Owyhee: 5
Ely: 23
Spring Creek: 38
Elko: 55



STATUS AT CY2024

Action:

- ⇒ This goal is closely tied to Objective #2. Efforts to initiate the Carlin Senior Housing project failed, and developers face persistent challenges, including financial viability in rural areas.
- ⇒ Many builders explain that, not only is home construction more expensive in rural parts of the state, but that recent inflation and interest rates have made the prospect impossible with one stating, "I can't build a house cheaper than what it will appraise for."

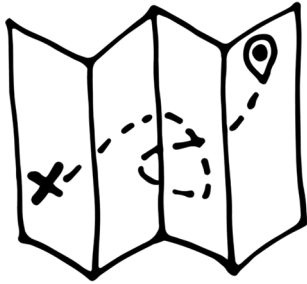


LITTLE PROGRESS

INFRASTRUCTURE DEVELOPMENT

OBJECTIVE # 1

Identify and establish access points along the Union Pacific Mainline for business development along the rail corridor.



- ⇒ Research and identify potential locations along the UP mainline with suitable topography for spurs or sidings.
- ⇒ Submit identified locations to a rail engineering firm for feasibility review.
- ⇒ Contact parcel owners or community leaders to discuss rail development potential.

ACTION PLAN

BASELINE METRICS (2020)

As of 2020, known industrial access points included:

- ⇒ Dyno Nobel Facility West - Battle Mountain
- ⇒ Nevada Gold Mines Jayhawk Terminal (mine support companies only)
- ⇒ Private Commercial Zoned Properties east of Carlin, NV
- ⇒ Elko Rail Park south of Manzanita Dr.
- ⇒ Northeastern Nevada Regional Rail Park



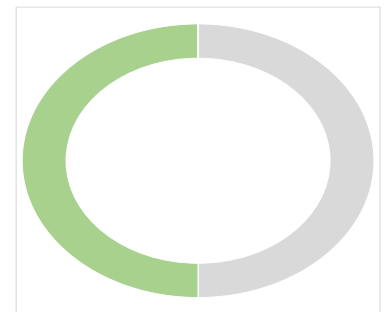
STATUS AT CY2024

Action:

All research and identification has been conducted with results sent to RailPros Rail Engineers. Four sites were identified as possible locations that have the potential to host a new rail siding/spur. The following sites were reviewed with status as follows:

- ⇒ Lander County Industrial Park - Parcel # 1029011
- ⇒ Elko Heat Land Parcels Behind Elko Charter School - Parcel # 001676011/001694009/001694008
- ⇒ Rodriguez Parcel South of Wells: Parcel # 008340033/008340034/008340021
- ⇒ West Wendover Commercial Property: Parcel # 010740202

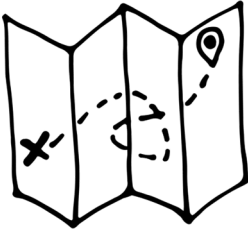
Property owners were notified and offered a discount concept drawing from RailPros to utilize for marketing and development consideration. To date, Lander County is the only property owner to pursue further rail development.



SOME PROGRESS

OBJECTIVE # 2

Provide support for the Nevada Northern Railway (NNRY) to enhance and reopen the line between Ely and Shafter Connection (UP Mainline).



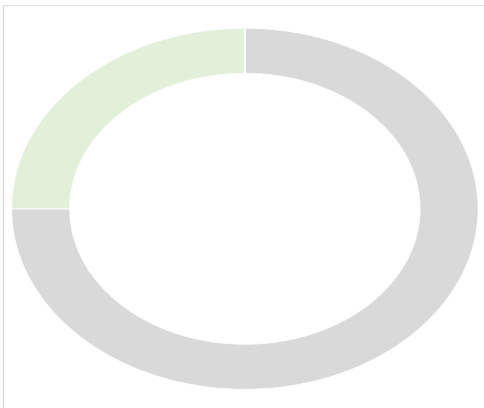
- ⇒ Support NNRY efforts by providing economic impact data and funding application assistance.
- ⇒ Network with stakeholders to advance rail development.

ACTION PLAN



BASELINE METRICS (2020)

Currently, rail activity at NNRY is limited to the Ely depot at Ruth, Nevada.



LITTLE PROGRESS

STATUS AT CY2024

Action:

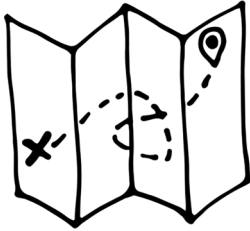
NNRDA provided letters of support for NNRY's 2024 CRISI grant and solicited NNRDA represented counties for the same, but was unsuccessful in securing funding. Support efforts continue.

Nevada Northern Railway—Locomotive No.40, Ely NV



OBJECTIVE # 3

Improve broadband infrastructure to increase internet speeds by 20% across the region.



ACTION PLAN

- ⇒ Collaborate with the Governor's Office of Innovation, Science, and Technology (OSIT) and service providers to enhance broadband.
- ⇒ Facilitate meetings between stakeholders to support development.
- ⇒ Pursue funding opportunities for broadband initiatives.

BASELINE METRICS (2020)

In 2020, average download speeds ranged from 10-15 Mbps, with some areas reaching 25-30 Mbps.

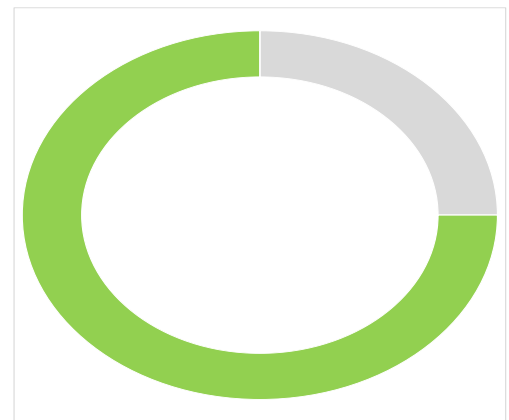


STATUS AT CY2024

Action:

Projects across the region have significantly improved broadband access, including:

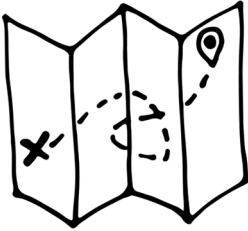
- ⇒ Anthem Broadband and Nevada Gold Mines initiatives in Elko.
- ⇒ \$7M grant for broadband expansion in Spring Creek.
- ⇒ White Pine County plans for county-wide public office connectivity and residential service.
- ⇒ Lander County's installation of 15K linear feet of conduit for broadband expansion.



GREAT PROGRESS

OBJECTIVE # 4

Promote and secure sustainable flight service at the Elko Regional Airport, with connections to Las Vegas and Reno.

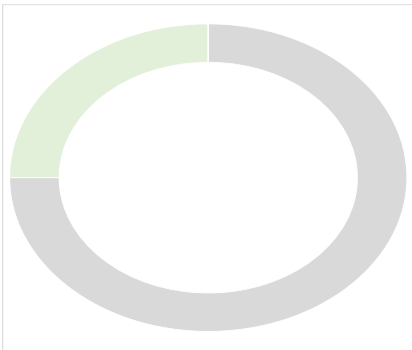


- ⇒ Support Flight Alliance of Northern Nevada (FANN) efforts and provide economic impact data.
- ⇒ Research funding opportunities to enhance or sustain flight operations.
- ⇒ Advocate for rural air service at state and national levels.

ACTION PLAN

BASELINE METRICS (2020)

In 2020, only one daily flight connected Elko and Salt Lake City.



LITTLE PROGRESS



STATUS AT CY2024

Action:

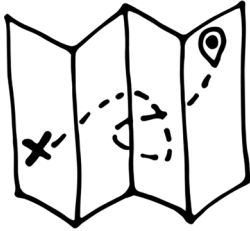
NNRDA delivered letters of support and participated in meetings. Improved flight schedules have enhanced travel but require further development .

Interior Lobby, Northeastern Nevada Regional Airport, Elko, NV



OBJECTIVE # 5

Support the development of natural gas infrastructure at industrial sites in Northeastern Nevada.



ACTION PLAN

- ⇒ Collaborate with providers to align infrastructure with current and projected demands.
- ⇒ Advocate with regulators to prioritize efficient project execution.

BASELINE METRICS (2020)

In 2020, natural gas availability was limited to select industrial locations.

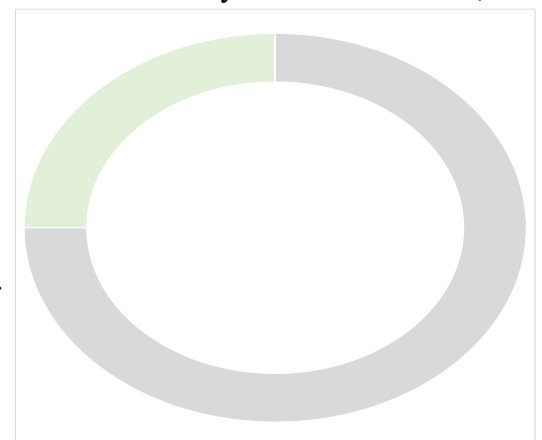
- ⇒ Valve at exit 298
 - ⇒ Valve adjacent to Carlin Ind. Park
 - ⇒ Valve near Proposed Battle Mountain Ind. Park
- ** There are currently NO Industrial Parks in NENV being served with Natural Gas.**



STATUS AT CY2024

Action:

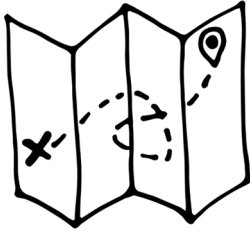
- ⇒ In 2021, NNRDA provided support and information for Pinedale Natural Gas Company who conducted a feasibility study for both the city of Wells and the City of West Wendover. This study reviewed the possibility of constructing a 50 mile natural gas line from the Ruby Pipeline to the City of West Wendover who already have a fully developed natural gas infrastructure system within the city. In addition to this, a line would also be constructed from the Ruby Pipeline (crossing at US93) to Wells which spanned the course of 13 total miles. Overall, the Nevada PUC reviewed this study and deemed it unsafe due to the proposed material that would be used for the transmission pipe. The project was then abandoned.
- ⇒ In 2022, Southwest Gas then took a look at the options and proposed a potential line from the Ruby Pipeline (west of US93) to Wells (@ 23 miles) and indicated, should there arise an anchor tenant at the Wells Industrial Park, they would proceed with a transmission project. Preliminary designs were established and sent to the PUC for review. This project will not commence until a tenant with appropriate demand is determined.



LITTLE PROGRESS

OBJECTIVE # 6

Promote nuclear energy research, development, and deployment in Northeastern Nevada.

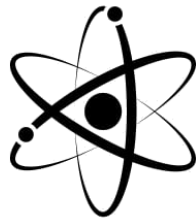


- ⇒ Collaborate with public and private stakeholders to explore nuclear energy opportunities.
- ⇒ Network with experts and establish a realistic vision for deployment.
- ⇒ Foster a nuclear workforce pipeline in K-12 and higher education.

ACTION PLAN

BASELINE METRICS (2020)

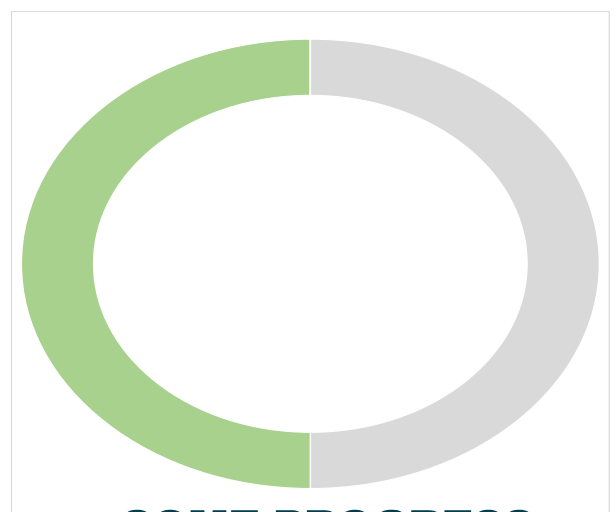
No known nuclear power generation activity existed in 2020.



STATUS AT CY2024

Action:

- ⇒ NNRDA staff have both facilitated and participated in several meetings since 2022 regarding nuclear development. NNRDA have identified no less than 1 GB of demand needed in eastern Nevada should all pipeline projects come to fruition with nearly 2GB identified for the western part of the NNRDA region. As a result of this, NNRDA passed resolution 2022-1, "Support of Nuclear Power Generation Technology Research, Development, and Deployment within Northeastern Nevada."
- ⇒ Staff have not witness a single sign of opposition within the region nor the state. There is an overwhelming undercurrent of support across the state regarding nuclear development. With that said, overall perception of the nuclear conversation is sensitive due to former debates over Yucca Mountain and the general stigma associated with nuclear power generation. This objective is realistically on a 10+ year timeline.

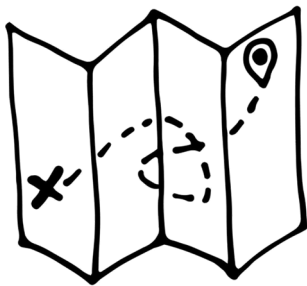


SOME PROGRESS

MARKETING & ATTRACTION

OBJECTIVE # 1

Create an online marketing campaign highlighting the region's various economic opportunities that will increase Northeastern Nevada Regional Development Authority website visits by 30 percent.



ACTION PLAN

- ⇒ Research latest options regarding marketing, specifically in the economic development space, to determine which avenue is most likely to yield the best results.
- ⇒ Determine which of these is feasible to pursue and deploy based on defined objectives within this CEDS document.
- ⇒ Manage analytics to determine overall success rates and pivot as needed when marketing campaigns are not yielding any result.
- ⇒ Focus heavily on legitimate leads that are generated—not so much on website visits but actual contacts that present a genuine interest in business development within the region.

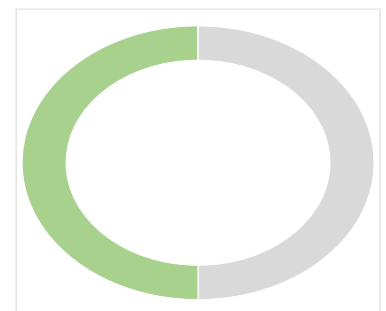
BASELINE METRICS (2020)

NNRDA Website averaging 40 visits per day.

STATUS AT CY2024

Action:

- ⇒ Website analytics have been scarce as NNRDA's webhost experienced some internal changes within the company. As a result, monthly analytics halted in June of 2023. By that time, NNRDA had seen a significant decline in daily site visits, with numbers dropping by 50% since 2019. This is primarily due to NNRDA's lack of targeted marketing campaigns driving users to the site.
- ⇒ NNRDA's video marketing initiative began to realize results in 2023, as the first videos were delivered in Spring 2023. Unfortunately, the departure of Skyfall Media's founder and CEO to Austin, Texas in late 2022 caused significant delays. With that said, all videos have now been delivered, reviewed, and published to YouTube on NNRDA's newly formed YouTube channel. These videos were also linked to appropriate communities and industrial sites on NNRDA's website. Since the deployment of these videos, there have been over 16,500 views of community and industrial park videos on YouTube.
- ⇒ Although overall site visits to the NNRDA website have decreased, "organic" leads have increased, indicating that individuals or companies visiting the website are genuinely interested in potential expansion or relocation.

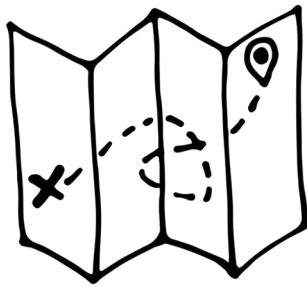


SOME PROGRESS

SMALL BUSINESS ENTREPRENEURSHIP & INNOVATION

OBJECTIVE # 1

Offer a tax incentive program/break to small businesses employing more than 30 total employees, including the number of small businesses operating across the Northeastern Nevada region.



ACTION PLAN

- ⇒ Research national incentive programs offered by local communities to determine options associated with this goal.
- ⇒ Collaborate with UNR College of Business to determine specific programs available to Nevada communities and those used in other parts of Nevada, and share with regional members.
- ⇒ Condense information and present to local communities.
- ⇒ Ensure reliable networking between experts in these topics and local communities to ensure all pertinent information is available.

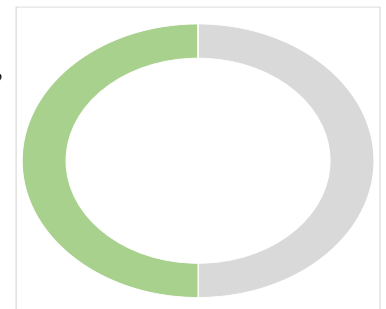
BASELINE METRICS (2020)

Currently, NNRDA is unaware of any "official" programs that fall within the scope of this goal.

STATUS AT CY2024

Action:

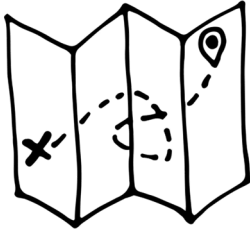
- ⇒ NNRDA continues to encourage communities and counties that require local business licenses to consider incentives for small businesses. For example, Wells waives small business license fees for startups. However, tax-related incentives remain challenging, as these are generally tied to the state level of government
- ⇒ Lander County Convention and Tourism secured funding from Congressman Amodei to create a small business incubator in the historic Lamaire building. Once established, rent will be reduced for startups and other occupants utilizing the incubator. NNRDA also submitted suggestions to SRI International and GOED to consider statewide small business or startup incentives. One suggestion included working with counties to establish a single state business license, simplifying the process for startups and enabling state-wide incentives for small businesses.
- ⇒ In late 2022, NNRDA developed a presentation highlighting potential incentive options for local communities. These included leveraging industrial park land, utility development/hookup offsets, road maintenance, curb/gutter offset assistance, and rapid permitting guarantees. The presentation also covered Tax Increment Financing (TIF), Foreign Trade Zones, Property Assessed Clean Energy (PACE), and the Community Reinvestment Act, with information provided by the University of Nevada Reno College of Business. NNRDA offered to present this information to communities in late 2022 and early 2023, with only the City of Carlin taking up the offer. Due to overall workload, this initiative was placed on the back burner for the remainder of 2023.



SOME PROGRESS

OBJECTIVE # 2

Develop a competitive regional think tank for small businesses.



ACTION PLAN

- ⇒ Seek out experts willing to share their expertise with rural entrepreneurs and small businesses.
- ⇒ Develop a network of rural entrepreneurs and small businesses willing to participate and share their experiences regularly within the established think tank.
- ⇒ Begin holding quarterly meetings for the think tank to determine the

BASELINE METRICS (2020)

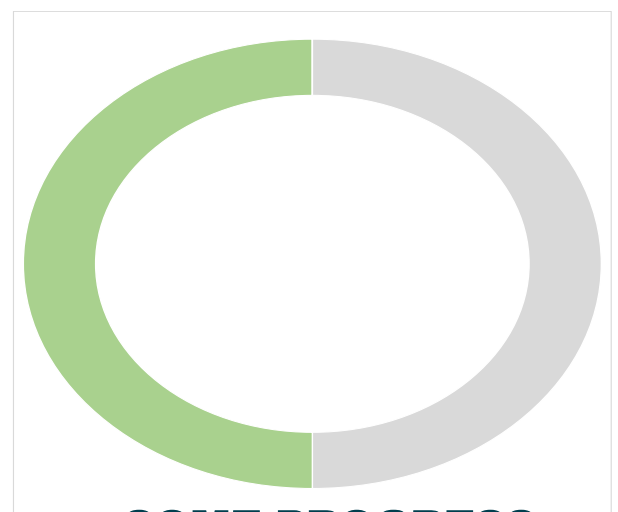
There are currently no known organizations that provide said service.



STATUS AT CY2024

Action:

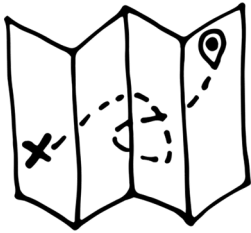
This initiative gained traction in early 2023. NNRDA met with Mr. Alex Wolfe, a Nevada entrepreneur who introduced his newest product, the MetalWave, a real-time pump diagnostic tool aimed at the Nevada mining industry. NNRDA supported Mr. Wolfe by promoting his product and inviting him to lead a webinar titled “Manufacturing Mentor Webinar” on May 9, 2023, attended by six participants. During the webinar, Mr. Wolfe shared advice on commercialization, avoiding pitfalls, and scaling product development. Positive feedback indicated interest in continuing these discussions. While this event marked the beginning of the regional “Think Tank,” follow-up efforts stalled. NNRDA is now working to revitalize this initiative.



SOME PROGRESS

OBJECTIVE # 3

Educate the region’s small business community on opportunities for closing the ‘gap’ in various industry sectors to stop the existing economic leakage in goods and services purchased by customers living within the region.



ACTION PLAN

- ⇒ Gather resources and information regarding regional leakage statistics, analyze them, and identify specific areas of focus that NNRDA can address.
- ⇒ Consider ways to capture real-time data on Northeastern Nevada industries and the goods and services they require to operate.
- ⇒ Use data to establish and deploy initiatives addressing supply chain gaps in NENV industries.



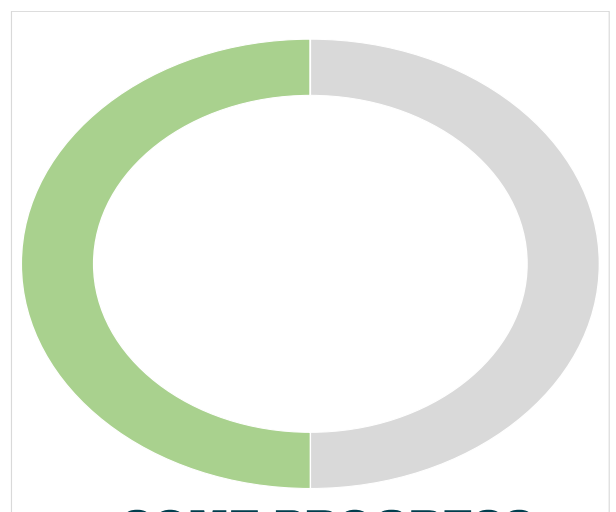
BASELINE METRICS (2020)

Data collection is ongoing to determine baseline metrics for this goal.

STATUS AT CY2024

Action:

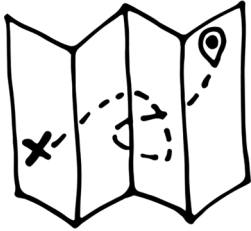
- ⇒ In Spring 2023, NNRDA Board Chair Matthew Miller proposed establishing a mechanism to identify supply chain gaps (primarily in the mining industry) and publish results for public access. On June 20, 2023, representatives from local mining companies and service providers (Epiroc & Komatsu) gathered at Great Basin College to discuss potential remedies. NNRDA proposed an online repository where supply chain representatives could upload data on supply chain gaps, which would then be analyzed and converted into RFIs for marketing to appropriate entities.
- ⇒ With unanimous support, NNRDA began building the framework for the proposed system. In December 2023, NNRDA launched the supply chain tool “Silver Link,” featuring an “Opportunities” page with categories for RFP consideration: “Commercial/Industrial” and “Small Business.” Staff were confident this tool will yield valuable insights and opportunities for regional small business owners; unfortunately, data acquisition from local industries has been a challenge.



SOME PROGRESS

OBJECTIVE # 4

Partner with StartUpNV to grow rural entrepreneurship ecosystems by holding a rural pitch conference. Promote and support regional communities enrolled in the Nevada Main Street program.



ACTION PLAN

- ⇒ Collaborate with StartupNV and other Nevada stakeholders to establish the framework for a rural pitch competition.
- ⇒ Organize event details and launch by 2021.
- ⇒ Collaborate with NV GOED Rural Development to provide information and support to enhance Nevada Main Street Program.

BASELINE METRICS (2020)

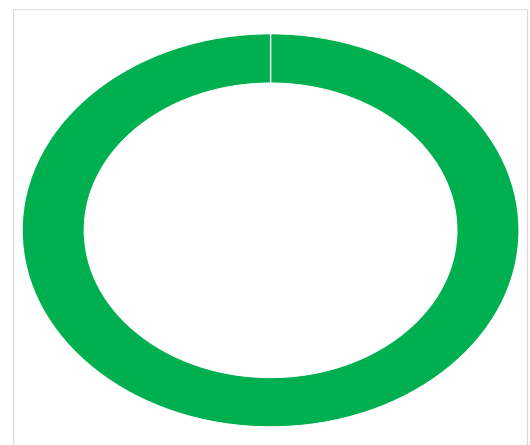
No rural pitch program exists in NENV. Current Main Street communities within the region are Wells and Ely.



STATUS AT CY2024

Action:

The rural pitch competition envisioned in 2020 has become an anticipated annual event. Since 2019, over \$62,000 has been awarded to rural Nevada entrepreneurs from Alamo to Wells to Imlay. The Launch Rural Nevada Planning Committee and NNRDA staff agree the program has reached its apex under NNRDA's control and can only grow larger under a state agency's management. Originally launched by the Governor's Office of Economic Development, the program is expected to transition to GOED Entrepreneurship Office control in 2025 to secure more sponsorships and expand opportunities for rural Nevada entrepreneurs.

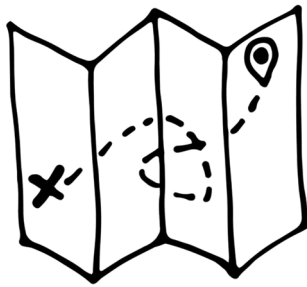


COMPLETE

EDUCATION & TRAINING

OBJECTIVE # 1

Develop and expand vocational and construction training programs to support a 20.0% increase in workforce readiness.



ACTION PLAN

- ⇒ Conduct a survey of existing programs in K-12 and higher education institutions in the region to determine if they meet demand.
- ⇒ Survey local industries to identify the highest-demand vocations in primary-level occupations throughout the region.
- ⇒ Publish and share results with K-12 and higher education institutions for review and discussion.
- ⇒ Assist institutions with the capacity to create new programs in developing and deploying initiatives.

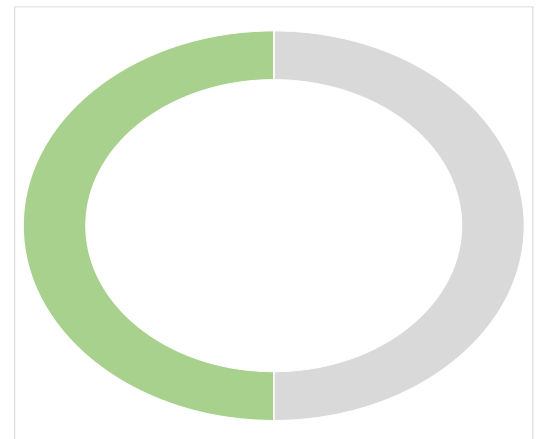
BASELINE METRICS (2020)

Data collection is ongoing to establish baseline metrics.

STATUS AT CY2024

Action:

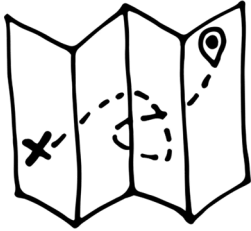
Select members of the Mining Center of Excellence Advisory Council convened to establish governing guidelines for the Mining Center of Excellence and Career Technical Education Stakeholder Advisory Council. In April 2023, the Mining Center of Excellence announced two new dual-credit high school programs emphasizing mining, geology, and metallurgy, slated to roll out in August 2023. These programs provide seamless transfers to Great Basin College and the University of Nevada Reno.



SOME PROGRESS

OBJECTIVE # 2

Identify the highest demands for training needs in secondary-tier industry sectors (sectors providing goods and services supporting local needs) and increase readiness by 20.0%.



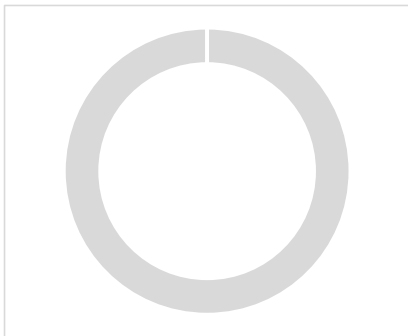
ACTION PLAN

- ⇒ Conduct a survey of existing K-12 and college programs in the region to determine if they meet demand.
- ⇒ Reference CBA #4 Objective #3 to identify high-demand occupations in each field.
- ⇒ Publish and share results with K-12 and higher education institutions for review and discussion.
- ⇒ Assist institutions with the capacity to create new programs in developing and deploying initiatives.



BASELINE METRICS (2020)

Data collection is ongoing to establish baseline metrics.



NOT STARTED

STATUS AT CY2024

Great Basin College Career Technical Center, Elko, NV





EVALUATION FRAMEWORK

SUMMARY

The evaluation framework is a critical tool for assessing progress in implementing the Comprehensive Economic Development Strategy (CEDS). It provides essential insights for the CEDS Annual Performance Report, as required by the Economic Development Administration (EDA), ensuring that the strategic direction and action plan remain current and relevant. This ongoing process of evaluation not only measures success but also helps identify areas for improvement by addressing key questions: “How are we doing?” and “What can we do better?”

At its core, the evaluation framework is an integral part of the planning process, connecting the SWOT analysis to the strategic direction and action plan, and ultimately cascading into measurable outcomes. By aligning measures and timelines with the overarching goals of the CEDS, the framework ensures that efforts are systematically tracked and refined. To enhance clarity, the evaluation framework is categorized into two key areas: Specific Measures and General Measures.

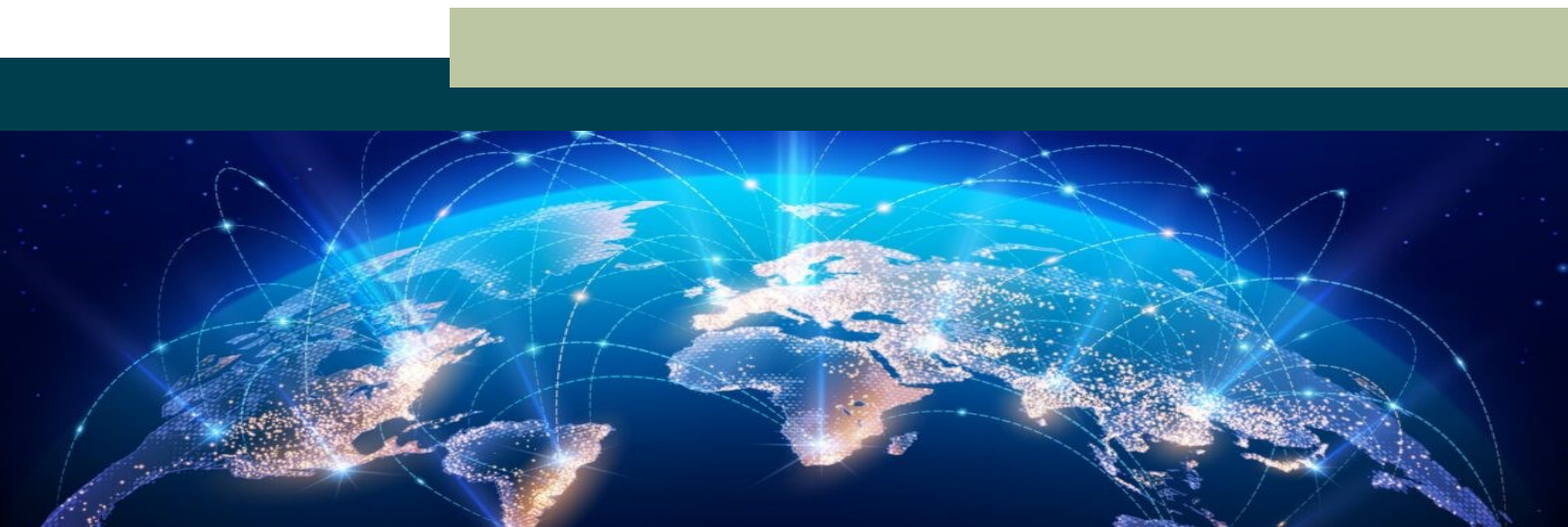
Specific Measures

Specific measures focus on targeted metrics outlined in the “Strategic Direction & Action Plan” section. These metrics provide detailed assessments for each specific target area and goal, with baseline data established in 2020 and updated periodically for accurate tracking and analysis. Progress and outcomes for individual objectives are documented under the “Status” and “Action” sections, allowing for a transparent evaluation of impacts tied to specific initiatives.

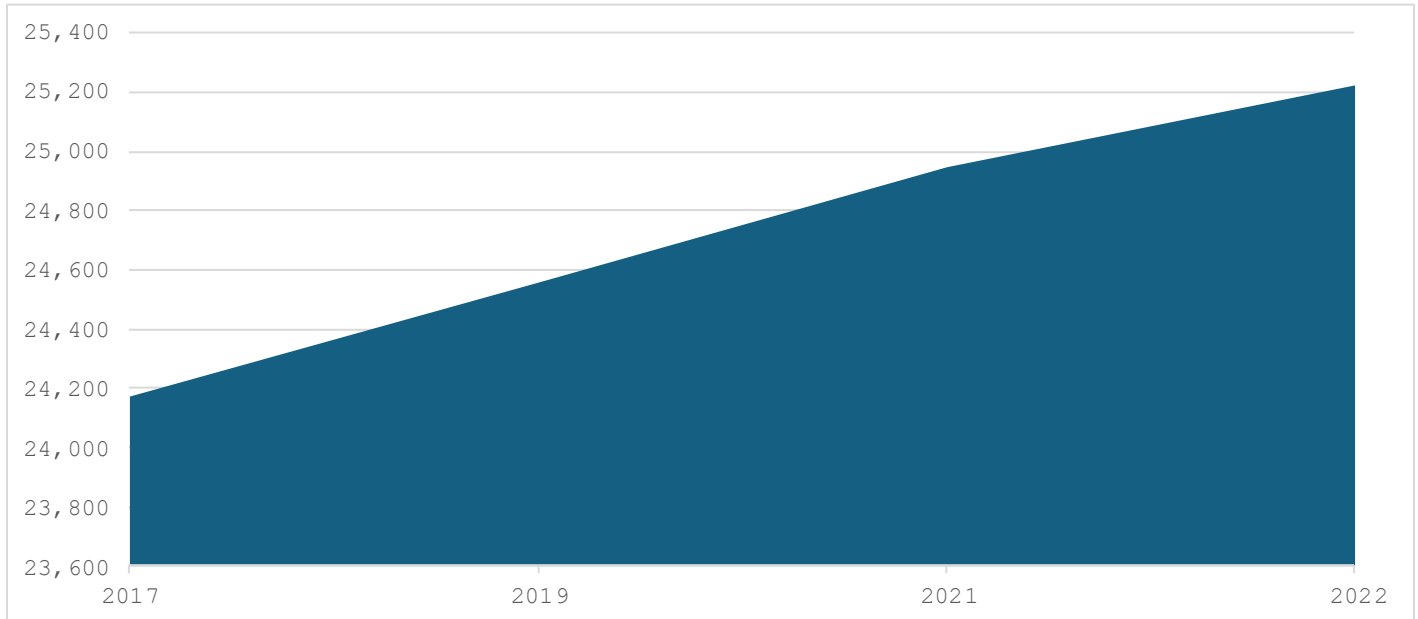
General Measures

General measures offer a broader snapshot of Northeastern Nevada's economic environment, guided by the recommendations in the U.S. Economic Development Administration's Comprehensive Economic Development Strategy (CEDS) Content Guidelines¹⁰. This document identifies key indicators to monitor, including Gross Domestic Product (GDP) and total population which can be reviewed in the “Economic Summary” section, along with, total households, household income, individual income, individuals in poverty, total workforce, and total unemployment found here. These metrics provide a holistic view of the region's economic health and serve as a foundation for ongoing evaluation and strategic adjustments.

By combining specific and general measures, the evaluation framework ensures a comprehensive approach to tracking progress, fostering accountability, and driving continuous improvement in achieving the goals of the CEDS.



TOTAL NUMBER OF HOUSEHOLDS

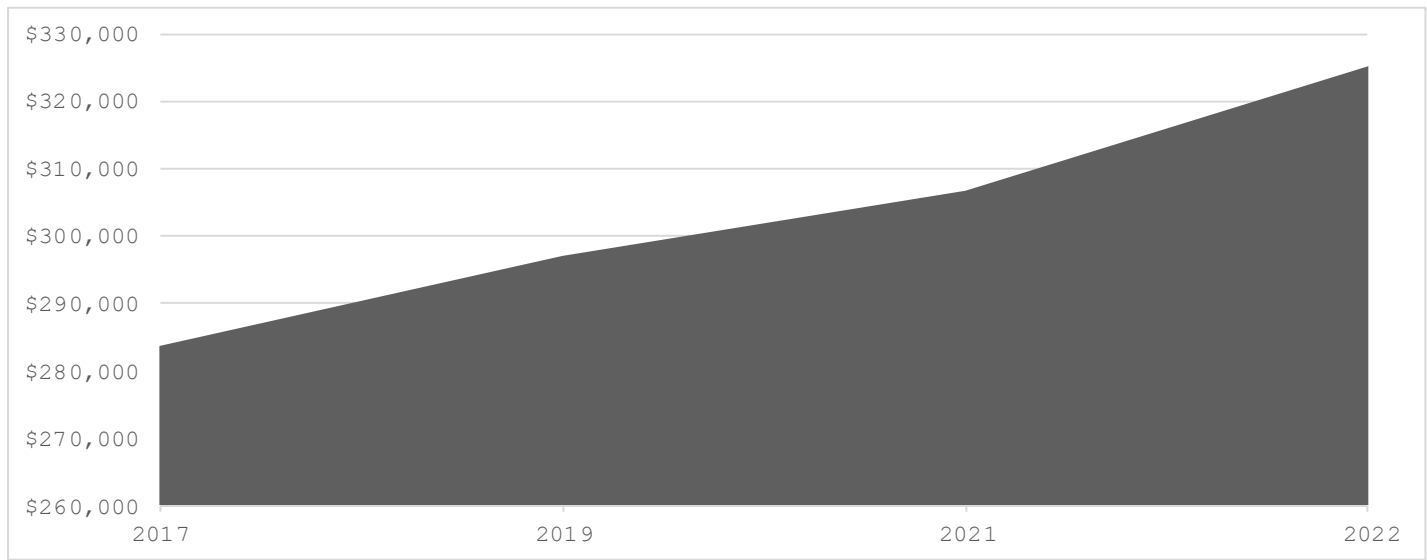


The chart above illustrates that the total number of households in the region has increased by just over 4.3% over the past five years, aligning closely with the total population growth of 4.8%, as noted in the Economic Summary section. While this growth is nearly on par with national trends, it is approximately half the rate of growth observed across the state of Nevada.

However, some communities, including Wells, Eureka, and Austin, have experienced significant declines in households, with decreases exceeding 25% over the same period. These sharp declines highlight the critical need for targeted attention and resources to support the more remote areas within NNRDA's jurisdiction, ensuring balanced and equitable regional development.

Total Number of Households						
Communities within the Northeastern Nevada Regional Development Authority ^{5,6,7,8,9}						
Community	2017	2019	2021	2022	2017-2022 Actual Change	2017-2022 Percent Change
Elko County	17,882	18,065	18,614	19,032	1,150	6.40%
Carlin	735	700	757	841	106	14.40%
Elko	13,886	7,232	14,640	14,958	1,072	7.70%
Wells	776	463	589	591	-185	-23.80%
West Wendover	1,361	1,232	1,845	1,789	428	31.40%
Eureka County	765	774	555	570	-195	-25.50%
Eureka	506	249	274	321	-185	-36.60%
Lander County	2,183	2,198	2,298	2,256	73	3.30%
Austin	228	65	157	144	-84	-36.80%
Battle Mountain	1,955	1,265	2,141	2,112	157	8.00%
White Pine County	3,343	3,516	3,482	3,363	20	0.60%
Ely	2,273	1,703		2,378	105	4.60%
State of Nevada	1,052,249	1,098,602	1,141,952	1,163,671	111,422	10.60%
United States	118,825,921	120,756,046	124,010,992	125,736,353	6,910,432	5.80%

MEDIAN HOUSEHOLD INCOME

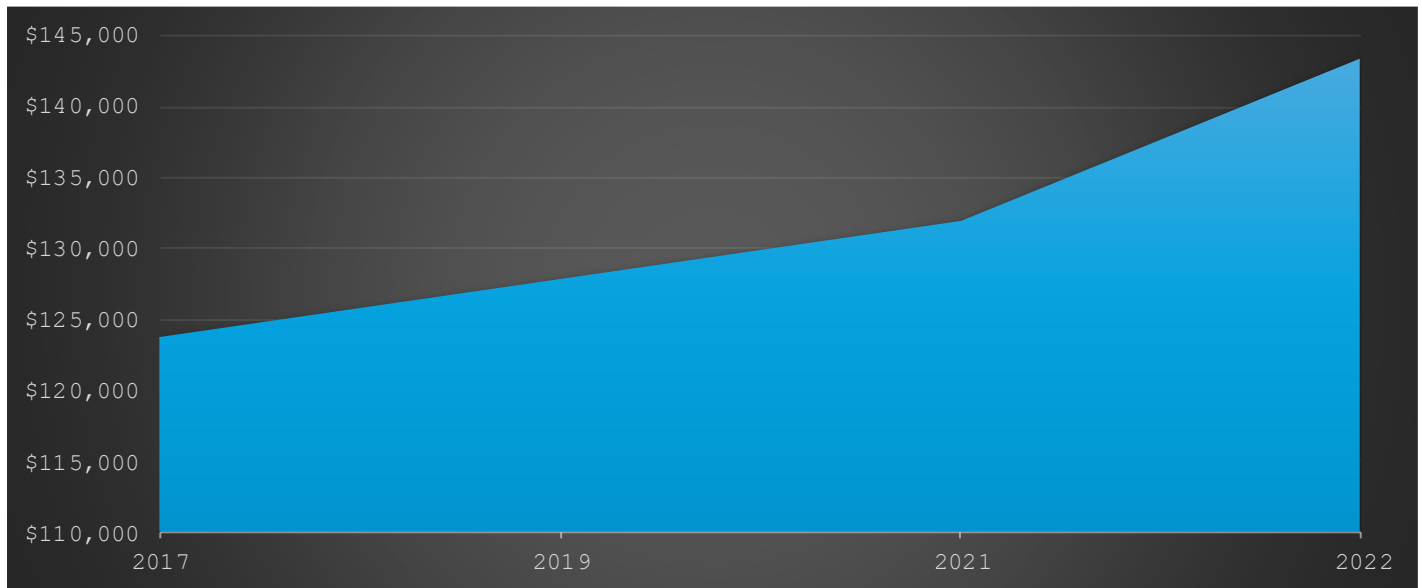


The chart above indicates that median household income in the region has risen by 14.7% over the past five years, reflecting positive economic growth and vitality across the area. This increase is a strong indicator of overall regional prosperity and improving economic conditions.

Additionally, as shown in the chart below, all but one community (Carlin) experienced an overall increase in household income. For communities that have faced significant declines in population and households, this rise may be attributed to lower-wage earners relocating to larger communities in search of higher-paying opportunities, thereby shifting the income distribution within these areas.

Median Household Income ('17& '22 Inflation-Adjusted Dollars to 2022)						
Communities within the Northeastern Nevada Regional Development Authority ^{5,6,7,8,9}						
Community	2017	2019	2021	2022	2017-2022 Actual Change	2017-2022 Percent Change
Elko County	\$76,178	\$81,232	\$82,462	\$87,755	\$11,577	15.20%
Carlin	\$74,148	\$78,929	\$72,734	\$68,207	(\$5,941)	-8.00%
Elko	\$85,530	\$79,205	\$91,315	\$94,505	\$8,975	10.50%
Wells	\$60,426	\$48,958	\$54,375	\$75,547	\$15,121	25.00%
West Wendover	\$48,429	\$64,274	\$54,075	\$80,394	\$31,965	66.00%
Eureka County	\$67,159	\$67,105	\$68,307	\$73,929	\$6,770	10.10%
Eureka	\$70,000	\$63,560	\$82,917	\$93,155	\$23,155	33.10%
Lander County	\$79,865	\$88,030	\$92,543	\$92,388	\$12,523	15.70%
Austin	\$45,570		\$26,563	N/A	N/A	N/A
Battle Mountain	\$83,521	\$73,536	\$93,859	\$100,446	\$16,925	20.30%
White Pine County	\$60,358	\$60,827	\$63,590	\$71,297	\$10,939	18.10%
Ely	\$61,339	\$60,048	\$64,987	\$75,804	\$14,465	23.60%
State of Nevada	\$55,434	\$60,365	\$65,686	\$71,646	\$16,212	29.20%
United States	\$57,652	\$62,843	\$69,021	\$75,149	\$17,497	30.30%

INDIVIDUAL (PER CAPITA) INCOME

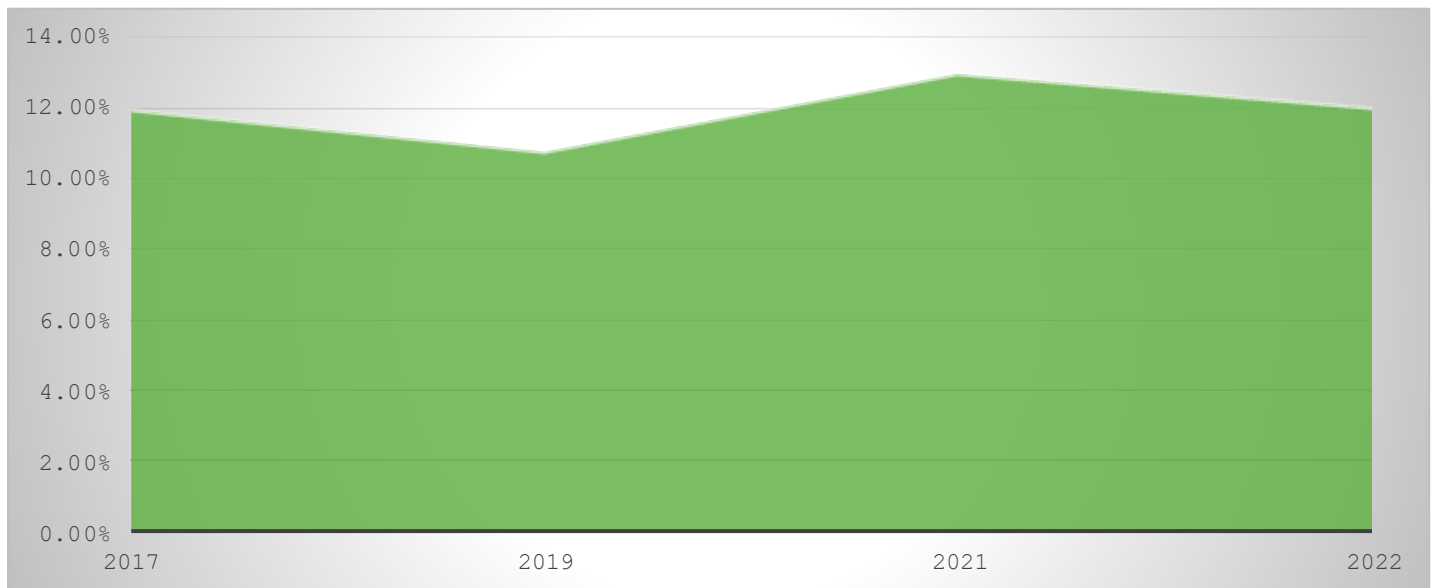


Corresponding to the previous page, the chart above highlights a 15.9% increase in per capita (or median individual) income within the region over the past five years, slightly outpacing the growth in household income. This trend underscores positive economic momentum and improving financial conditions for individuals in the region.

However, an anomaly is evident in the chart below, where Eureka County experienced a significant decrease in individual income, declining by nearly 10%. This reduction is likely attributed to operational changes at the McEwin Gold Bar mine since 2017. Encouragingly, since 2021, individual income levels have been on the rise across all communities in Northeastern Nevada, reflecting a recovery and renewed economic vitality throughout the region.

Per Capita (Mean) Income, Individuals ('17 & '22 Inflation-Adjusted Dollars to 2022) Communities within the Northeastern Nevada Regional Development Authority ^{5,6,7,8,9}						
Community	2017	2019	2021	2022	2017-2022 Actual Change	2017-2022 Percent Change
Elko County	\$32,498	\$33,875	\$36,273	\$39,001	\$6,503	20.00%
Carlin	\$34,456	\$33,437	\$30,696	\$31,809	(\$2,647)	-7.70%
Elko	\$35,066	\$35,270	\$38,307	\$41,677	\$6,611	18.90%
Wells	\$23,998	\$27,654	\$23,809	\$28,965	\$4,967	20.70%
West Wendover	\$22,701	\$25,640	\$30,315	\$28,927	\$6,226	27.40%
Eureka County	\$35,606	\$34,249	\$26,443	\$32,187	(\$3,419)	-9.60%
Eureka	\$35,331	\$29,504	\$23,657	\$30,599	(\$4,732)	-13.40%
Lander County	\$30,256	\$34,000	\$38,632	\$41,561	\$11,305	37.40%
Austin	\$35,814		\$22,983	\$36,177	\$363	1.00%
Battle Mountain	\$29,839	\$32,155	\$39,370	\$41,757	\$11,918	39.90%
White Pine County	\$25,350	\$25,675	\$30,626	\$30,668	\$5,318	21.00%
Ely	\$29,964	\$27,774	\$34,306	\$37,249	\$7,285	24.30%
State of Nevada	\$28,450	\$31,557	\$34,621	\$37,945	\$9,495	33.40%
United States	\$31,177	\$34,103	\$37,638	\$41,261	\$10,084	32.30%

POPULATION LIVING BELOW POVERTY LINE

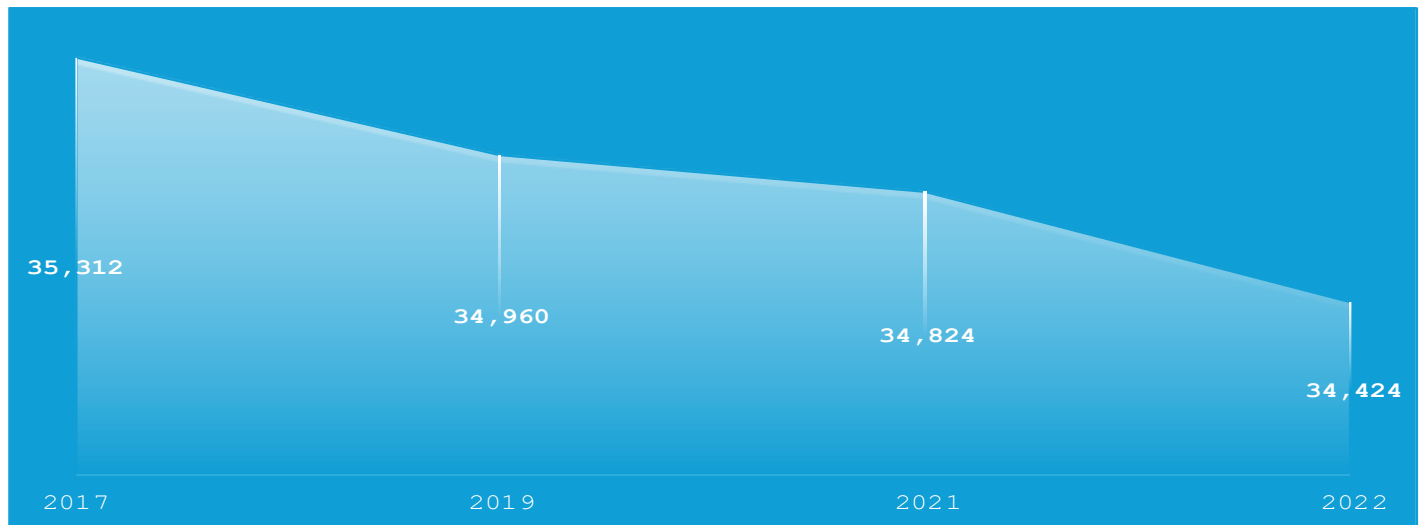


Overall, poverty levels in the region have remained relatively stable over the past five years, with only a modest 0.6% increase since 2017. This stability is consistent across most counties, with one notable exception: Eureka County. Currently, 17.6% of Eureka's residents live below the poverty line, representing a staggering 76% increase since 2017.

Similarly, other communities such as Wells and Austin have experienced significant rises in poverty levels cresting 15% or more. These trends underscore the pressing need for targeted support and strategic investment in the region's deeply rural communities. Addressing the lack of economic diversity within these areas is critical to reversing these alarming trends and fostering sustainable economic growth.

Percent of Total Population Living Below the Poverty Line						
Communities within the Northeastern Nevada Regional Development Authority ^{5,6,7,8,9}						
Community	2017	2019	2021	2022	2017-2022 Actual Change	2017-2022 Percent Change
Elko County	11.50%	11.70%	11.60%	10.40%	-1.10%	-9.60%
Carlin	5.70%	1.10%	7.40%	6.20%	0.50%	8.80%
Elko	9.70%	14.40%	9.90%	9.60%	-0.10%	-1.00%
Wells	5.20%	11.60%	31.00%	27.00%	21.80%	419.20%
West Wendover	15.30%	13.60%	14.30%	10.60%	-4.70%	-30.70%
Eureka County	10.00%	8.00%	18.30%	17.60%	7.60%	76.00%
Eureka	10.80%	16.60%	21.90%	21.40%	10.60%	98.10%
Lander County	13.20%	9.70%	10.90%	10.80%	-2.40%	-18.20%
Austin	0.20%		15.10%	16.40%	16.20%	8100.00%
Battle Mountain	14.10%	10.00%	10.70%	10.60%	-3.50%	-24.80%
White Pine County	13.00%	13.60%	11.10%	9.20%	-3.80%	-29.20%
Ely	15.00%	18.20%	11.50%	9.70%	-5.30%	-35.30%
State of Nevada	14.20%	13.10%	12.90%	12.70%	-1.50%	-10.60%
United States	14.60%	13.40%	12.60%	12.50%	-2.10%	-14.40%

CIVILIAN WORKFORCE (16 & OLDER)



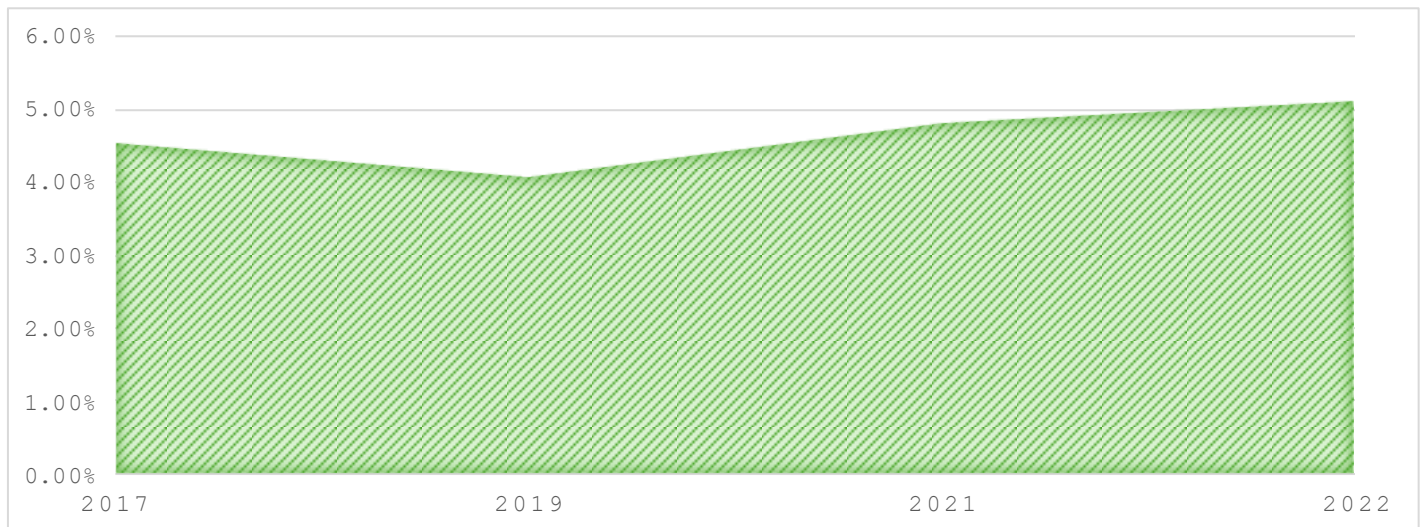
The charts on this page highlight a critical concern from an economic development perspective. While overall population in Northeastern Nevada has increased, this growth has not translated into an expanded workforce. In fact, the region's total workforce has declined by 2.5% since 2017, representing a loss of nearly 900 workers.

This trend could stem from several factors. It is possible that the COVID-19 pandemic's mini "baby boom" resulted in a higher number of young children who have yet to enter the workforce. Alternatively, retirees may be settling in Northeastern Nevada while members of the workforce-aged population relocate elsewhere.

Regardless of the cause, reversing this workforce decline is essential for achieving the economic diversification and growth goals outlined by NNRDA. Addressing this issue will require targeted strategies to attract and retain workers, ensuring the region's communities are equipped to support sustainable economic development.

Civilian Workforce (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority^{5,6,7,8,9}						
Community	2017	2019	2021	2022	2017-2022 Actual Change	2017-2022 Percent Change
Elko County	27,702	27,452	27,701	27,585	-117	-0.40%
Carlin	1,133	1,065	1,184	1,248	115	10.20%
Elko	21,710	11,027	21,756	21,503	-207	-1.00%
Wells	986	450	765	803	-183	-18.60%
West Wendover	2,359	2,213	2,614	2,524	165	7.00%
Eureka County	904	930	587	579	-325	-36.00%
Eureka	666	260	389	365	-301	-45.20%
Lander County	2,905	2,818	2,848	2,643	-262	-9.00%
Austin	174	101	125	98	-76	-43.70%
Battle Mountain	2,731	1,806	2,723	2,545	-186	-6.80%
White Pine County	3,801	3,760	3,688	3,617	-184	-4.80%
Ely	2,624	1,818	2,815	2,854	230	8.80%
State of Nevada	1,457,643	1,498,994	1,538,959	1,566,279	108,636	7.50%
United States	161,159,470	163,555,585	166,672,597	167,857,207	6,697,737	4.20%

REGIONAL UNEMPLOYMENT (16 & OLDER)



Building on the previous page, we conclude with another troubling trend. Not only are workforce numbers declining, but unemployment rates across the region are rising, signaling an even smaller pool of available workers. Since 2017, overall unemployment has increased by 12.6%, further exacerbating workforce challenges.

The most significant contributor to this trend appears to be Lander County, which has experienced a substantial rise in unemployment over the past five years, climbing from 7.6% in 2017 to 11.7% in 2022. Unfortunately, no definitive cause for this sharp increase has been identified, adding complexity to addressing the issue.

This trend underscores the urgent need for targeted efforts to stabilize and strengthen the regional labor market. Without intervention, these challenges could hinder the ability of NNRDA communities to achieve their economic development and diversification goals.

Civilian Unemployment Rate (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority^{5,6,7,8,9}						
Community	2017	2019	2021	2022	2017-2022 Actual Change	2017-2022 Percent Change
Elko County	4.40%	4.70%	4.60%	4.70%	0.30%	6.80%
Carlin	11.80%	7.90%	7.30%	5.00%	-6.80%	-57.60%
Elko	3.70%	5.00%	5.00%	4.70%	1.00%	27.00%
Wells	4.90%	2.90%	1.20%	1.00%	-3.90%	-79.60%
West Wendover	1.30%	1.30%	0.00%	2.90%	1.60%	123.10%
Eureka County	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Eureka	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Lander County	7.60%	8.20%	10.80%	11.70%	4.10%	53.90%
Austin	12.10%		0.00%	0.00%	-12.10%	-100.00%
Battle Mountain	7.40%	6.30%	11.30%	12.10%	4.70%	63.50%
White Pine County	6.20%	3.40%	3.80%	4.10%	-2.10%	-33.90%
Ely	6.70%	6.20%	3.20%	3.00%	-3.70%	-55.20%
State of Nevada	8.00%	6.20%	7.10%	7.00%	-1.00%	-12.50%
United States	6.60%	5.30%	5.50%	5.30%	-1.30%	-19.70%



ECONOMIC RESILIENCE

RESILIENCE IS IN OUR DNA

Northeastern Nevada has long demonstrated its economic resilience, earning a reputation as a “recession insulated” region. This stability is largely attributed to its robust gold and silver mining operations, which serve as foundational industries and have historically weathered economic downturns with minimal disruption. These industries provide high-paying jobs and steady economic activity, ensuring a degree of financial stability even during broader national or global recessions.

However, true economic resilience requires more than reliance on a single sector. By diversifying its economy, Northeastern Nevada can transition from being “recession insulated” to “recession proof.” Targeting industries such as warehousing and distribution, value-added manufacturing, aerospace and defense, and nuclear energy presents significant opportunities for sustainable growth. These sectors align well with the region’s geographic advantages, workforce potential, and existing infrastructure, offering pathways to reduce dependence on mining and establish a more balanced and adaptable economy.

The Northeastern Nevada Regional Development Authority (NNRDA) plays a pivotal role in fostering economic resilience by supporting small businesses, which are essential to the regional economy. The NNRDA provides resources and guidance to help businesses navigate challenges like those posed by the COVID-19 pandemic or sudden regulatory changes. By offering training programs, access to financial resources, and tools for strategic planning, the NNRDA empowers small businesses to adapt and thrive, ensuring they remain agile in the face of uncertainty.

The CEDS Strategic Direction and Action Plan integrates specific goals and objectives designed to achieve this vision of economic resilience. These goals include strategies to strengthen workforce development through training programs, enhance infrastructure to support new industries, and provide incentives to attract investment in emerging sectors. By aligning these initiatives with the region’s unique strengths and challenges, the plan provides a clear and actionable roadmap for achieving long-term economic sustainability.

Additionally, the plan recognizes the importance of collaboration among regional stakeholders, including local governments, educational institutions, and private industry. This collaborative approach ensures that resources are utilized effectively and that initiatives are tailored to the needs of the region. For instance, fostering partnerships with higher education institutions can support workforce development by creating pipelines for skilled labor in high-demand sectors like advanced manufacturing and aerospace.

Economic resilience in Northeastern Nevada is also deeply rooted in the character of its people. Rugged individualism and a culture of resilience are defining traits of Northeastern Nevadans, passed down through generations and ingrained in their DNA. This cultural strength has long driven their ability to adapt to changing circumstances and overcome challenges, whether it’s the isolation of rural living or the volatility of resource-dependent economies. This spirit of determination and self-reliance serves as a critical foundation for realizing the region’s economic goals and ensures that the community remains steadfast in its pursuit of prosperity.

Ultimately, achieving economic resilience in Northeastern Nevada requires both leveraging existing strengths and proactively addressing vulnerabilities. By focusing on diversification and strategic investments while supporting small businesses and fostering partnerships, the NNRDA is poised to transform the region into a model of economic adaptability and growth. Through these efforts, Northeastern Nevada can ensure a prosperous and sustainable future for its communities.

ANALYSIS & RESPONSE

The following is a list of identified natural and man-made threats that have the potential to disrupt Northeastern Nevada's economic environment, either directly by affecting goods and services or indirectly through the disruption of infrastructure and supply chains. While these identified threats and initial response measures are preliminary, stakeholders have committed to ongoing evaluation and the adoption of best practices to improve response strategies and mitigation efforts.

WILDFIRE:

Wildfire has been identified as the primary natural disaster likely to impact Northeastern Nevada's economy. Over the past 50 years, the region has experienced a steady increase in wildfires, burning thousands—and in some cases, millions—of acres annually. These fires not only devastate the landscape and natural ecosystem of the Great Basin but also disrupt resources and accessibility critical to Northeastern Nevada's two major industries: agriculture and mining.

While some attribute this trend to climate change, a more significant contributing factor is the mismanagement of federal lands and the substantial reduction of grazing in the sheep and cattle industries. These issues have compounded the severity and frequency of wildfires, creating a pressing need for effective mitigation strategies.

RESPONSE:

Stakeholders are actively engaging with federal representatives and land management agencies to address the wildfire threat proactively. Key efforts include advocating for the adoption of proven grazing practices, implementing common-sense land management principles, and enhancing proactive firefighting strategies to reduce wildfire risks before they escalate.

Another critical concern related to wildfires is the potential disruption of energy transmission. To address this risk, stakeholders are collaborating with current and prospective energy providers to establish contingency plans that ensure reliable power delivery during disruptions. For example, new solar energy projects will be encouraged to incorporate a switch mechanism that allows power to be redirected from transmission lines leaving the region to connections that serve the local community during emergencies. By taking these steps, Northeastern Nevada aims to protect its economic stability and safeguard its industries from the devastating impacts of wildfire.



ANALYSIS & RESPONSE

REGULATORY SHIFTS:

Rapid regulatory changes have long been a source of concern for residents and civic leaders in Northeastern Nevada. Many stakeholders worry that an increasing number of regulations and statutes are being enacted not to enhance economic efficiency or public safety but to advance ideological objectives with little grounding in science or common sense.

Northeastern Nevada's primary industries—agriculture and mining—are often disproportionately affected by these regulations due to their unwarranted stigma as environmentally unfriendly. Compounding this challenge is the fact that 82% of Nevada's land is federally owned, placing Nevadans in a uniquely complex regulatory environment compared to other states.

Residents and small businesses have cited examples of these challenges, particularly during the 2019 COVID pandemic when mandates and enforcement tactics were implemented without adequate consideration of data or local circumstances. Whether at the federal, state, or local level, stakeholders recognize that the regulatory landscape can shift dramatically with changes in administration, posing risks to the region's economic stability.

RESPONSE:

Stakeholders in Northeastern Nevada remain proactive in engaging leadership at all levels of government to address regulatory challenges. Public participation is common when new regulations are proposed by federal or state agencies, reflecting a community deeply invested in maintaining a balanced regulatory environment.

The Northeastern Nevada Regional Development Authority (NNRDA) has incorporated a "Contingencies" section into its READY AIM Small Business program, designed to help startups and entrepreneurs anticipate and navigate potential regulatory challenges. Additionally, NNRDA staff and members regularly conduct scenario planning or "war gaming" exercises to prepare for potential regulatory threats.

A notable example of this proactive approach was the response to the State of Nevada Gross Proceeds of Minerals Tax, enacted during a special session in 2020. By staying vigilant and prepared, the region continues to safeguard its industries and businesses against the impacts of abrupt regulatory shifts.



ANALYSIS & RESPONSE

LIMITED OR LAST MILE INFRASTRUCTURE:

TRANSPORTATION:

Northeastern Nevada presents a unique dichotomy: while many of its communities lie along Interstate-80, a major artery of the North American transportation network, others are located at the end of remote roads with limited access. Communities such as Tuscarora, Jarbidge, Spring Creek, and Midas face significant risks due to their "one way in, one way out" positioning.

Even communities along Interstate-80 are not immune to vulnerabilities. Critical points such as Pequop Pass, the Carlin Tunnel, and Emigrant Pass present significant risks; weather events, hazardous spills, severe accidents, or other disruptions at these locations could result in complete travel standstills with no viable diversion routes.

ENERGY DISTRIBUTION:

Many smaller communities within Northeastern Nevada regularly face extended power outages caused by weather, wildfires, equipment failures, or accidents. Communities on the "last mile" of the power grid, such as the Duckwater Shoshone Reservation, experience some of the most severe impacts. For residents of Duckwater, especially the many Tribal members managing diabetes, power outages can have life-threatening consequences. Without electricity, refrigeration of insulin becomes impossible, and replacement supplies require a one-hour trip to Eureka or Ely.

RESPONSE:

TRANSPORTATION:

Stakeholders have long recognized the challenges posed by Northeastern Nevada's transportation infrastructure and have taken steps to address them. For example, in Spring Creek, engineered plans for a secondary roadway have been completed, and discussions are ongoing with state and federal transportation departments to secure funding for construction.

However, further efforts are required to prepare for catastrophic events that could obstruct travel to or from these communities. Stakeholders also stress the need for contingency planning for potential disasters on the Union Pacific Main Line, such as a hazardous spill similar to the 2023 East Palestine, Ohio, incident. Many local communities lack the capacity or resources to effectively respond to such a large-scale emergency.

East Palestine, Ohio, February 3, 2023



ANALYSIS & RESPONSE

RESPONSE (Continued) :

ENERGY DISTRIBUTION:

Recognizing the volatility of the regional power grid, NNRDA and its members have taken initial steps to address these challenges while planning for more comprehensive initiatives:

1. BOHA Energy Initiative: NNRDA has drafted the “BOHA Energy Initiative,” targeting power reliability issues at the Duckwater Reservation. The initiative seeks federal and state funding to mitigate extended outages and provide reassurance to vulnerable populations, such as local diabetics.
2. Preparedness Mindset: NNRDA promotes a culture of self-sufficiency among residents, encouraging preparedness for emergencies as part of living in a rural area.

Looking ahead, stakeholders have identified the need for local Emergency Management or Civil Defense Officers at the county level. These officers would focus on:

- Educating the public on preparedness and self-sufficiency.
- Securing resources and funding for disaster response.

It is broadly agreed that reliance on federal agencies like FEMA is insufficient for addressing the needs of small, rural communities. Instead, locally driven solutions emphasizing education, prevention, and resource allocation are deemed the most effective and cost-efficient strategy to mitigate infrastructure risks in Northeastern Nevada.





FUELED BY GRIT—DRIVEN BY SKILL

Workforce development is a cornerstone of a thriving economic region, serving as the bridge between a community’s labor market and the needs of businesses and industries. A well-developed workforce ensures that employers have access to skilled and competent employees, which is critical for maintaining productivity, innovation, and economic growth. In today’s rapidly evolving economy, workforce development initiatives also help workers adapt to technological advancements, meet industry-specific demands, and contribute to regional economic competitiveness.

Economic development organizations like the Northeastern Nevada Regional Development Authority (NNRDA) play an integral role in addressing workforce development challenges and opportunities. By collaborating with stakeholders such as local businesses, educational institutions, and government agencies, the NNRDA serves as a catalyst for aligning workforce training programs with the specific needs of the region’s industries. This ensures that the workforce remains agile and ready to support both existing businesses and new investments, driving sustained economic growth and resilience in Northeastern Nevada.

The Comprehensive Economic Development Strategy (CEDS) for Northeastern Nevada explicitly recognizes the importance of workforce development, addressing it within the “Strategic Direction & Action Plan” section. Workforce concerns are prominently featured in Target Industry Sector #5, “Construction & Vocational Trades,” and Capacity Building Area #5, “Education and Training.” These focus areas emphasize the need for tailored strategies to close skills gaps in critical industries and to provide long-term solutions for workforce preparedness.

NNRDA is committed to collaborating with groups specializing in workforce development, including NevadaWorks and EmployNV, as well as educational institutions such as Great Basin College and regional K-12 schools. These partnerships aim to align training programs with industry demands, expand access to certifications, and encourage lifelong learning. By working together, these organizations help ensure that residents of Northeastern Nevada are equipped with the skills necessary to succeed in high-demand fields while also fostering career readiness for future generations.

Target Industry Sector #5, “Construction & Vocational Trades,” directly addresses the urgent need for skilled labor in sectors like construction, mining, and technical trades. Through vocational training and apprenticeship programs, the NNRDA helps fill critical gaps in the labor market while providing stable, high-paying career opportunities for residents. Similarly, Capacity Building Area #5, “Education and Training,” invests in long-term solutions by supporting educational programs that enhance skills development and promote economic mobility.

By integrating workforce development into the CEDS Strategic Direction & Action Plan, Northeastern Nevada is laying the groundwork for a resilient and adaptable labor force. These initiatives not only prepare the region to meet current and future workforce challenges but also strengthen its economic foundation. Through ongoing collaboration with workforce development groups, educational institutions, and industry stakeholders, the NNRDA ensures that workforce development remains a top priority, driving economic vitality and improving the quality of life for residents across the region.



MANY FACES—ONE VISION

Northeastern Nevada is a region rich in cultural diversity, where multiple communities have coexisted for over a century. Native American tribes such as the Western Shoshone and Northern Paiute maintain a profound connection to the land, preserving their traditions and sharing their cultural heritage. Alongside them are the Basque people, whose ancestors immigrated from Europe in the late 19th and early 20th centuries to work as sheepherders. The Hispanic population has also contributed greatly to the cultural and economic landscape, with strong roots in agriculture, mining, and service industries. Meanwhile, the White population, many of whom are descended from early pioneers and ranchers, adds to the region's rich tapestry of history and resilience. Together, these communities have created a unique cultural blend that is both respectful of diversity and united in shared values.

What makes Northeastern Nevada particularly remarkable is the harmony and integration that has flourished among these groups. Unlike many parts of the nation, where identity politics and social divisions often dominate discourse, the people of Northeastern Nevada have focused on character over differences in race, gender, religion, or sexual orientation. Inter marriage between these groups is not uncommon, and a strong sense of mutual respect has fostered a community ethos of collaboration and coexistence. This cultural dynamic is reflected in the region's low levels of social and civil unrest, a testament to the shared belief that personal character outweighs demographic labels.

This unity is partly born from the rugged, self-reliant spirit that defines Northeastern Nevada. In a region where hard work and resilience are essential, residents have learned to depend on one another regardless of cultural background. This shared experience has created a strong community fabric that resists the divisive tactics seen elsewhere in the country. The people of Northeastern Nevada refuse to be baited into conflicts over identity and instead prioritize mutual respect and a commitment to the well-being of their community.

However, the region is not without its challenges. The primary inequities faced by Northeastern Nevada stem not from internal divisions but from external forces. Urban centers in Nevada wield significant political power, often leaving rural areas underrepresented and underserved. Policies like the Gross Proceeds of Minerals tax have disproportionately targeted rural economies, creating financial burdens for communities that rely on mining and resource-based industries. Furthermore, the allocation of resources frequently favors urban areas, leaving rural Nevada struggling to access the infrastructure and services necessary for sustained growth.

Compounding these challenges is the overwhelming presence of federally managed land in Northeastern Nevada, which severely limits the region's ability to expand and develop. Many communities find themselves landlocked, with any proposed activity on federal lands requiring lengthy and often prohibitive bureaucratic processes. This dependency on federal oversight creates significant barriers to growth and leaves Northeastern Nevada at a distinct disadvantage compared to other parts of the state and the country. These systemic inequities represent the true disparities faced by the region and highlight the need for greater representation and autonomy in decision-making processes.

Despite these obstacles, the people of Northeastern Nevada remain steadfast in their commitment to their community and way of life. Their ability to transcend identity politics and work together in harmony is a powerful example of what can be achieved when shared values take precedence over division. By addressing the structural challenges that limit growth and representation, Northeastern Nevada can continue to thrive as a model of unity, resilience, and cultural richness.

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